



SECTION 3: STATEMENT OF REQUIREMENTS

Title:	ISF Somaliland: International Election Observation Mission
Reference:	ISF/11309/2024
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Thematic:	Strengthening and protecting inclusive policies and civic accountability mechanisms

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ISF Somalia: International Election Observation Mission for Somaliland Presidential and Political Parties Election 13 November 2024

Statement of Requirements

1. Introduction

- 1.1. This Statement of Requirements (“SOR”) sets out The Foreign, Commonwealth and Development Office (“FCDO”) requirements for International Election Observation Mission Somaliland Presidential and Political Parties Election 13 November 2024 (the “project”).

2. Definitions

Expression or Acronym	Definition
Activity Based Budget (Financial Report)	<p>Also known as an ABB. A clear, elemental breakdown of the budget for each activity delivered during the project. All prices must be attributable to Output and will be presented as described in the Open Book clause (clause 15 of the Section 2 (Terms and Conditions)).</p> <p>The Activity Based Budget shall not change the prices included in SOR Annex B (Output Based Payment Schedule), but shall indicate the Operational Costs that shall be incurred in compliance with paragraph 12.7 of this SOR.</p> <p>Updated activities-based budget will be submitted with invoice after delivery of each output.</p>
Attempted Cyber Attack	<p>Means a deliberate but unsuccessful attempt to gain access to any systems or networks (including but not limited to email, file storage or other communication channels on laptops/desktops/mobile devices etc).</p> <p>Examples would include alerts from software suppliers, Multi Factor Authentication (MFA) alerts for users not on a system (indicating a successful password compromise but stopped by MFA requirements), password spray or lockout alerts, social engineering or spear phishing attempt or a Nation State Notification (NSN) from Microsoft/Google/Apple or other vendor. It does not mean random, generic, untargeted spam that does not use names, company info etc to enhance the believability of the correspondence.</p>
Core Delivery Team	The Core Delivery Team shall the team proposed by the Supplier in their tender to deliver the Contract in response to paragraph 8.6.2.
Deliverable	Deliverable means goods and / or Services that may be requested under the Contract but are not designated Outcomes or Outputs. Examples are contract management documents and reporting.
Election Day	This is the date the Somaliland 2024 presidential election takes place, currently scheduled for 13 November 2024. If election day changes the supplier will agree to an updated delivery timeline with the Authority.
Expenses	See Operational Costs

Expression or Acronym	Definition
Impact	Impact is the broader, long-term change to which the project will contribute, usually extending beyond the project's lifetime.
International Observer	An individual from the international community who shall observe the election and meets the requirements detailed in paragraph 8.5.3 of this SOR.
Key Personnel	The Core Delivery Team and the manager responsible for overall operational delivery.
Monitoring, Reporting, Evaluation & Learning	Also known as MREL.
Operational Costs	Means costs that are actual expenses in support of the Contract. For example, Security, Travel by Road, Sea and Air, Office / Hotel Accommodation. All goods and equipment during the Contract will be provided at cost. Expenses are at actual cost and must be receipted. No profit or NPAC may be applied to Operational Costs
Outcome	An Outcome describes what people or organisations are doing differently as a result of the project. This can generally be described as change in behaviour of individuals and organisations, or as a broader change in institutions and systems. While these are within the project's sphere of influence, other actors or contextual factors may influence whether outcomes are achieved.
Output	An Output is the immediate result of a programme's activities. It is generally directly attributable to the activities undertaken by a programme. Output results are usually tangible and can be easily measured or described in terms of quantity and quality
Performance Improvement Meeting	Performance Improvement Meeting means a meeting chaired by the Authority, where the Supplier shall present the issue(s), action taken, and proposals. The Meeting shall comply with the requirements of Appendix 3 (Performance Improvement Meeting) to Annex A (Performance Management) of this Statement of Requirements.
Performance Overview Table	Performance Overview Table means a table that contains the information to complete the table contained in Appendix 2 to Annex A to the Statement of Requirements. The table must contain all the information known to the Supplier at the time of reporting.
Performance Period	Performance Period means the period of time in which performance is measured for one occurrence of a KPI measurement. This may be a date range during which performance has been measured or may be a due date for a deliverable. A Performance Period refers specifically to each occurrence of a Key Performance Indicator (KPI) measurement, i.e. a KPI with a frequency of 'monthly' will have a Performance Period of one month and the following month shall be a new Performance Period.
Performance Report	Performance Report has the meaning as given in Paragraph 4 of Annex A to the Statement of Requirements.

Expression or Acronym	Definition
Performance Overview Table	Performance Overview Table means a table that contains the information to complete the table contained in Appendix 2 to Annex A to the Statement of Requirements. The table must contain all the information known to the Supplier at the time of reporting.
Post-Election Period	Is the period of at least one month following the election which includes any events that take place between Election Day to inauguration. Events that may happen in this period include: <ul style="list-style-type: none"> • Election result announcement. • Supreme court approval. • Court cases filed against the result of both presidential and political parties' election.
Results Framework	A Results Framework (RF) means a structured framework that captures indicators for results ("Results Indicators") that are predicted for Outputs, Outcomes and Impact. Results Indicators should be SMART, whenever possible.
Service Credits	Service Credits has the meaning as given in Paragraph 5 of Annex A to the Statement of Requirements.
Successful Cyber Attack	Means a deliberate and successful access to any systems, networks, devices, applications and/or software service (including but not limited to email, file storage or other communication channels on laptops/desktops/mobile devices etc).
Suspected Cyber Attack	Means the Supplier becomes aware of information suggesting that a Cyber Attack may have occurred, such as press articles social media or similar method that contains known information stored or handled by any system, network, device or service that could have come from a compromise of a Supplier and/or sub-contractor.
Theory of Change	Theory of Change (ToC) means an explicit articulation of how and why an intervention creates an intended result, to address a specific problem.
Workplan	A document produced by the Supplier during Inception, detailing how the Supplier will deliver the project Outputs, Outcomes and Theory of Change.
NEC	Somaliland National Electoral Commission.
[Redacted]	[REDACTED – Critical Infrastructure Details]
IEOM	International Election Observation Mission

3. Background and Objectives

- 3.1. Overall context: Somaliland faces a critical juncture in its 33-year history. Its political settlement has been shown to be extremely fragile: a two-year extension of the presidential term by the current incumbent (constitutionally allowed but with very limited political consent) has exposed the weakness of its institutions: a re-emergence of conflict in the east in 2023 undermined the ill-advised label of "a beacon of stability" and illustrated how quickly violent conflict can emerge in this hybrid system that joins clan interests with recognisable democratic structures.
- 3.2. What the project attempting to achieve: This project mirrors previous ISF (previously CSSF) funding for the International Observation Mission for the 2017 Presidential Elections and the

2021 joint Parliament and Local Council Elections. This project would independently observe and verify the Somaliland Presidential and Political Parties elections schedules for 13 November 2024, providing an objective, impartial and balanced assessment of the electoral process. It will seek to increase public trust in the delivery and results of the elections. Although the UK is funding this project, the findings of this International Election Observation Mission (IEOM) will be independent and are not intended to represent the views of the UK government.

