



FIFA[®]



Bidding process for the FIFA Women's World Cup 2023™

Overview of the scoring system for
the technical evaluation of bids

Contents

1. Introduction	2
1.1 Context.....	2
1.2 Predetermined parameters	2
1.3 Purpose of this document	5
2. Methodology for the technical evaluation and scoring system	6
2.1 Overview of methodology	6
2.2 Core minimum requirements for certain infrastructure criteria	7
2.3 Other relevant parameters and considerations.....	9
2.3.1 Rounding of scores.....	9
2.3.2 Assessment of delivery and sustainability risks for sporting infrastructure	9
2.3.3 Assessment of taxes	12
2.3.4 Assessment of transport	12
3. Overview of scoring system criterion-by-criterion	13
3.1 Infrastructure	13
3.1.1 Stadiums (35%).....	13
3.1.2 Team and referee facilities (15%).....	17
3.1.3 Accommodation (10%)	20
3.1.4 IBC (5%).....	22
3.1.5 Competition-related event sites (5%)	23
3.2 Commercial (30%).....	24
4. Overall scoring in practice: hypothetical examples.....	27
4.1 Bidder A – passes all steps.....	28
4.2 Bidder B – fails on Step 1.....	29
4.3 Bidder C – fails on Step 2	30

1. Introduction

1.1 Context

As part of the bidding process for the FIFA Women's World Cup 2023™, FIFA shall conduct an evaluation of all bids received consistent with the rules and timelines of the bidding process as defined in the "Bidding Registration regarding the submission of bids for the hosting and staging of the FIFA Women's World Cup 2023™" (hereinafter the "**Bidding Registration**").

Pursuant to clause 3.2.1 of the Bidding Registration, FIFA has established a bid evaluation model comprising three (3) components:

1. Description: a summary of certain relevant information provided in the bid and highlighting potential issues (without a technical evaluation or risk assessment);
2. Risk Assessment: an assessment of the risks associated with certain criteria, applying a risk rating;
3. Technical Evaluation: an assessment of certain infrastructure and commercial criteria, applying a scoring system established by FIFA.

It is component 3, the technical evaluation (and more specifically the scoring system to be established by FIFA), that is the subject of this document and will be described and explained in detail.

1.2 Predetermined parameters

In its clause 3.2.3, the Bidding Registration defines a number of key parameters that must apply to the technical evaluation and scoring system developed. These include the following:

- The key infrastructure and commercial criteria to be assessed (see clause 3.2.3.2 (a) of the Bidding Registration).
- The respective weighting of each criterion for the purposes of the overall average score (see clause 3.2.3.2 (a) of the Bidding Registration).
- The scoring range and classification to be applied to each criterion (see clause 3.2.3.2 (b) of the Bidding Registration).
- The minimum scores required and the consequences of a bid not achieving such scores (see clause 3.2.3.3 and 3.2.3.4 of the Bidding Registration).

These are briefly outlined on the next page for contextual purposes.

Key criteria

The scoring system for the technical evaluation is divided into two types of criteria: infrastructure criteria and commercial criteria.

Pursuant to clause 3.2.3.2 (a) of the Bidding Registration, infrastructure comprises five key criteria accounting for 70% of the overall score for the technical evaluation, and commercial consists of one key criterion (although with several inputs in order to perform a holistic assessment) which accounts for the remaining 30%. In total, there are six key criteria as part of the technical evaluation of a bid.

The table below indicates and briefly describes each of the six criteria.

Technical evaluation: key criteria	
Infrastructure criteria (70%)	
1. Stadiums	The proposed stadiums
2. Team and referee facilities	The proposed facilities for participating teams and referees
3. Accommodation	The available hotel room inventory in the proposed host cities
4. IBC site	The proposed locations for the International Broadcast Centre
5. Competition-related event sites	The proposed locations for competition-related event sites (draw)
Commercial criteria (30%)	
6. Commercial	The forecast position of the bid taking into account specific revenues streams/contributions and organising costs

Respective weightings

Each of the six criteria identified in the table above was apportioned a weighting for the purposes of determining the overall average score to be awarded to a bid (see clause 3.2.3.2 (a) of the Bidding Registration). The weightings allocated generally reflect the importance of each criterion to the technical evaluation of a bid by FIFA in accordance with the overriding objective of securing the best possible hosting conditions to enable FIFA to optimise delivery on its relevant statutory objectives.

The weightings apportioned to each criterion are set out in the table below:

Technical evaluation: Key criteria	Weighting Percentage
Infrastructure	70% in total
Stadiums	35%

Team and referee facilities	15%
Accommodation	10%
IBC site	5%
Competition-related event sites	5%
Commercial	30% in total
Commercial	30%

Scoring range and classifications

Pursuant to clause 3.2.3.2 (b) of the Bidding Registration, each criterion will apply a score in accordance with a predetermined scoring range and referable to a predetermined classification.

Both the scoring range and classification are set out in the table below.

Score	Assessment
0.0 – 1.9	"does not meet minimum requirements"
2.0 – 2.9	"satisfactory"
3.0 – 3.9	"good"
4.0 – 5.0	"very good"

As can be seen, each criterion will receive a score within a band. For example, if a criterion is assessed as "good", a score of between 3.0 and 3.9 would be applied.

Minimum scores required and consequences

The Bidding Registration (see clause 3.2.3.3) specifies, and the above scoring range/classifications reflect, that a bid must achieve a score of at least 2.0 in the following to meet FIFA's minimum hosting requirements for the FIFA Women's World Cup 2023™:

- individually, for each of the following key infrastructure criteria:
 - stadiums
 - team and referee facilities, and
 - accommodation
- overall, as an average score across all six criteria, taking into account the relative weightings of each criterion (i.e. stadiums – 35%, team and referee facilities – 15%, etc.).

Pursuant to clause 3.2.3.4 of the Bidding Registration, a failure to achieve the minimum required scores in any of the above individual criteria or on an overall basis represents a failure to comply with the minimum hosting requirements.