- 3.3. The main recipients will be the Somaliland electorate whose confidence in the electoral process will be increased by the presence of a strong contingent of International Observers.
- 3.4. The wider (indirect) beneficiaries will include the National Electoral Commission, the political parties, Civil Society organisations, and the International Donor Community. The wider group of interested parties that may not receive any direct or indirect benefit, but that the supplier must be aware of will include, international, regional, and local media organisations and regional governments.
- 3.5. The Final outcomes/results that the appointed Supplier will be expected to deliver will be to:
 - 3.5.1. Increase public trust in the delivery and results of the Presidential and Political Parties elections scheduled to take place on 13 November 2024 by deploying and independent team of International Observers.
 - 3.5.2. In the weeks leading up to the election, observe the campaign and election preparations and coordinate training and planning with other observation missions, including domestic observes from Civil Society Organisations.
 - 3.5.3. On election day carry out an observation programme that covers all periods of the day, across an extensive geographical area, covering both urban and rural districts in all regions as permitted by IEOM numbers and Security.
 - 3.5.4. Provide analysis of the Post-Election Period, including dispute resolution.
 - 3.5.5. Provide Final Observation Report. (see section 4.1.5)

4. Scope of Work Required

4.1. **Scope of the Contract (“contract”)**

- 4.1.1. ISF Somalia is seeking a supplier who can deliver an International Election Observation Mission, deploying up to 60 International Observers.
- 4.1.2. Pre-Election Assessment: The team will conduct a pre-election assessment in the weeks prior to the actual election date. This will include a review of the status of election preparations (logistical, political, legislative and security preparations) with the aim of contributing positively to public/stakeholder debate on holding free and fair elections. The process will include a review of the electoral law and regulations adopted by the NEC, meetings with relevant election stakeholders (NEC, political parties, excluded groups (women, minorities, people with disabilities)) and consultations with local NGOs, CSOs and the media to assess preparations for the elections. It will include an observation of the campaign and preparations, periodic verbal reporting to stakeholders and the wider public through media engagement, the production of a pre-election assessment report, training of International Observers

and coordination with other observation missions, including the local observation mission.

- 4.1.3. International Election Observation: the observation of polling, vote counting and tabulation on Election Day, reporting of findings and issuing of an initial public statement on behalf of the IEOM of initial findings at a public press conference, and further local and international media and local engagement. This will be undertaken by the full team of the International Observers. Extensive geographic coverage is required with observations teams deployed to local areas and Core Delivery Team to regional centres.
- 4.1.4. Post-Election Assessment: The observation and assessment of the post-election process (from the closure of polls, the announcement of the results and following reactions) should include an assessment of any dispute resolution mechanisms. The team will produce a **confidential** assessment report to donors and the NEC, and a **public** post-election assessment report (the dissemination of which will include media engagement).
- 4.1.5. Final Observation Report: The Final Observation Report to be presented after the Post Election Period and two (2) weeks before the End Date to allow for inclusion of analysis of the Post-Election Period. The Final Observation report from the 2017 and 2021 elections can be found here: https://www.ucl.ac.uk/bartlett/development/sites/bartlett_development/files/cr_somaliland_low.pdf .
https://www.ucl.ac.uk/bartlett/development/sites/bartlett/files/somaliland_election_report_web2.pdf
- 4.1.6. The Project will be delivered via a single contract with the Supplier being responsible for all deliverables.
- 4.1.7. This is a one-off standalone contract which contributes to a long-term HMG objective to support democratisation in Somaliland.

4.2. Phases of delivery.

- 4.2.1. The contract will be delivered in three (3) phases, and will comprise of the following:
 - 4.2.1.1. **Inception Phase**: this will be the first two (2) weeks from the project start date in which a detailed workplan, outputs and milestones associated with payment plan for the implementation phase will be agreed between the Authority and the Supplier.
 - 4.2.1.2. **Implementation Phase**: Also known as the delivery phase, this will be the period in which the detailed activities and outputs agreed in the workplan during the inception phase will be delivered by the Supplier.
 - 4.2.1.3. **Exit Phase**: This will be the last two weeks of the contract period . The Supplier is required to provide a project completion report, lessons learnt document, assets management disposal plan, and a handover of all material/ documents produced during the project to the Authority.
- 4.2.2. Progress will be measured by the Authority in accordance with the agreed outputs.
- 4.2.3. The Supplier must adhere to principles of impartiality, transparency, and professionalism.

4.2.4. The Supplier must follow rules set out by the National Electoral Commission (NEC) and governing laws and regulations.

4.2.5. The Supplier must have a clear focus for building capacity through close coordination with domestic observers/monitoring missions including local observation mission.

4.3. **Delivery locations**

4.3.1. The Services will be delivered in Somaliland.

4.3.2. The Authority expects the Core Delivery Team to be based in [REDACTED – Critical Infrastructure Details] with a requirement travel to regional locations in Somaliland. Delivery should, at minimum, include observation, in all regions of Somaliland and the majority of its 21 districts subject to a joint assessment (by the Authority and the Supplier) on the security situation.

4.3.3. Polling stations in both urban and rural areas should be observed. Administrative staff can be based in the UK or elsewhere in the region. Cross-reference to 8.7 specific regional/in-country requirements and the ITT.

4.4. **Timeframe**

4.4.1. The Term of the Contract is expected to be approximately 6 months. The contract is anticipated to commence on 18 October 2024 and end on 31 March 2025.

5. Outputs

5.1.1. The Supplier shall attend an introduction meeting with the relevant Authority stakeholders. Following this meeting the Supplier shall create and provide a Workplan and confirm planned activities for the Outputs listed in Table 1.

5.1.2. The draft Workplan is expected to incorporate, but not be limited to the following scope of activities and Outputs as follows:

Table 1: Outputs

Output	Phase	Scope of activities	Timescale
Output 1: Inception	Inception	Detailed Workplan incorporating the Outputs, payment milestones and a draft Exit Plan. The following activities must be completed: <ul style="list-style-type: none"> Appointment of all Key Personnel/members of the Core Delivery Team. 	Start Date to two (2) weeks from Start Date

Output	Phase	Scope of activities	Timescale
Output 2: Pre-election Assessment	Implementation	<ol style="list-style-type: none"> 1. A review of the status of election preparations, including: <ul style="list-style-type: none"> ▪ Logistical - including procurement of ballot papers, delivery of ballot papers to polling stations and adequacy of training for election workers etc. ▪ Political – assess political environment of the period before election. ▪ Legislative - have amendments to electoral laws been implemented, is the election commission functioning independently with mechanisms in place to address grievances and disputes etc. ▪ Security – is there security coordination between electoral bodies and security agencies, are there comprehensive plans to address any incidents that may arise during campaign period, on election day and post-election period. 2. A review of the electoral law and regulations adopted by the NEC Including assessing the constitutional and legal framework governing the election and its consistency with international benchmarks for democratic and credible elections. 3. Meetings with relevant election stakeholders (NEC, political parties, excluded groups (women, minorities, people with disabilities)) consultations with local NGOs, CSOs and the media to assess inclusivity and fairness of the election preparation process. 4. An observation of the campaign and preparations <ul style="list-style-type: none"> ▪ Adherence to campaign code of conduct. ▪ Nature of campaign rallies, evidence use of inflammatory and derogatory language, and incidents of violence. ▪ Existence of adequate frameworks regulating campaign finance and spending. ▪ Impartiality of both private and public media outlets, accessibility of state-owned media by all parties and candidates. ▪ Adherence to civil service code of conduct. ▪ Evidence of penalties imposed for violations of campaign code of conduct and existence of mechanisms to compelling parties o respect penalties imposed. 5. Periodic verbal reporting to stakeholders and the wider public through media engagement. 6. The production of a short pre-election assessment report capturing findings from the above points. 7. Training of International Observers (such as understanding the particular Somaliland context, avoiding interfering the electoral process, but to report accurately and methodically – as appropriate). 8. Coordination with other observation missions, including domestic observers. 	2 Weeks from Start Date to day before Election Day

Output	Phase	Scope of activities	Timescale
Output 3: International Election Observation Election Day	Implementation	<ol style="list-style-type: none"> 1. Observation teams deployed to an extensive geographic area (as appropriate given security considerations) with teams in local areas and the Core Delivery Team to regional centres. 2. The observation of opening and closing time of the polling stations, accessibility to voters, including those with disabilities, adherence to procedures when opening polls, reconciliation of material and ballots, were polling station accessible to authorised personnel, and transparency of vote counting and tabulation. 3. Reporting of findings and issuing of an initial public statement on behalf of the IEOM of initial findings at a public press conference, and further local and international media engagement. 	Election Day
Output 4: Post-Election Assessment	Implementation	<ol style="list-style-type: none"> 1. The observation and assessment of the post-election process up to the announcement of the results including incidence of violence and protests during tabulation process, formal complaints filled challenging or petitioning the provisional results and assessment of the dispute resolution process. 2. The distribution of a confidential assessment report to donors and NEC covering findings and recommendation of the post- election observations. 3. Media engagement and a public post-election assessment report. 	Day after Election Day to two (2) weeks after Election Day
Output 5: Final Observation Report	Implementation	Delivering / managing the Final Observation Report to be presented at a Final Observation Report Workshop approximately four (4) months after the Election Day to allow for inclusion of analysis of the post-election period. (refer to 4.1.5)	Day after Election Day to two (2) Weeks prior to End Date
Output 6: Project Closure	Exit Phase	<p>The following documents must be submitted for review and approval:</p> <ul style="list-style-type: none"> • A project completion report (BOH will provide the template) • Lessons learnt document. • Asset management disposal plan • Handover plan for all material/documents produced during the project to the Authority/Replacement Supplier (as necessary) • An updated Exit Plan and any other deliverables agreed between the Authority and Supplier for inclusion in the project Exit Plan. 	Final two (2) weeks of the Contract

6. Performance Management

- 6.1. Supplier performance shall be measured against delivery of the Outputs in section 5 and Key Performance Indicators (KPIs) as detailed in Annex A.
- 6.2. Service Credits will apply in accordance with the KPIs, as detailed in Annex A.

7. Monitoring, Reporting, Evaluation and Learning (MREL)

- 7.1. The Supplier shall produce and submit the reports and deliverables in accordance with Annex C (Deliverables Table), to this Statement of Requirement. The Supplier shall attend meeting and support meetings in accordance with Annex D (Meetings), to this Statement of Requirement.

8. Supplier's Responsibilities

8.1. All Phases

- 8.1.1. The Supplier shall deliver services to the Authority in accordance with the requirements described in section 4 (Scope), Section 5 (Outputs), and Section 8 (Supplier's Responsibilities) of this SOR and as otherwise agreed in Workplans or Contract Variations.
- 8.1.2. The Supplier shall engage, coordinate, and communicate as set out below:
- 8.1.3. Maintain engagement with the Authority and the Project team.
- 8.1.4. Maintain engagement with the key stakeholders/beneficiaries in each country, co-ordinating with locally employed and HMG Programme staff at Post.
- 8.1.5. Manage stakeholder expectations regarding the Project's duration, explaining the fixed period nature of the Project.
- 8.1.6. Keep a register of engagements and supply the Project lead with the minutes of key engagement meetings or correspondences; and
- 8.1.7. Advise on the design and support delivery of the Project's external communications, including but not limited to producing and implementing a strategic communications strategy (in conjunction with the Project lead); and being responsive to ad-hoc communications related enquiries from the Project team.
- 8.1.8. The Supplier shall provide activity, project, and contract management as set out below:
- 8.1.9. All documentation Deliverables/Outputs must be produced in Microsoft Office compatible format unless otherwise agreed.
- 8.1.10. Manage projects and programmes according to current industry best practice including managing risks and issues; and
- 8.1.11. Provide any and all reports as set out in section 7 (MREL) and 12 (Financial Management) of this SOR and as agreed from time to time in the Workplan or Results Framework.

8.2. Inception Phase requirements

- 8.2.1. This will be the first two (2) weeks of the project and the period during which the detailed Workplan and Outputs; KPIs and draft Exit Plan in accordance with clause 16.5 of Section 2 (Terms and Conditions); milestones and associated payment plan for the Implementation Phase(s) will be agreed between the Authority and the Supplier.
- 8.2.2. The Supplier shall within two (2) weeks of the Contract Start Date, submit a draft version of the Workplan incorporating the Outputs and payment milestones.
- 8.2.3. The Supplier shall, prior to the end of the Inception Phase, have delivered the final Workplan; and payment milestones as agreed with the Authority. The Workplan will be an adaptive document and will form the basis of regular reviews to monitor delivery progress. Any changes to the Workplan will be agreed in writing between the Supplier and Authority.

- 8.2.4. The Supplier shall have completed the appointment of all Key Personnel/members of the Core Delivery Team prior to the end of the Inception phase.

8.3. Implementation Phase requirements

- 8.3.1. Also known as the Delivery Phase, this will be the period in which the detailed activities and Outputs agreed in the Workplan during the Inception Phase will be delivered by the Supplier.
- 8.3.2. The Supplier shall be responsible for delivering a pre-election assessment in the weeks prior to the actual election date. This will include a review of the status of election preparations (logistical, political, legislative and security preparations) with the aim of contributing positively to public/stakeholder debate on holding free and fair elections. The process will include a review of the electoral law and regulations adopted by the NEC, meetings with relevant election stakeholders (NEC, political parties, excluded groups (women, minorities, people with disabilities)) and consultations with local NGOs, CSOs and the media to assess preparations for the elections. It will include an observation of the campaign and preparations, periodic verbal reporting to stakeholders and the wider public through media engagement, the production of a pre-election assessment report, training of International Observers on how to avoid interfering in the electoral process, but to report accurately and methodically and coordination with domestic observation missions.
- 8.3.3. The Supplier shall be responsible for delivering / managing the International Election Observation: The observation of polling, vote counting and tabulation on Election Day, reporting of findings at a public press conference, and further local and international media engagement. This will be undertaken by the full team of IEOs. Observation teams will be deployed to local areas and the Core Delivery Team to regional centres.
- 8.3.4. The Supplier shall be responsible for delivering / managing the Post-Election Assessment: The observation and assessment of the post-election process up to the announcement of the results, the distribution of a confidential assessment report to donors and NEC, media engagement and a public post-election assessment report. Assessment of the dispute resolution process.
- 8.3.5. The Supplier shall be responsible for delivering / managing the Final Observation Report: The Final Observation Report to be presented approximately four (4) months after the Election Day to allow for inclusion of analysis of the post-election period including events that took place month leading to president inauguration day.