Importantly, it must be emphasised that the consequence of such an outcome is that, pursuant to clause 3.2.3.4 (ii) (a) of the Bidding Registration, FIFA shall be entitled and reserves the right to deem the bid as not eligible for consideration by, or presentation to, the FIFA Council. In such circumstances, **FIFA would be entitled to terminate the Bidding Registration with the respective member association(s)** (see clauses 3.2.3.4 (ii) (c) and 13.5.1 (ii) of the Bidding Registration), with the effect that the respective bid shall be excluded from the bidding process.

1.3 Purpose of this document

This document outlines the scoring system, detailing:

- the overview of the methodology for the technical evaluation and the scoring system;
- the scoring system to be applied, criterion-by-criterion;
- a simulation of the scoring system based on hypothetical examples.

2. Methodology for the technical evaluation and scoring system

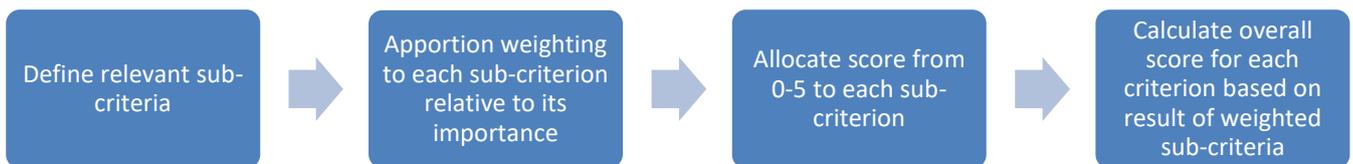
2.1 Overview of methodology

In the development of the proposed scoring system, FIFA sought to define and adopt a consistent approach and methodology to each criterion. This was followed to ensure that FIFA's scoring system for the technical evaluation was applied in a generally uniform manner.

Infrastructure criteria

The high-level methodology applied is illustrated below:

High-level methodology



- The first step was to define the relevant elements that make up the criteria (otherwise referred to as “sub-criteria”). Each individual criterion will be described in further detail in Section 3 of this document. For illustrative purposes, an example of a sub-criterion in the Stadiums criterion is stadium capacity.
- Following the definition of the relevant sub-criteria, the second step was to apportion weightings to the sub-criteria based on their deemed relative importance.
- Once the sub-criteria were apportioned a weighting, FIFA will allocate a score to each sub-criterion.
- Having completed the above three steps, the scores for each sub-criterion will be added to obtain an overall score. In the case of the infrastructure criteria, as these involve an assessment of multiple sites, this step will be performed for each proposed site. Thereafter, the scores of each proposed site will be added up and divided by the number of proposed sites to produce an overall score for the criterion. This methodology will be explained in further detail and more clearly illustrated in Section 3.1 of this document.

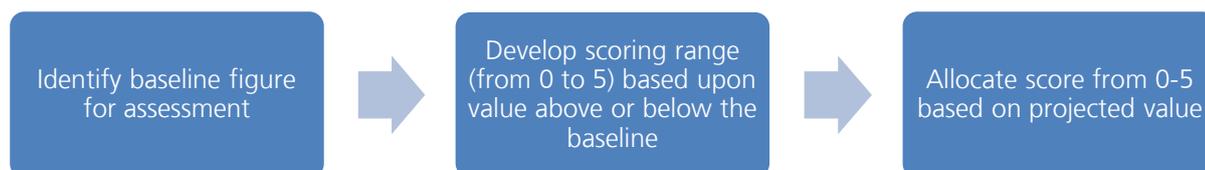
A hypothetical example is given below to illustrate the methodology for scoring an individual site within an infrastructure criterion:

Proposed site X				
Sub-criterion	Weighting	Score (0-5)	Weighted Score	Overall Score
Sub-criterion A	20%	3.0	0.6	3.2
Sub-criterion B	25%	2.0	0.5	
Sub-criterion C	15%	3.0	0.5	
Sub-criterion D	40%	4.0	1.6	

Commercial criteria

The high-level methodology applied for the commercial criteria is identified below:

High-level methodology



- As a first step, FIFA has identified a baseline value that will moderate the score of a bid.
- Following the setting of a baseline value, the second step was to develop a scoring range from zero (0) to five (5) based upon the value above or below the baseline.
- Having completed the above steps, a projected figure will be obtained and applied to the scoring range to generate a score for that criterion.

2.2 Core minimum requirements for certain infrastructure criteria

FIFA has identified that an absence or insufficiency of satisfactory key sites/venues may call into question the overall viability of the tournament’s successful delivery and would therefore amount to a bid failing to meet the minimum hosting requirements with respect to that individual criterion, resulting in a score of below 2.0 out of 5.0.

As such, the following infrastructure criteria impose the following core minimum requirements:

- stadiums
- team and referee facilities

- accommodation

The effect of failing to meet a core minimum requirement for an individual criterion is set out below:

- Where an individual criterion (e.g. stadiums) receives a score of equal to or above 2.0, but has failed to include a sufficient number of proposed sites/venues that each individually reach a score of 2.0, the criterion automatically receives a "1.9" for its score. For instance, if the overall score for stadiums is 2.8 but only six (when eight are required) of the proposed stadiums have individually scored equal to or above 2.0, the overall score for Stadiums automatically drops to 1.9.
- Where an individual criterion (e.g. stadiums) receives a score of below 2.0, regardless of whether it has failed to include a sufficient number of proposed sites/venues that each individually reach a score of 2.0, the criterion receives its original score. For instance, if the overall score for stadiums is 1.6, the overall score for stadiums remains at 1.6, regardless of how many stadiums individually reach a score of 2.0 or more.

The diagram below helps to provide examples of how the core minimum requirements can affect an individual criterion, in this case the stadiums criterion.

Individual Criterion: Stadiums			
Proposed stadium	Score		Minimum Requirements Met
Stadium 1 (final match)	4.2*2 = 8.4		✓
Stadium 2 (opening match)	3.3*2 = 6.6		✓
Stadium 3	1.9		✗
Stadium 4	3.0		✓
Stadium 5	1.8		✗
Stadium 6	4.5		✓
Stadium 7	3.4		✓
Stadium 8	1.9		✗
Stadium 9	3.4		✓
Stadium 10	3.0		✓
	Total	37.9	< 8 stadiums meeting minimum requirements = 1.9
	Average*	3.2	

*Average score is calculated by dividing by 12 as the opening and final matches are weighted double.

As can be seen in the diagram above, the failure to provide at least eight proposed stadiums which achieve a score of 2.0 results in the overall score for stadiums being reduced to 1.9. In the example, the bid proposed 10 stadiums but only provides seven which meet FIFA's minimum requirements (as three of the

proposed stadiums have received a score below 2.0). Therefore, the bid has received a score of 1.9 for the stadiums criterion.

2.3 Other relevant parameters and considerations

2.3.1 Rounding of scores

In the scoring of any criterion and sub-criterion under the scoring system for the technical evaluation, FIFA shall round up or down the scores to one (1) decimal place (e.g. 3.1, 4.2, 2.6, etc.).

For example, a score of 3.14 in any criterion or sub-criterion would be rounded down to 3.1, whilst a score of 3.15 would be rounded up to 3.2.

2.3.2 Assessment of delivery and sustainability risks for sporting infrastructure

Delivery risk

The timely provision of world-class stadiums capable of staging FIFA Women's World Cup™ matches represents the key infrastructural deliverable in connection with the hosting of the FIFA Women's World Cup™. This is, for instance, reflected in the relative weighting of the individual criteria in the technical evaluation for the purposes of the overall score, with stadiums being weighted as 35%, accounting for half of the total infrastructure score (which is 70% of the overall score). Moreover, stadiums typically represent the most complex major infrastructure projects linked to the tournament that directly involve FIFA.

In light of the importance of stadiums and the significance of the inherent risks and impacts in connection with the unsuccessful delivery of the stadiums, FIFA shall take into account the current status of the proposed stadiums (and the work necessary to achieve the required standard for a FIFA Women's World Cup™ stadium) in assessing this criterion. In particular, FIFA has applied a threshold of existing stadiums required as part of the bid and will apply a discount rate to the technical scores for non-existing stadiums.

In this respect, an "existing stadium" is taken to mean a stadium which (i) is currently in existence or currently under construction (i.e. construction work having commenced); or (ii) requires renovation or reconstruction, whereby the main structural elements are preserved. All other cases are deemed to be "non-existing stadiums". Such determination regarding "existing/non-existing stadiums" will be made by FIFA's technical experts based on the project documentation provided and any observations made during any official inspection visits. Further details (including the discount rate to be applied) will be set out in Section 3.1.1 of this document.

Similarly to stadiums, team and referee facilities are an essential infrastructural deliverable in connection with the successful hosting of the FIFA Women's World Cup™ and the provision of high-quality facilities for teams and referees in of the utmost importance. This is reflected in the relative weighting of the individual criteria in the technical evaluation for the purpose of the overall score, with team and referee facilities worth 15% of the overall score.

In light of the inherent risks associated with the unsuccessful delivery of these sites, FIFA reserves the right to apply a delivery risk to the non-existing training sites taking into account the proportion of such non-existing training sites to the overall inventory proposed in the bid. In this respect, such determination regarding “existing/non-existing training sites” will be made by FIFA’s technical experts based on the project documentation provided and any observations made during any official inspection visits.

Sustainability of infrastructure risk for stadiums

As part of FIFA’s bidding process for the FIFA Women’s World Cup 2023™, sustainability and legacy considerations are regarded as important elements of the bid evaluation. This, of course, extends to sustainability and legacy considerations inherently linked to the proposed infrastructure to be utilised in connection with the hosting of the tournament, in particular stadiums. Indeed, the bidders are required, as part of their bid books, to provide such information, including the current and planned capacities and uses of proposed stadiums, both during the tournament and as a legacy after the tournament.

Moreover, FIFA wishes to avoid the occurrence of “white elephant” stadiums – referring to costly stadium projects (both in terms of construction and maintenance) considered disproportionate to their frequency of use and legacy value.

In light of the above, FIFA commissioned the CIES Football Observatory in 2018 to conduct a study into stadium sustainability by researching factors that may indicate optimal stadium capacities in a given location. Based on this research, it was concluded that while the optimal capacity of a stadium may depend upon multiple factors, “a very important one is the population of the city where the stadium is located”.

To test the above proposition, an analysis was conducted to determine the correlation between a given city’s population and stadium attendances. Separate European and non-European studies were undertaken, each considering five leagues from the 2012/13 season through the 2017/18 season. Data on average attendances was sourced for the following leagues from data published by the respective leagues and/or specialised football websites:

- For the European study – *Bundesliga* (Germany), *La Liga* (Spain), *Ligue 1* (France), the Premier League (England) and *Serie A* (Italy). These were selected as they represent the top five leagues in Europe.
- For the non-European study – MLS (USA/Canada), *Liga Aguila* (Colombia), *Serie A* (Brazil), K-League (Korea Republic) and ABSA Premiership (South Africa). These were selected based on geographical distribution (they cover four of the remaining five confederations), the existence of established, well-developed football leagues, and the availability of attendance data.

In the definition of city population, the study applied Eurostat’s definition of “greater city” for European cities and the closest comparable definition for the non-European cities monitored through various official national sources. Adjustments were made for cities with multiple clubs based on a clear methodology.

The outcome of both studies supported the proposition that there is a significant logarithmic positive correlation between city population and attendances. In both cases, almost half of the differences in attendances in the leagues surveyed relate to differences in the number of inhabitants of the cities. Moreover, the probability of error is below the critical value of 5% ($p < 0.0001$). In other words, the studies each

confirmed that the greater city's population is a robust indicator in estimating the optimal capacity for a stadium.

The relationship between greater city size and expected attendances, based on a regression model reflecting the above analysis, is set out below in relation to each study.

European		Non-European	
City size	Expected attendance	City size	Expected attendance
100,000	15,607	100,000	3,700
200,000	19,921	200,000	4,949
500,000	27,505	500,000	7,269
1,000,000	35,108	1,000,000	9,722
2,000,000	44,813	2,000,000	13,002
3,000,000	51,690	3,000,000	15,413
4,000,000	57,200	4,000,000	17,390
5,000,000	61,875	5,000,000	19,096

For instance, according to the analysis conducted, in the non-European context, the average expected attendances for a stadium linked to a city with a greater city population of approximately 200,000 would be just below 5,000, whilst the average expected attendances for a stadium linked to a city with a greater city population of approximately 3 million would be approximately 15,000.