8.4. Exit Phase requirements.

- 8.4.1. During this period (Final two weeks of the Contract) the Supplier shall provide a project completion report; lessons learnt document; asset management disposal plan; and handover plan for all material/documents produced during the project to the Authority/Replacement Supplier as necessary. The Supplier shall perform all of its obligations in the above-mentioned documents and provide any other deliverables or actions agreed between the Authority and Supplier for inclusion in the project exit plan ("project Exit Plan").

8.5. Resourcing requirements

- 8.5.1. Tender responses should include a proposed resourcing structure, including details on where those staff will be based, an observer numbers required to achieve the outcome.
- 8.5.2. The Supplier shall be responsible for ensuring they propose and maintain the right mix of people, skills, and expertise to deliver the contract throughout the Term of the Contract.
- 8.5.3. The Authority envisages that the supplier will provide up to 60 high quality International Observers which may be made up of core team of 6 Long Term Observers and 24 Short Term Observers, with the remainder being 30 self-funding Short Term Observers. It is envisaged that International Observers will be drawn from Supplier network and may include a mix of experienced observers, diaspora, and INGO staff.
- 8.5.4. This observer structure is illustrative, and the Authority welcomes Tenders that propose other structures, which they should be able to demonstrate in their submission, would enable effective delivery of the project outputs.
- 8.5.5. The Supplier shall provide resources in accordance with Section 4 (Price Schedule) of this Contract and in accordance with the Supplier's Tender at Schedule 4 to Section 2.
- 8.5.6. The Supplier must be prepared to work flexibly if required and respond quickly to unforeseen or changing requirements of the programme. If the Supplier is unable to meet a new request or change in agreed Deliverables from the Authority using the contracted personnel, the Supplier must have in place cost effective and efficient processes for sourcing and/or sub-contracting the necessary expertise in order to meet these requests in a timely manner.

8.6. Skills and competencies requirements

- 8.6.1. The Supplier must have a strong working knowledge of the operating context in Somaliland including political history, clan structures and conflict dynamics. Tender submissions are expected to show a proven track record in Election Observation in Somaliland or other Fragile and Conflict Affected States.
- 8.6.2. The Authority envisages that the Core Delivery Team shall include the following roles:
 - A Team Leader who has significant expertise in international election observation, particularly in fragile and conflict effected states.
 - An Election Analyst, with knowledge of and experience with relevant electoral processes.
 - Election and legal framework expert, with election legal framework knowledge and experience to provide input covering the mission's election legal framework review and analysis.
 - Gender and inclusion expert, to provide input in gender and inclusion analysis.
 - A Media Analyst, who will take responsibility of managing mission communication and will provide analysis of local, regional, and international media coverage of the election and observation, and for supervising the local observation of media coverage of the election campaign, polling day, and post-election coverage.

- Logistics Manager, who will coordinate logistical processes in the field. Administrative support to coordinate logistics and communications with the observer team and programme management support as required.

8.6.3. This structure is illustrative, and the Authority strongly welcomes Tenders that propose other structures that would enable effective delivery of the project outputs.

8.7. **Specific in-country requirements**

8.7.1. The Supplier shall have or shall have access to an existing platform and licences required to operate in Somaliland at contract signature.

9. Other Requirements

9.1. **Quality Assurance**

9.1.1. The Supplier shall have robust quality assurance processes in place to ensure the quality and effectiveness of the services to be delivered.

9.2. **Risk Management**

9.2.1. The Supplier shall conduct risk management and manage mitigation of risks throughout the duration of the Contract. The Supplier shall be proactive in identifying risks or threats to programme delivery. During the inception phase the Supplier shall review, expand and update the Risk Register submitted as part of the Supplier's Tender. The Risk Register shall be revisited, reflected on, and updated regularly throughout project implementation by the Supplier.

9.2.2. Suppliers should consider how they will adapt and respond to changes in context and any potential alterations to the project.

9.2.3. The Supplier will be required to identify financial and programme risks in order to undertake necessary mitigation actions. Any risk mitigations should be agreed in consultation with the Authority.

9.3. **Gender sensitivity**

9.3.1. The Authority views gender equality and women's rights as central to promoting peace and stability overseas. This project will take into account any gender-related differences; consider its contribution to reducing inequality between persons of different gender; and ensure that the project does no harm to any particular gender group.

9.3.2. As such, the Supplier shall give consideration for gender and social inclusion and fully integrate this across all aspects of the intervention.

9.3.3. This project must meet the FCDO Gender Equality and Social Inclusion (GESI) mark C as a minimum. To meet the standards for GESI C the following will be required: The project team must conduct a gendered analysis (1-2 paragraphs) and the gender analysis has informed the design of the project to ensure that the project does no harm. Gender equality should be part of project's objectives but not the principal reason for undertaking the project; the project has planned or provided some contribution to furthering gender equality.

- 9.3.4. Gender parity in the observation team: Supplier should be able to demonstrate that it has a gender equality approach that is reflected in its team including observer positions. Specific gender expertise in the team would be a strong advantage.
- 9.3.5. Incorporating gender in the methodology: The supplier should provide evidence that gender is integrated in the methodology. This means understanding how the legal frameworks, policies and the electoral environment impact the ability of men and women to participate meaningfully in the election. Women Voters have equal access to polling stations and have information on how to lodge complaints if they don't; can independently cast a ballot based on their own freely determined choice.
- 9.3.6. The Supplier should include analysis of the participation of women and girls in the electoral process, in both urban and rural settings. The Supplier should ensure that the pre-election assessment, the post-election assessment, and the Final Observation Report include a clear gender lens, explicitly documenting and analysing the differential impact on women and men of different election settings and events. The team should also focus on age, to ensure that they observe whether young people are impacted differentially in their ability to participate meaningfully in the different elements of the election. Finally, the Final Observation Report should include clear gender analysis to ensure that lessons learned are documented and that gender insights are not lost.

9.4. Disability

- 9.4.1. The UK is keen to maintain a focus on disability in its programmes. We take a rights-based approach to disability inclusion in line with the United Nations Convention on the Rights of Persons with Disabilities. This recognises that disability results from the interaction between persons with impairments and the society around them. It is caused by attitudinal and environmental barriers that hinder the full and effective participation in society on an equal basis with others.
- 9.4.2. The Supplier shall take into account the needs and capabilities of people with disability and other vulnerable groups. It should include analysis of the participation of persons with disabilities in the electoral process, in urban and rural settings, including the representation of different types of impairments.

9.5. Conflict sensitivity

- 9.5.1. The Authority requires suppliers to take a robust approach to conflict sensitivity. The Supplier shall go beyond 'do no harm' principles to include maximising opportunities for positive effect on peacebuilding and conflict dynamics, such as improved community relations and enhanced mediation, and good governance.
- 9.5.2. The Supplier shall understand how the project might affect/is affected by extremist groups and can contribute to addressing drivers and enablers of violent extremism throughout the Contract. The Supplier shall produce and maintain a well elaborated conflict sensitivity plan, including how conflict sensitivity will be brought into design (including processes, baseline analysis), implementation, monitoring, evaluation and lessons learning, and conflict sensitive communications. It requires the Supplier to have the required team capacities, and an approach to building the capacity of beneficiaries and other stakeholders on conflict sensitivity.

9.6. Duty of Care

- 9.6.1. The Supplier is responsible for the safety and well-being of their Personnel and any Third Parties delivering activities under this Contract. The Supplier is responsible for the appropriate security arrangements and documentation required for in-country personnel. The Supplier shall also be responsible for the provision of suitable security arrangements for their domestic and business property. The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that all Personnel register and receive briefing as outlined above. Travel advice is also available on the FCDO website and the Supplier must ensure all Personnel are briefed and up to date with the latest position. The FCDO and BOH is unable to provide security advice or assistance for the observers. Supplier Duty of Care costings should be included in the budget.
- 9.6.2. The Supplier shall be fully responsible for Duty of Care in line with the details provided above. The Supplier confirms that:
- The Supplier fully accepts responsibility for security and Duty of Care.
 - The Supplier understands the potential risks and have the knowledge and experience to develop an effective risk mitigation plan.
 - The Supplier has the capability to manage their Duty of Care responsibilities throughout the life of the contract.
- 9.6.3. The Supplier must ensure it has the required Duty of Care capability and provide evidence to the Authority on request. Suppliers must have:
- completed an initial assessment of potential risks and be satisfied that you understand the risk management implications;
 - prepared an outline plan that the Supplier considers appropriate to manage the risks and can implement this effectively;
 - ensured staff are appropriately trained (including specialist training where required) before being deployed and provide on-going training as required;
 - an appropriate mechanism in place to monitor risk on a live/on-going basis;
 - ensured staff are provided with and have access to suitable equipment and it is reviewed and provided on an on-going basis; and,
 - appropriate systems in place to manage an emergency/incident if one arises.
- 9.6.4. If a bidder is unwilling or unable to accept responsibility for Duty of Care as detailed above, their Tender will be viewed as non-complaint and exclude from further evaluation.

9.7. Counter-Terrorism legislation

- 9.7.1. Terrorism is a serious threat and given the countries the Authority operates in there is an increasing risk that the Authority resources could be diverted for use by terrorist organisations or for terrorist activity. The Authority is responsible for protecting its funds from diversion to these organisations. The Authority, along with our partners, have to comply with domestic and international law.
- 9.7.2. The Terrorism Act 2000 enables proscription of certain terrorist groups and makes it illegal to provide material assistance and support to individuals or groups knowing or

having reasonable cause to suspect it will or may be used for terrorist purposes. This includes fund-raising, use and possession of money or other property and funding arrangements.

- 9.7.3. The Authority takes its own responsibility for protecting its funds from diversion to a proscribed organisation seriously and expects its partners to do the same. In line with UK legislation, throughout this project legal responsibility lies with the Supplier who must undertake the appropriate checks to ensure it is not inadvertently funding or providing humanitarian goods to terrorist organisations. The Supplier shall demonstrate an awareness of policies and ensure compliance with UK counter-terrorism legislation.

9.8. Cyber Security

- 9.8.1. The project and its suppliers are likely to be the target of a cyber-attack during the life of the project.
- 9.8.2. The Supplier must ensure that every effort is made to provide the project with effective cyber security provision. All IT must have up-to-date encryption installed, and its make/type should be specified in the proposal.

9.9. Asset Management

- 9.9.1. The Supplier will need to set out how they will maintain, control and report on any assets purchased with project funds, mitigating against theft, damage or loss. An asset management plan should be developed if assets exist and/or created within the delivery plan for this programme. The Authority will then determine how the assets are disposed of at the end of the programme as part of the closure activities. All assets will be disposed of in a way that represents best value for money with a clear record of decision making, including approval by the Authority's project SRO and in accordance with relevant legislation on asset disposal.

9.10. Safeguarding

- 9.10.1. The Authority's aim across all its programming is to avoid doing harm by ensuring that their interventions do not sustain unequal power relations, reinforce social exclusion and predatory institutions, exacerbate conflict, contribute to human rights risks, and/or create or exacerbate resource scarcity, climate change and/or environmental damage, and/or increasing communities' vulnerabilities to shocks and trends. The Authority seeks to ensure their interventions do not displace/undermine local capacity or impose long-term financial burdens on partner governments, therefore, the Supplier shall lead and robustly consider environmental and social safeguards through its own processes and to live up to the high standards in safeguarding and protection which the Authority requires.
- 9.10.2. The Supplier shall replicate the Authority's zero-tolerance attitude towards Sexual Exploitation, Abuse and Harm (SEAH), and act immediately on reports. Suppliers shall use a victim-first approach to handling any cases and take all reasonable steps to prevent and respond to SEAH throughout the programme cycle. The Supplier Shall report any credible allegations to the Authority promptly that relate to the agreement or have a potential operational or reputational impact on the partnership or the Authority. Suppliers are recommended to adhere to internationally agreed

safeguarding standards, either the Core Humanitarian Standard or the Inter-Agency Standing Committee Minimum Operating Standards. Suppliers shall confidentially report to the Safeguarding Investigations Team. This can be done either directly through reportingconcerns@fcdo.gov.uk or through the programme team.

10. Budget

10.1.1. The project has a maximum budget of £279,909 from 18 October 2024 to 31 March 2025.

10.1.2. Bidders should not craft their Tenders in such a way to price to reach the budget ceiling. Bidders should construct their Tender to specifically meet the requirements of this Statement of Requirement and the pursuit of value for money.

11. Break points

11.1.1. The Contract will remain subject to clauses 43, 44 and 45 of Section 2 (Terms and Conditions and clause 3.2 of this Section 3.

12. Financial Management and Payments

12.1. Type of contract

12.1.1. The contract will be let as an output/milestone-based contract, with fixed prices agreed at the outset linked to Phases and Outputs with payments directly linked to the successful delivery of agreed Outputs.

12.1.2. Operational Costs (Expenses) (including but not limited to Travel, Subsistence, Accommodation, Office Costs etc.) shall be based on Time and Materials and be paid monthly in arrears and shall be based on actuals, with the Price Schedule unit rates and quantity as a ceiling (provided they are in line with the overall budget agreed with the Authority and FCDO policy on expenses). Per diems (daily allowances) are not permitted.