For the European context, the average expected attendances for a stadium linked to a city with a greater city population of approximately 200,000 would be just below 20,000, whilst the average expected attendances for a stadium linked to a city with a greater city population of approximately 4 million would be approximately 57,000.

Taking into account the above analysis, FIFA will include a stadium sustainability assessment in evaluating this criterion consistent with the methodology applied in respect of the bidding process for the 2026 FIFA World Cup™.

Further details will be set out in Section 3.1.1 of this document.

2.3.3 Assessment of taxes

In relation to all commercial criteria, the impact of taxes can be an important consideration as it can significantly affect the financial results. Accordingly, FIFA shall take into consideration such tax-related impacts in its assessment of the commercial criteria for the scoring system.

It is important to note that it is a requirement of FIFA, as part of its bid submission, that a bidder provides a tax-free environment. This, including government guarantees provided in this respect, shall be evaluated by FIFA as part of the bid evaluation. This analysis shall be incorporated into its scoring of the commercial criteria.

Further details will be set out in Section 3.2 of this document.

2.3.4 Assessment of transport

With the development of the FIFA Women's World Cup as an event, general mobility and event transport at the intercity and intra-city levels continue to grow in importance and complexity. Consequently, transport has become a key part of any FIFA Women's World Cup and will be evaluated as part of each infrastructure criterion of the technical evaluation. The technical evaluation of stadiums, team and referee facilities, accommodation, IBC site and competition-related event sites will closely consider the venues' location and accessibility in the overall score for each of the criterion.

3. Overview of scoring system criterion-by-criterion

3.1 Infrastructure

One of the overriding objectives of the bidding process is to help secure the best possible hosting conditions to enable FIFA to optimise delivery of its relevant statutory objectives, which necessarily includes the readiness of top-quality infrastructure in the host country (or countries) necessary for the successful delivery of the tournament.

The scoring system for the infrastructure criteria, which collectively accounts for 70% of the overall score, is outlined below.

3.1.1 Stadiums (35%)

Introduction

Stadiums are the foundation for the successful hosting of a FIFA Women's World Cup™. They will be centre stage during the 64 matches for teams, fans and TV audiences alike, and it is imperative they are of a world-class standard.

Sub-criteria and weighting

The stadium criterion will be evaluated based on the seven (7) sub-criteria identified in the left-hand column of the table below. Each sub-criterion has been allocated a weighting based on its relative importance, which has been reflected in the right-hand column of the table. The explanation section in the middle column reflects the various elements that are carefully analysed in each sub-criterion.

Stadiums		
Sub-criteria	Explanation	Weight
Stadium costs & planning milestones	Assessment of key construction milestones, total investment costs per seat	10%
Stadium orientation & space requirements	Assessment of site maps and floor plan analyses	10%
Stadium capacity	Assessment of gross capacity, VIP tribune capacity and seat kills	22.5%
Pitch	Assessment of pitch type and dimensions	10%
Technical installations	Assessment of TV, power, infotainment and IT installations	20%
Accessibility & sustainability	Assessment of sanitary facilities and infrastructure for disabled spectators	7.5%

Roof, residents & overlay	Assessment of roof and overlay cost estimates as well as the impact of renovation works and operations on neighbourhoods and residents (including third parties)	20%
--------------------------------------	--	-----

Core minimum requirements

Once the evaluation of all stadiums proposed in a bid has been completed, there must be at least eight stadiums meeting FIFA’s minimum requirements (i.e. each not receiving a score of less than 2.0), otherwise the stadiums criterion will automatically receive a score of less than 2.0.

Additional factors

Stadium sustainability risk

As mentioned in Section 2 of this document, taking into account the analysis regarding stadium sustainability conducted by CIES (and the correlation between greater city population and average attendances), FIFA will include a stadium sustainability assessment in evaluating this criterion.

In determining whether a proposed non-existing stadium presents a stadium sustainability risk, FIFA will use the proposed legacy capacity (gross) of the stadium as its baseline figure. If this figure is more than 50% above the average expected attendances in a particular host city as per the CIES studies (using the European model as a base¹), FIFA will deem the proposed stadium to present a potential stadium sustainability risk. Subject to the information provided by the bidder regarding the legacy use of the proposed stadium, FIFA may, at its discretion, conclude that the proposed stadium presents a stadium sustainability risk.

The result of such a conclusion would be that the proposed non-existing stadium does not meet the core minimum requirements (and receives a score of below 2.0). An example is set out below:

Proposed stadium	Technical score	Status	Stadium sustainability risk	Adjusted score
Stadium 1	3.2	Non-existing	✓	1.9

For instance, if a proposed non-existing stadium receives a provisional score of 3.5 but is assessed as presenting a stadium sustainability risk, the score reduces to 1.9.

Delivery risk

As mentioned in Section 2 of this document, in light of the importance of stadiums and the significance of the inherent risks and impacts in connection with the unsuccessful delivery of the stadiums, FIFA shall take into account the current status of the proposed stadiums (and the work necessary to achieve the required standard for a FIFA Women’s World Cup™ stadium) in assessing this criterion. In particular, FIFA shall apply a threshold of existing stadiums required as part of the bid and apply a discount rate to the technical scores for non-existing stadiums.

¹ The European model is taken so as to assume the best-case scenario in terms of average attendances.

In terms of the threshold to be applied, FIFA shall require a minimum of four (4) existing stadiums as part of a bid. Any bid which does not provide at least four (4) existing stadiums will receive a score of less than 2.0 for the stadiums criterion. As defined in Section 2.2, an “existing stadium” is taken to mean a stadium which (i) is currently in existence or currently under construction; or (ii) requires renovation or reconstruction, whereby the main structural elements are preserved. All other cases are deemed to be “non-existing stadiums”. Such determination regarding “existing/non-existing stadiums” will be made by FIFA’s technical experts based on the project documentation provided and any observations made during any official inspection visits.