12.1.3. The payment schedule will be set out in line with the project delivery Workplan and agreed Output based payment schedule (Annex B).

12.1.4. Where the Services will be provided on a fixed price basis, then the fixed price shall be paid in the fixed price according to Section 4 (Price Schedule), which may relate to the achievement of specific Milestones as defined, dates or acceptance and shall be inclusive of all Supplier costs.

12.1.5. Where the Services will be provided on an activity or time and materials basis, then:

- a) the Services shall be provided in accordance with the rate card set out in the Schedule of Prices and Rates;
- b) the Parties shall agree a maximum price, which shall include but not be limited to a resource profile, a fixed date to start and to complete and a set of deliverables, further details of which shall be agreed by the Parties in the Schedule of Prices and Rates;
- c) the Supplier shall attach to each invoice, records of the time spent and materials used in providing the Services, together with all supporting documentation including but not limited to all relevant timesheets, receipts (if applicable), a list

of Services to which the invoice relates and a reference to the Contract and Schedule of Prices and Rates, as well as any other information as reasonably requested by the Authority from time to time;

- d) the Supplier must notify the Authority immediately if it becomes apparent that the cost to complete the Services will be in excess of the maximum price, and shall only proceed with and be paid for Services in excess of the maximum price with the prior written consent of the Authority.

12.1.6. Payments will be made in arrears in accordance with the Section 2 (Terms and Conditions). Any unspent annual budget will not be automatically transferred to the next financial year.

12.1.7. Proposals shall be made in British Pound Sterling (GBP) and the Supplier will be required to report and receive payment in GBP. Please note that managing exchange risk fluctuations is the responsibility of the Supplier.

12.1.8. The Supplier shall provide a financial report of the project based on the UK financial year. The Supplier shall submit a final financial report (ABB) together with the final invoice before project end date.

12.1.9. The Authority reserves the right to commission an additional external auditor or reserves the right to conduct financial spot checks during the life of the contract. Should the Authority exercise this right, all costs shall be funded by the Authority.

Annex A: Performance Management

Overview

1. The Contract performance will be measured against Key Performance Indicators (KPIs). The Contractor shall monitor and report against the KPIs as detailed at Appendix 1 to this Annex A.
2. The objective is to measure and monitor the Contract performance and where relevant identify issues early to minimise the impact on output through appropriate rectification.

Measurement and Reporting

3. Performance against the KPIs shall begin to be measured from 18 October 2024 and shall be measured until the End Date or Termination, unless otherwise stated at Appendix 1 to this Annex A.
4. The KPIs are to be measured as detailed and at the frequency detailed at Appendix 1 to this Annex A and shall be reported to the Authority monthly as per section 7 of this SOR, hereby known as the "Performance Report". The Performance Report shall contain the performance overview table in accordance with Appendix 2 to this Annex A. The report is to be issued to the Authority within five (5) Working Days of the end of the Month unless otherwise specified in the SOR.

Service Credits and Payments

5. Any measure of performance, that does not meet the required threshold shall have a corresponding number of credits applied "Service Credit(s)". The value of one Service Credit is £200 (two hundred pounds). The number of Service Credits to be applied to each KPI and the corresponding threshold is detailed in Appendix 1 to this Annex A.
6. The number of Service Credits to be applied for any applicable period or event is to be reported by the Supplier in the Performance Report, the value of which shall be required to be deducted from the applicable invoice subject to paragraph 7.
7. Where a KPI relates to a delivery of a report, any applicable Service Credits shall apply to the invoice that covers the period in which the delivery was due, and not the invoice that covers the period the deliverable is reporting on; save for the final invoice which shall not be paid until all final deliverables have been received and Service Credits have been calculated.
8. The Authority shall have 15 Working Days to review, and accept or reject the submitted Performance Report. Where the Authority disputes the reported performance the associated payment shall be withheld until the dispute is resolved.
9. Where the Authority accepts a Performance Report, or does not reject or accept a Performance Report within 15 Working Days following submission, then the invoice shall be paid in accordance with Paragraph 12 of the SOR.
10. The Authority reserves the right to apply Service Credits to future invoices, including invoices on other contracts between the Authority and the Supplier in accordance with Clause 19 (Retention and Set Off) of Section 2 (Terms and Conditions), where;
 - a. the Authority was unable to review the Performance Report in the 15 Working Days but later finds inaccuracies or errors in the Service Credits applied;
 - b. the invoice submitted did not reflect the correct number of Service Credits as per the accepted Report; or,
 - c. the Authority receives information or knowledge at a later date indicating the reported KPI performance was incorrect for any reason.
11. The maximum amount of Service Credits that can be applied by the Authority to an individual Invoice is 15 (the "Service Credit Cap").

Performance Improvement Meeting

12. Subject to paragraph 13, the Supplier and the Authority shall hold a Performance Improvement Meeting within 15 (fifteen) Working Days of identification of;
 - a. any individual KPI performance failing to meet the required threshold for two (2) consecutive Performance Periods; or
 - b. five (5) Service Credits being applied to any Invoice or Performance Report.
13. Notwithstanding paragraph 12, a Performance Improvement Meeting shall not be required where the circumstances detailed in paragraph 11 are expected and in line with a Performance Improvement Meeting or Rectification Plan which has already been accepted by the Authority.
14. The Performance Improvement Meeting shall be conducted in accordance with Appendix 3 (Performance Improvement Meeting).

Rectification Plan

15. Subject to Paragraph 16 the Supplier shall comply with the Rectification Plan Process as required in accordance with clause 40.1.1 (c) (i) of Section 2 (Terms and Conditions) on identification of;
 - a. any individual KPI performance failing to meet the required threshold for three (3) consecutive Performance Periods;
 - b. ten (10) Service Credits being applied to any individual Invoice or Performance Report;
 - c. evidence suggesting any agreement made in a Performance Improvement Meeting is not improving performance as anticipated; or, for any reason, is not being implemented in full; or,
 - d. any of a. to c. above are forecast to occur in the next Performance Report or in the next Performance Period.
16. Notwithstanding Paragraph 15, a Recertification Plan shall not be required where the circumstances detailed in Paragraph 15 are expected and in line with a Rectification Plan Process which has already been accepted by the Authority.

Termination

17. Notwithstanding any remedies or actions required in this Annex, the Authority reserves the right to terminate this Contract in accordance with Condition 44 (Termination with default of the Supplier) of Section 2 (Terms and Conditions).

Appendix 1 (KPIs) to Annex A to the Statement of Requirements

#	Category	Indicator	Performance Threshold	Measurement Frequency	Service Credit (if Performance Threshold not met)	Monitoring Process
1	Stakeholder Management	Supplier develops and maintains effective working relationships with local stakeholders/ beneficiaries on engagement ensuring clarity of messaging, effective escalation channels and a high level of satisfaction with the process.	90% of respondents give an average score of 4.0 or above	post Output 3 international election observation-election	Four (4)	Engagement survey. Overall satisfaction Metric: Overall satisfaction score regarding stakeholder engagement experience. Measurement Method: post engagement survey (5-point Likert scale) Target: average score of 4.0 or above. Service Credits to apply to Output 4
2	Financial Management: Reporting and invoicing	Supplier submits an accurate Activity Based Budget (Financial Report) on invoicing period, including detailed financial updates and forecasts, in the specific format to the Authority on or before the due date.	100%	on Completion of each Output.	One (1)	Financial Report (ABB) submitted to the Authority at the necessary standard at the frequency requested. Service Credits to apply to the following Output (i.e. late delivery of Activity Based Budget (Financial Report) on Output 1 will incur a Service Credit on Output 2), with the exception of Output 6, whereby the final invoice shall not be paid until all Service Credits are calculated.
3	Delivery	Supplier must deliver all Outputs to the agreed quality and date.	100%	Completion of each Output	One (1)	The Supplier must provide this information within the Performance Report at the required frequency. Service Credits to apply to the Invoice covering the Output the KPI applies to (i.e. if Output 3 is not delivered to the required quality, the Service Credits will apply to the invoice for Output 3).

4	Delivery	Observation coverage of all regions of Somaliland and at least 18 out of the 23 electoral districts.	At least 18 out of the 23 electoral districts covered.	Completion of Output 3	Five (5)	Post election day briefing Service Credits will apply to the invoice for Output 4.
5	Project Management: Risk Register	Supplier submits an updated Risk Register following a comprehensive review of the risks to the Authority in the required format within 5 Working Days of the end of each Month.	100%	Monthly	One (1)	Risk Register submitted to the Authority at the necessary standard at the frequency requested. Service Credits will apply to the invoice for the Output under which delivery was due.
6	Project Management: Critical Risks	Supplier to inform the Authority of any new or changes to critical risks within 5 Working Days. Supplier provides summary of mitigating activity in relation to this indicator with supporting rationale during previous period in Performance Report.	100%	Monthly	One (1)	Supplier informs the Authority in writing as soon as practicable about new or changing critical risks. Supplier provides summary of activity during previous period in Performance Report. Service Credits will apply to the invoice for the Output under which delivery was due.
7	Delivery	Minimum of 30% of polling stations covered on election day. this should not be limited to polling stations in Major cities.	30% polling stations	Completion of Output 3	Five (5)	Observers deployed to all electoral regions and number of polling stations covered. Service Credits will apply to the invoice for Output 4.

Appendix 2 (Performance Overview Table) to Annex A to the Statement of Requirements

Supplier:

Contract Ref:

Report No: [Supplier to complete]

Date: [Supplier to complete]

KPI No.	Frequency	Previous Performance Period dates	Previous Performance Score	Performance Score for applicable KPIs to this report	Service Credits to be applied for this period	Value of Service Credits	Next Performance Period Date	Forecast Performance Score
[Example]	Quarterly	01/06 to 31/08/2022	88%	N/A	N/A	N/A	31/12/2022	92%
[Example]	Monthly	01 to 30/09/2022	90%	92%	1	£500	31/10/2022	94%
[Example]	Milestone	18/09/2022	n/a	100%	0	£0	n/a	n/a

Appendix 3 (Engagement Survey) to Annex A to the Statement of Requirements

Please respond to the questions below using a scale of 1 to 5:

1: Very dissatisfied

2: Dissatisfied

3: Neither satisfied/dissatisfied

4: Satisfied

5: Very satisfied

	Question	Score 1-5
1	How satisfied were you that you understood the communication and messaging of the international election observation mission?	
2	How satisfied were you that any issues relating to the process could be escalated as appropriate?	
3	How satisfied were you that the election observation mission provided timely communication and feedback throughout the process?	
4	How satisfied were you that the election observation mission engaged with you and took on board a range of views?	
5	How satisfied were you with the overall coordination of the election observation mission?	
	Total	

Annex B: Output Based Payment Schedule

Output	Milestone Deliverables	Verification Method	Verifier	Due date	Value <u>excluding Operational Costs (Fixed Price)</u>
Output 1: Inception	Detailed workplan incorporating the Outputs and payment milestones.	Narrative progress report, updated ABB, evidence of Invoice expenditure.	Project SRO	Start Date to two (2) weeks after Start Date	[REDACTED – Commercially Sensitive Information]

Output 2: Pre election Assessment	<ol style="list-style-type: none"> 1. A review of the status of election preparations. <ul style="list-style-type: none"> ▪ Logistical - including procurement of ballot papers, delivery of ballot papers to polling stations and adequacy of training for election workers etc. ▪ Political – assess political environment of the period before election. ▪ Legislative - have amendments to electoral laws been implemented, is the election commission functioning independently with mechanisms in place to address grievances and disputes etc. ▪ Security – is there security coordination between electoral bodies and security agencies, are there comprehensive plans to address any incidents that may arise during campaign period, on election day and post-election period. 2. A review of the electoral law and regulations adopted by the NEC Including assessing the constitutional and legal framework governing the election and its consistency with international benchmarks for democratic and credible elections. 3. Meetings with relevant election stakeholders (NEC, political parties, excluded groups (women, minorities, people with disabilities)) consultations with local NGOs, CSOs and the media to assess inclusivity and fairness of the election preparation process. 4. An observation of the campaign and preparations <ul style="list-style-type: none"> ▪ Adherence to campaign code of conduct. ▪ Nature of campaign rallies, evidence use of inflammatory and derogatory language, and incidents of violence. ▪ Existence of adequate frameworks regulating campaign finance and spending. ▪ Impartiality of both private and public media outlets, accessibility of state-owned media by all parties and candidates. ▪ Adherence to civil service code of conduct. ▪ Evidence of penalties imposed for violations of campaign code of conduct and existence of mechanisms to compelling parties o respect penalties imposed. 5. Periodic verbal reporting to stakeholders and the wider public through media engagement. 6. The production of a short pre-election assessment report capturing findings from the above points. 	Narrative Progress report, pre-election assessment report, updated ABB, evidence of Invoice expenditure	Project SRO	2 Weeks from Start Date to day before Election Day	[REDACTED – Commercially Sensitive Information]
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Output	Milestone Deliverables	Verification Method	Verifier	Due date	Value excluding Operational Costs (Fixed Price)
	<p>7. Training of International Observers (such as understanding the particular Somaliland context, avoiding interfering the electoral process, but to report accurately and methodically – as appropriate). Coordination with other observation missions, including domestic observers.</p>				
Output 3: Election Day Observation	<ul style="list-style-type: none"> Observation teams deployed to an extensive geographic area (as appropriate given security considerations) with teams in local areas and the Core Delivery Team to regional centres. The observation of opening and closing time of the polling stations, accessibility to voters, including those with disabilities, adherence to procedures when opening polls, reconciliation of material and ballots, were polling station accessible to authorised personnel, and transparency of vote counting and tabulation. Reporting of findings and issuing of an initial public statement on behalf of the IEOM of initial findings at a public press conference, and further local and international media engagement 	Narrative Progress report, updated ABB, evidence of invoice expenditure.	Project SRO	Election Day	[REDACTED – Commercially Sensitive Information]
Output 4: Post-Election Assessment	<ul style="list-style-type: none"> The observation and assessment of the post-election process up to the announcement of the results including incidence of violence and protests during tabulation process, formal complaints filed challenging or petitioning the provisional results and assessment of the dispute resolution process. The distribution of a confidential assessment report to donors and NEC covering findings and recommendation of the post- election observations. Media engagement and a public post-election assessment report. 	Narrative progress report, confidential assessment report, public post-election assessment report, updated ABB and evidence for invoice expenditure.	Project SRO	Day after Election Day to two (2) weeks after Election Day	[REDACTED – Commercially Sensitive Information]
Output 5: Final Observation Report	<ul style="list-style-type: none"> Delivering / managing the Final Observation Report to be presented at a Final Observation Report Workshop approximately four (4) months after the Election Day to allow for inclusion of analysis of the post-election period. (refer to 4.1.5) 	Narrative progress report, Final Observation Report, Updated ABB and evidence for invoice expenditure.	Project SRO	Day after Election Day to two (2) Weeks prior to End Date	[REDACTED – Commercially Sensitive Information]
Output 6: Project closure	<p>The following documents must be submitted for review and approval:</p> <ul style="list-style-type: none"> A project completion report (BOH will provide the template) Lessons learnt document. 	Project completion report, updated ABB,	Project SRO	Final two (2) weeks	[REDACTED – Commercially