The delivery risk discount rate applied to non-existing stadiums shall be done as per the scale set out below:

Stadium Delivery Risk	
Number of non-existing stadiums	Discount rate multiplier
8	0.15
7	0.29
6	0.41
5	0.53
4	0.64
3	0.74
2	0.83
1	0.92
0	1.00

Each additional non-existing stadium has a further discounting effect of 8%.² This discount rate is compounded for each additional non-existing stadium (i.e. three (3) non-existing stadiums would result in a discount of 26%).

The result of applying the delivery risk discount rate³ can be seen through the below example:

² The discount rate is applied on a collective basis across all non-existing stadiums (rather than per individual stadium) since the accumulation of non-existing stadiums is considered to compound the risk of unsuccessful delivery of the tournament.

³ The formula used to calculate the discount rate is $1 - [(1+x)^n - 1]$, where x = discount rate of 8% and n = number of non-existing stadiums.

Proposed stadium	Technical score	Status	Adjusted scores (delivery risk)	Overall score
Stadium 1	3.2	Non-existing	2.4	3.2
Stadium 2	3.6	Non-existing	2.7	
Stadium 3	3.5	Non-existing	2.6	
Stadium 4	4.0	Existing	NA	
Stadium 5	3.8	Existing		
Stadium 6	3.8	Existing		
Stadium 7	4.2	Existing		
Stadium 8	3.3	Existing		
Stadium 9	2.8	Existing		
Stadium 10	2.7	Existing		

In the example above, the bidder has provided a bid comprising 10 proposed stadiums, seven of which are existing stadiums (stadiums 4, 5, 6, 7, 8, 9 and 10) and three of which are non-existing stadiums (1, 2, 3). First and foremost, the minimum number of existing stadiums (four) is met. The technical score for the non-existing stadiums is then adjusted based on the relevant discount rate (in this case 0.74 due to there being three non-existing stadiums). The overall score for stadiums is calculated by combining the adjusted score for the non-existing stadiums with the technical score for the existing stadiums and dividing by the number of proposed stadiums. This results in an overall score of 3.2 for the bid, meeting the minimum hosting requirements for the stadiums criterion.

Calculation of overall score

Each proposed stadium will be evaluated on an individual basis. A greater weighting will be applied to the stadium(s) proposed to host the opening match and/or final match, which are each double-weighted.⁴ It is then assessed whether a sufficient number of stadiums meet the minimum requirements (scoring ≥ 2.0) and whether there are a sufficient number of existing stadiums. Following this, scores are adjusted based on the discount rate to be applied to non-existing stadiums, and the adjusted scores are tallied and divided by the number of proposed stadiums to obtain a final overall score for the stadiums criterion.

Please see the diagram below for a representation as to how this will be performed.

⁴ In the event that a stadium is proposed to host both the opening and final matches, only a single double-weighting will be applied.

Overall Score					
Proposed stadium	Score	Meeting minimum requirements	Existing	Adjusted scores	Overall score
Stadium 1 (final match)	4.2*2 = 8.4	✓	✓	NA	3.2
Stadium 2 (opening match)	3.3*2 = 6.6	✓	✓	NA	
Stadium 3	1.9	✗	✗	1.4	
Stadium 4	3.0	✓	✗	2.2	
Stadium 5	4.1	✓	✓	NA	
Stadium 6	4.5	✓	✗	3.3	
Stadium 7	3.4	✓	✓	NA	
Stadium 8	2.5	✓	✓	NA	
Stadium 9	3.0	✓	✓	NA	
Stadium 10	3.2	✓	✓	NA	
		At least eight stadiums must meet the minimum requirements or the score drops below 2.0	At least four stadiums must be existing or the score drops below 2.0		Final score = 3.2 Opening and final stadiums are weighted double

In the example above, the bid has provided at least eight stadiums meeting the minimum requirements out of ten proposed stadiums (with stadium 3 not included since it scored below 2.0). In relation to the stadium delivery risk, as the bid has presented three non-existing proposed stadiums, a discount rate of 0.74 was applied to the score of each of those non-existing stadiums. Accordingly, the final score for the stadiums criterion in the above example would be 3.2, based on the sum of the scores for each stadium (including double weighting for the opening and final match stadiums) divided by the number of proposed stadiums.

3.1.2 Team and referee facilities (15%)

Introduction

Another important element of hosting and staging the FIFA Women's World Cup™ is the provision of accommodation and training sites for the teams and referees. In order to ensure that the teams and referees have adequate training facilities, have the most comfortable stay and do not suffer from long travel distances during the tournament, these facilities must comply with FIFA's requirements.

It is important to note that, in evaluating the team and referee facilities, FIFA will assess the team/referee hotels and training sites as pairings because the distance between the hotel and training site must determine the viability of any hotel or training site as a potential team and referee facility.

Sub-criteria and weighting

The team and referee facilities criterion will be scored based on a 50:50 split between team/referee hotels and training sites. The team/referee hotel component will be scored based on the six sub-criteria listed in the left-hand column of the table below, with each receiving a weighting in accordance with its importance listed in the right-hand column. An explanation of the various elements analysed in each sub-criterion can be found in the middle column.

Team/referee hotel (50%)		
Sub-criteria	Explanation	Weight
Suitability	Assessment of fit-for-purpose features and characteristics which contribute to the suitability of each property including physical location and surroundings, age and appearance, upgrade plans, layouts, accesses, flows, privacy potential, etc.	30%
Distance to training site	Assessment of the distance from the team/referee hotel to the training site	20%
Distance to airport	Assessment of the distance from the team/referee hotel to the airport	10%
Room inventory	Assessment and analysis of guest room inventory	20%
Function rooms	Assessment and analysis of function spaces for team use	10%
Additional facilities	Assessment and analysis of additional facilities, such as fitness, leisure, recovery, and kitchen facilities	10%

The training site component will also be evaluated based on seven sub-criteria, all listed in the table below in the left-hand column. The weight of each sub-criterion can be found in the right-hand column and has been allocated to reflect its importance. An explanation of the elements analysed in each sub-criterion can be found in the middle column.

Training site (50%)		
Sub-criteria	Explanation	Weight
Suitability	Assessment of fit-for-purpose features and characteristics which contribute to the suitability of each property including physical location and surroundings, age and appearance, upgrade plans, layouts, accesses, flows, privacy potential, etc.	30%
Pitches	Assessment and analysis of natural pitches	20%
Dressing rooms	Assessment and analysis of team dressing rooms	10%

Press area	Assessment and analysis of press areas	10%
Floodlights	Assessment and analysis of lighting	10%
Stands	Assessment and analysis of seating areas	10%
Fitness facilities	Assessment and analysis of all existing or planned facilities	10%

Core minimum requirements

As mentioned in Section 2 of this document, FIFA has identified that there are essential components required with respect to team and referee facilities.

Once the evaluation of all training sites/hotels proposed in a bid has been completed, there must be a minimum of four proposed venue-specific team facilities (pairings) for at least eight stadiums⁵ otherwise the team and referee facilities criterion will automatically receive a score of less than 2.0.

Delivery risk

As mentioned in Section 2 of this document, in light of the importance of team and referee facilities and the inherent risks and impacts in connection with the unsuccessful delivery of such facilities, FIFA shall take into account the current status of the proposed sites (and the work necessary to achieve the required standard for a FIFA Women's World Cup™ stadium) in assessing this criterion. In particular, FIFA reserves the right to apply a delivery risk to the non-existing training sites taking into account the proportion of such non-existing training sites to the overall inventory proposed in the bid, as explained in Section 2 of this document.

Calculation of overall score

As discussed in the introduction to the team and referee facilities component, the team/referee hotels and training sites are evaluated as pairings. Each element is individually scored on a 0-5 scale and an average of both scores is taken to obtain a final score for the pairing.

Overall score			
	Proposed venue-specific team facilities (40 out of 82 pairings)	Proposed team/referee base camps (42 out of 82 pairings)	Overall score
Training sites	4.2	3.2	3.7
Hotels	3.3	3.5	3.4
Combined training sites and hotels pairings	3.8	3.4	3.6

⁵ Please note that, due to the link between venue-specific team facilities and the venue, the eight stadiums must be stadiums which also meet the minimum requirements (each achieve a score ≥ 2.0).

In the example above, the bid has proposed 10 stadiums and therefore 40 venue-specific facilities and 42 team and referee base camp facilities as part of its bid (assuming that no proposed venue-specific facilities also serve as a proposed team base camp). The venue-specific facilities and the team and referee base camps have received aggregate scores of 3.8 and 3.4 respectively. These scores have been tallied together (taking into account their proportions – 40/82 and 42/82 respectively) to result in a final score of 3.6 for the bid in this criterion.⁶

In the event that a bid proposes that a venue-specific facility can also serve as team base camp, the site will only be counted once and under the venue-specific category.

3.1.3 Accommodation (10%)

Introduction

The importance of accommodation in successfully hosting a major international event such as the FIFA Women’s World Cup™ cannot be understated. It is FIFA’s objective to ensure that all of its core groups will have appropriate access to good quality accommodation on reasonable terms.

Sub-criterion and weighting

The accommodation evaluation analyses FIFA core group (HQ, venue, VIP, etc.) accommodation on a city-by-city basis as can be seen in the table below.

Accommodation		
Sub-criteria	Explanation	Weight
FIFA core group	Assessment of the accommodation situation with a focus on the FIFA core-group room requirements	100%

Please also note that, in assessing the suitability of the proposed hotels, FIFA also takes into account the locations of such hotels in relation to the host city. It is also important to note that in the assessment of the accommodation criterion, FIFA assesses the existence of suitable hotel inventory, not the reservation of such inventory.

In relation to FIFA core group accommodation, the assessment is performed on a host-city basis, with FIFA undertaking a hotel-by-hotel analysis to determine the number of operationally viable rooms in each host city. If FIFA is able to find suitable hotels with the required capacities for 100% of the “mission critical” groups, a score of two (2) is received (satisfactory). The scoring scale can be seen below.

⁶ No delivery risk has been applied in this example.

FIFA Core Group	
Score	Requirement covered
0.0-1.9	99% or below
2.0-2.9	100% to 124%
3.0-3.9	125% to 149%
4.0-5.0	150% to 200% or more

Core minimum requirements

FIFA has recognised that it is critical that the FIFA core-group accommodation requirements can be met in order to successfully deliver the tournament. Therefore, at the conclusion of the evaluation of this component, there must be sufficient levels of operationally viable accommodation for FIFA’s core group in order to serve a minimum of eight stadiums,⁷ otherwise the overall accommodation criterion will automatically receive a score of less than 2.0.⁸

Calculation of overall score

Each proposed host city will receive a FIFA core-group accommodation score. These scores will then be added up and divided by the number of proposed host cities to get an overall score for accommodation. This can be better understood in the diagram below.

Proposed host city	FIFA core group
Host city 1	4.0
Host city 2	3.0
Host city 3	2.0
Host city 4	4.0
Host city 5	2.0
Host city 6	4.0
Host city 7	3.0
Host city 8	2.0
Host city 9	4.0

⁷ In the event that a proposed host city contains multiple stadiums, this shall be taken into account in the calculation of peak requirements for the relevant host city.

⁸ Please note that, due to the link between the venue and the host city, these host cities must have stadiums and venue-specific team facilities which also meet the minimum requirements (achieves a score ≥ 2.0).

Host city 10	2.0
Overall score calculated by adding host city scores and dividing by the number of host cities	3.0

In the example above, the bid has proposed ten host cities, with more than eight meeting the minimum requirements in terms of accommodation. The final score for the accommodation criterion in the above example would be 3.0, based on the sum of the scores for each host city divided by the number of proposed host cities.

3.1.4 IBC (5%)

Introduction

Only a minority of fans have the opportunity to attend a match in person. The vast majority of football fans from around the world depend upon a comprehensive, secure and timely coverage of matches in all forms of media. In order to ensure worldwide media coverage of the tournament of the highest technical quality available, the presence of an International Broadcast Centre (IBC) is vital.

Sub-criteria and weighting

The IBC component is scored on a 0-5 scale as per the sub-criteria listed in the left-hand column of the respective table below.