Output	Milestone Deliverables	Verification Method	Verifier	Due date	Value excluding Operational Costs (Fixed Price)
	<ul style="list-style-type: none">Asset management disposal planHandover plan for all material/documents produced during the project to the Authority/Replacement Supplier (as necessary)An updated Exit Plan and any other deliverables agreed between the Authority and Supplier for inclusion in the project Exit Plan.	evidence of invoice expenditure.		of the Contract	Sensitive Information]

Annex C: Deliverables Table

Item	Deliverable	Description	Due
1	Financial report as a form of Activity Based Budget (ABB) and invoicing requirements	As defined in Section 2 (Definitions) of the SOR.	End of Inception Phase and completion of each output thereafter
2	Draft Workplan	A draft version of the Workplan as defined in Section 2 (Definitions) of the SOR.	Two weeks after contract start date.
3	Workplan / Outcome based payment plan	As defined in Section 2 (Definitions) of the SOR.	End of Inception Phase
4	Conflict Sensitivity Plan	As detailed in paragraph 9.5.1 of the SOR.	End of Inception Phase
5	Performance Report	Formal report on all aspects of performance. Including <ul style="list-style-type: none"> • Update of progress against each Output • Successes, • Risks and issues • Opportunities; • Financial forecast against agreed budget; • Performance Overview Table (as detailed in Appendix 2 of Annex A of the SOR); • Service Credit calculations • Workplan for each Output for the month ahead. 	Monthly
6	Performance Review Meeting Minutes	Minutes of the Progress meeting, including but not limited to: <ul style="list-style-type: none"> • Attendees • Agenda • Key decisions/outcomes List of Actions	5 working days following a Performance Review Meeting
7	Invoice	An invoice submitted in accordance with clause 22 (Payments and Invoice Instructions) save for the requirement to submit monthly, that reflects the sums due to the Supplier for the output in line with SOR Annex C (Output Based Payment Schedule) and the Schedule of Prices and Rates, including any deductions, such as Service Credits, which are due to the Authority.	Submitted after completion of each Output.

Item	Deliverable	Description	Due
8	Risk Register	To be completed in the format submitted with the Supplier's Tender, and with all risks and issues reviewed, updated,	weekly progress meeting
9	Exit Plan	Exit Plan in accordance with clause 16.5 of Section 2 (Terms and Conditions)	Start of Exit Phase
10	Asset Management Plan	In accordance with paragraph (9.1.1)	Start of Exit Phase
11	Rectification Plan	A plan to rectify contract performance in accordance with clause 40.1.1 (c) (i) of Section 2 (Terms and Conditions)	As required when triggered under paragraph 15 of Annex A (Performance Management) of the SOR
12	Pre-election assessment report	See paragraph 4.1.2 Pre-election assessment	tbc
13	Confidential assessment report	See paragraph 4.1.4	tbc
14	Public Post-election Assessment Report	See paragraph 4.1.4	tbc
15	Final Observation Report	See paragraph 4.1.5	Two (2) weeks prior to End Date
16	Project completion report	Project completion report, the exact proforma to be agreed but in principle aligned to the Workplan; lesson learnt; assessment of project success; Outputs; financial reporting, the and Exit Plan.	End Date
17	Performance Improvement Meeting - Agenda and meeting invite	<p>Agenda to include Agenda points below as a minimum, with additional points the Parties wish to add.</p> <ol style="list-style-type: none"> 1. Introduction and purpose of the meeting (Chair) 2. Review of the Performance (Authority Contract Manager) 3. Review of the Performance (Supplier Contract Manager) 4. Root cause analysis (The Supplier) 5. Actions taken or to be taken to improve performance 	Within 5 working days of Identification of an issue as per Annex A, paragraph 11, and a minimum of 5 working days before the Performance Improvement Meeting

Item	Deliverable	Description	Due
		6. Planned timeframe until rectification Actions and plan to review	
18	Performance Improvement Meeting - Performance Reports, rectification plans, and other documentation.	The relevant Performance Reports and any applicable Rectification Plan that will inform the meeting, and any other documentation the Authority may reasonably want to see, or the Supplier wishes to share, shall be shared in advance.	A minimum of 5 working days before the Performance Improvement Meeting
19	Performance Improvement Meeting - Slide pack	The slide pack or other documents presented in the meeting	5 Working Days following the Performance Improvement Meeting
20	Performance Improvement Meeting - Meeting Minutes	Meeting minutes with a record of discussions and record of decisions.	5 Working Days following the Performance Improvement Meeting

Annex D: Meetings

Item	Meeting	Description	Attendees	Due
1	Progress Meeting	A weekly Progress meeting with the project SRO where progress again outputs is discussed.	Relevant individual from the Authority and Supplier.	Weekly
2	Pre-election Assessment	A briefing meeting after completion of the pre-election assessment.	Authority and Supplier. International stakeholder attendance TBC	Day before Election Day
3	Post election day briefing	A briefing meeting with BOH in the evening of election Day	TBC	Day after Election Day
4	Final Observation Report Workshop	Presentation of the findings of the final election observation report	TBC	TBC
5	Performance Improvement Meeting	A meeting to discuss the Contract performance, performance issues, and any activity the Supplier is undertaking to improve performance.	<ul style="list-style-type: none"> • SRO (Chair) • Authority Contract Manager / Programme Manager • ISF Commercial representative • Supplier Contract Manager / Programme Manager • Supplier Commercial Representative 	As required under Annex A (Performance Management) paragraph 12