IBC		
Sub-criteria	Explanation	Weight
Size	Assessment of indoor space, ceiling height, floor load capacity; outdoor space with unimpeded visibility to satellites orbit and adequate load capacity	32%
Accessibility	Assessment of accessibility to accommodation, airport(s) and city centre; on-site parking facilities	14%
Infrastructure	Assessment of loading bays for large truck deliveries, HVAC, ducting/cable routing and water	17%
Support facilities	Assessment of power, connectivity, lighting, cleaning, waste disposal and sanitary facilities; existing food and beverage options on and around the premises	17%
Exclusive use period	Assessment of availability of the site during the exclusive use period	20%

Calculation of overall score

The overall IBC score is calculated by taking the overall score for each IBC site proposal before calculating an overall average score as per the table below.

IBC		Overall score
Proposed IBC site	Score	2.5
Proposal 1	2.0	
Proposal 2	3.0	
Average score	2.5	

In the example above, the bid has proposed two IBC sites, each scoring 2.0 and 3.0 respectively. The final score for the IBC criterion in the above example would be 2.5, based on the sum of the scores for each site divided by the number of proposed sites.

3.1.5 Competition-related event sites (5%)

Introduction

Apart from the preparation and organisation of the matches themselves, the FIFA Women's World Cup™ also involves the staging of certain competition-related events. Due to the public awareness around these important events, they represent an opportunity to promote the competition and the host country/countries around the world. In order to ensure that these events are successfully organised, operationally viable locations with all the necessary infrastructure required by FIFA are of the utmost importance.

Sub-criteria and weighting

The competition-related event sites component is scored on a 0-5 scale as per the sub-criteria listed in the left-hand column of the respective table below.

Competition-related event sites		
Sub-criteria	Explanation	Weight
Accessibility	Assessment of accessibility to key sites	20%
Space	Assessment and analysis of indoor and outdoor space and site capacity	35%
Support facilities	Assessment and analysis of key support facilities	25%
Other	Assessment of the modernity/cleanliness/structural integrity/overall condition and availability during required period	20%

Calculation of overall score

The overall competition-related event sites score is calculated by taking the overall score for each Official draw site proposal before calculating an overall average score as per the table below.

Draw		Overall score
Proposed draw site	Score	2.5
Proposal 1	2.0	
Proposal 2	3.0	
Average score	2.5	

In the example above, the bid has proposed two draw locations, each scoring 2.0 and 3.0 respectively. The final score for the competition-related events criterion in the above example would be 2.5, based on the sum of the scores for each site divided by the number of proposed locations.

3.2 Commercial (30%)

As noted earlier, one of the overriding objectives of the bidding process is to help secure the best possible hosting conditions for the FIFA Women's World Cup 2023™ and for the development of women's football. As such, FIFA's commercial position in connection with the FIFA Women's World Cup™ is of utmost relevance.

The scoring system for the commercial criteria, which accounts for 30% of the overall technical evaluation score, is outlined in the formula below.

Forecast revenues/contributions – organising costs – expected taxes = Position
--

The forecast revenues/contributions to be considered as part of the assessment under the scoring system are comprised of the following key elements:

- Ticketing revenue
- Hospitality revenue (ticketing share)
- Merchandising revenue
- National Supporters
- Food and beverage concessions

- Other revenues
- Subsidies and contributions

It is important to note that the bids will be assessed based on their projected revenues and contributions for these areas as indicated in the bids submitted (each bidder is required to submit a bid information template estimating certain revenues, with supporting documentation where necessary). However, FIFA will also conduct its own independent analysis to verify the figures stipulated. Should the figures provided differ by more than 10% from the figures derived by FIFA, FIFA has the right to use its figures as the basis for the calculation of the bid's score.

Moreover, the revenues and contributions listed above do not include media and international marketing revenues. Therefore, FIFA retains the discretion to adjust the scores of a bid to take into consideration material impacts arising from these revenue streams.

The tournament's organising costs are comprised of different elements, in particular:

- FIFA's direct organising costs in connection with the tournament – excluding prize money, team participation costs, and club benefits
- The costs relating to the performance of the obligations allocated to the hosting member association(s) in connection with co-organising the tournament
- In the event that no full tax exemptions are granted, costs resulting from non-refundable or creditable taxes, including in particular VAT, GST, sales taxes or the like

In order to calculate potential taxation costs, FIFA will assess the relevant government guarantee (Government Guarantee #3: tax exemption and foreign exchange undertakings) and work with financial experts to determine the potential tax exposure.

Similarly to the projected revenues/contributions, the forecast organising costs as indicated in the bids submitted will be assessed to the extent that the figures do not differ by more than 10% from FIFA's internal calculations. If the organising cost figures in the bid do differ by more than 10% from FIFA's projections, FIFA has the right to use its figures as the basis for the calculation of the bid's score.

It is important to note that projected revenues and forecast organising costs should be assessed on the basis of eight stadiums. In this regard, please note that the eight stadiums selected in a bid for the purposes of calculating projected revenues must be the same as the eight stadiums used to determine the forecast organising costs.

The net position figure is measured against the benchmark to obtain a percentage figure. A final score between zero (0) and five (5) is then reached based on the scoring scale below.

Commercial	
Score	Position as against benchmark
0.0-1.9	USD 0 and below benchmark
2.0-2.9	USD 0.1 million to USD 10 million above benchmark
3.0-3.9	USD 10.1 million to USD 20 million above benchmark
4.0-5.0	USD 20.1 million or more above benchmark

4. Overall scoring in practice: hypothetical examples

For ease of understanding, set out below are examples of how the overall scoring system will operate in practice. The examples taken for the simulation are entirely hypothetical and not based on expected, potential or past bids.

Broadly, FIFA will follow these steps in the application of the scoring system to a bid received:

- Step 1: evaluation of individual criteria and deriving of individual scores
- Step 2: evaluation and deriving of overall average score
- Step 3: assessment of consequences of scores in Steps 1 and 2

Each of these steps is illustrated in the following pages of this document using three hypothetical examples:

- Bidder A – passes all steps
- Bidder B – fails on Step 1
- Bidder C – fails on Step 2

4.1 Bidder A – passes all steps

In the following example, Bidder A has passed all steps of the technical evaluation and would be eligible for consideration by, and presentation to, the FIFA Council, receiving an overall average score of 3.7 (out of a possible 5).

In Step 1, each individual criterion is evaluated based on the scoring system. Set out below is the outcome of that evaluation, with each score for the individual criteria (stadiums through to commercial) presented. Notably, as stadiums, team and referee facilities and accommodation (the three key infrastructure components) have not scored below 2.0, the bid passes this step.

Bidder A: Step 1			
Infrastructure			
Criterion	Overall score	Core minimum requirements met	Final score
Stadiums	4.2	✓	4.2
Team & referee facilities	3.2	✓	3.2
Accommodation	2.4	✓	2.4
IBC site	2.6	N/A	2.6
Competition-related event sites	3.8	N/A	3.8
Commercial			
Criterion	Overall score	Core minimum requirements met	Final score
Commercial	3.8	N/A	3.8
Consequence: bid passes			

In Step 2, the overall average score for the bid across all six criteria is derived by applying the respective weightings (as set out in Section 1.2 above) to each individual criterion. Since each criterion is scored between zero (0) and five (5) and the weightings add up to 100%, the total overall score is out of a possible 500 (5x100%). This score is then divided by 100 to obtain the overall average score (out of 5).

Set out below is the outcome of that evaluation with respect to Bidder A, with each score for the individual criteria presented and multiplied by its weighting before the total and overall average score is obtained. Notably, as the overall average score is not below 2.0 (it is 3.7), the bid also passes this step.

Bidder A: Step 2				
Infrastructure				
Criterion	Overall score	Core minimum requirements met	Weight (%)	Weighted average score
Stadiums	4.2	✓	35	147.0
Team & referee facilities	3.2	✓	15	48.0
Accommodation	2.4	✓	10	24.0
IBC site	2.6	N/A	5	13.0
Competition-related event sites	3.8	N/A	5	19.0
Commercial				
Criterion	Overall score	Core minimum requirements met	Weight (%)	Weighted average score
Commercial	3.8	N/A	30	114.0
TOTAL (out of 500)				365.0
Overall average score (X/100)				3.7
Consequence: bid passes				

Therefore, as Bidder A has passed Steps 1 and 2, the bid has passed all steps of the technical evaluation and would be eligible for consideration by, and presentation to, the FIFA Council, receiving an overall average score of 3.7 (out of a possible 5).

4.2 Bidder B – fails on Step 1

In the following example, Bidder B has failed to pass Step 1. Consequently, pursuant to clause 3.2.3.4 (ii) (a) of the Bidding Registration, FIFA shall be entitled and reserves the right to deem the bid as not eligible for consideration by, or presentation to, the FIFA Council.

Set out below is the outcome of the evaluation of each individual criterion in Step 1, with each score (stadiums through to commercial) presented. As team and referee facilities has scored below 2.0, the bid does not pass this step.

Bidder B: Step 1			
Infrastructure			
Criterion	Overall score	Core minimum requirements met	Final score
Stadiums	4.2	✓	4.2
Team & referee facilities	1.8	✓	1.8
Accommodation	2.4	✓	2.4
IBC site	2.6	N/A	2.6
Competition-related event sites	3.8	N/A	3.8
Commercial			
Criterion	Overall score	Core minimum requirements met	Final score
Commercial	3.8	N/A	3.8
Consequence: bid fails to meet minimum requirements for team & referee facilities			

Therefore, as Bidder B has failed on Step 1, regardless of the outcome with respect to the other steps, the bid has received a score below 2.0 on a key infrastructure component of the technical evaluation and FIFA shall be entitled and reserves the right to deem the bid as not eligible for consideration by, or presentation to, the FIFA Council.

4.3 Bidder C – fails on Step 2

In the following example, Bidder C has passed Step 1 but failed to pass Step 2. Consequently, pursuant to clause 3.2.3.4 (ii) (a) of the Bidding Registration, FIFA shall be entitled and reserves the right to deem the bid as not eligible for consideration by, or presentation to, the FIFA Council.

Set out below is the outcome of the evaluation of each individual criterion in Step 1, with each score (stadiums through to commercial) presented. As stadiums, team and referee facilities and accommodation have not scored below 2.0, the bid passes this step.

Bidder C: Step 1			
Infrastructure			
Criterion	Overall score	Core minimum requirements met	Final score
Stadiums	2.0	✓	2.0
Team & referee facilities	2.0	✓	2.0
Accommodation	2.4	✓	2.4
IBC site	2.2	N/A	2.2
Competition-related event sites	1.5	N/A	1.5
Commercial			
Criterion	Overall score	Core minimum requirements met	Final score
Commercial	1.6	N/A	1.6
Consequence: bid passes			

Finally, in Step 2, the overall average score for the bid across all six criteria is derived. Set out below is the outcome of that evaluation with respect to Bidder C. As the overall average score is below 2.0 (it is 1.9), the bid does not pass this step.

Bidder C: Step 2				
Infrastructure				
Criterion	Overall score	Core minimum requirements met	Weight (%)	Weighted average score
Stadiums	2.0	✓	35	70.0
Team & referee facilities	2.0	✓	15	30.0
Accommodation	2.4	✓	10	24.0
IBC site	2.2	N/A	5	11.0
Competition-related event sites	1.5	N/A	5	7.5
Commercial				
Criterion	Overall score	Core minimum requirements met	Weight (%)	Weighted average score

Commercial	1.6	N/A	30	48.0
TOTAL (out of 500)				190.5
Overall average score (X/100)				1.9
Consequence: bid receives overall average score below 2.0				

Notably, whilst the key infrastructure components of the bid have met the minimum hosting requirements, on an overall basis (taking into account all criteria across infrastructure and commercial), the overall score is insufficient.

Therefore, as Bidder C has failed on Step 2, regardless of the outcome with respect to the other steps, the bid has received a score below 2.0 on its overall average score for the technical evaluation and FIFA shall be entitled and reserves the right to deem the bid as not eligible for consideration by, or presentation to, the FIFA Council.

