



## Website Redesign RFP

Terms of reference

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## 1. Organisation background

### 1.1 Introduction to sportanddev

The International Platform on Sport and Development ([sportanddev](#)) is the leading global hub for those using sport to achieve social, environmental and economic development objectives. Sport and development is defined as the intentional use of sport and physical activity as a tool for development and peace.

sportanddev has become the leading knowledge hub, learning resource and communications tool in the field. It boasts an annual reach of around 1.5 million page views and 430,000 unique visitors, and has a network of around 1,000 organisations and 10,000 individuals registered on the platform, catering to the public, non-profit and private sectors.

It is a collaborative initiative supported and governed by a diverse set of stakeholders who are committed to the field of sport and development. [The Steering Board](#) is made up of a select group of governments, NGOs, intergovernmental organisations, and sports federations, who are responsible for the strategy and overseeing its implementation. [The Operating Team](#), made up of full-time staff, interns, and consultants, manages the Platform's content and implements the strategy.

Targeted at newcomers and existing members of the sport and development community, sportanddev provides a hub for sharing knowledge, building good practice and capacity, facilitating coordination, and fostering partnerships between and within different stakeholder groups.

### 1.2 Strategic framework

#### **Vision:**

A future where sport is seen as an essential tool in international development and its effectiveness is further enhanced by the cooperation of actors divided by geography but united by shared values.

#### **Mission:**

sportanddev is the leading hub for the sport and development community to share knowledge, build good practice, coordinate with others and create partnerships.

#### **Overarching goals:**

- Increase the visibility of sport's development potential
- Contribute to improving sport and development practice
- Encourage dialogue, promote partnership building and facilitate strategic alliances

## 2018-22 strategic goals:

- Increased visibility of sportanddev.org
- Further developed networks and audiences in different regions
- Strengthened French version of sportanddev.org
- sportanddev.org positioned as a leading facilitator of policy and strengthened links between policymakers and the wider community
- Increased capacity building and dissemination of current trends in the sector

## Audience:

- Policymakers / Donors (bilateral, multilateral, governmental, non-governmental, including line ministries in developing countries);
- Sports sector / National and international sports federations / Athletes;
- Practitioners / Implementing organizations / Coaches;
- Private sector;
- Researchers and students;
- Youth and volunteers;
- Media.

## 2. Project overview

### 2.1 Background

The sportanddev website was last upgraded to its current format in 2015. Since then it has been hosted on [platform.sh](https://platform.sh) and uses [Drupal 7](https://www.drupal.org/) as its content management system (CMS). Each year, a survey is sent out to the sportanddev community to request feedback on a range of topics relating to the sector holistically, but also the role that sportanddev plays within it. In recent years, responses have highlighted the need for significant improvements to features and site functionality.

In May 2020, sportanddev held a community consultation exercise and found that 96% of respondents believed the website should be rebuilt or significantly upgraded. The prevailing comments were that the site's layout and navigation needed to be improved, and that it was difficult to search and find valuable historic content. The functionality of specific features was also said to be difficult to use at times but that the value they present was unrivalled.

In summary, the community re-affirmed the value that sportanddev provides to the sector, but that accessibility to this value was less than optimum. In addition to this demand from the website community, the original plan for Drupal 7 reaching end of life in [November 2021](https://www.drupal.org/roadmap) was another driver of this project, though we understand now this has been delayed to 2022.

## 2.2 Guiding principles

Learning from best practice principles and by listening to our community, sportanddev have identified several key principles that we would like to use as a framework by which a new website is built and maintained in the future.

### **Accessible**

430,000 unique visitors from over 230 countries and territories accessed the sportanddev website in 2019 alone. With such a global spread of visitors, we need to ensure the website is easy to navigate, has quick load times, and allows users to search and filter through all content with ease. In some cases, this will mean simple but aesthetically pleasing page designs and layouts. Key consideration should also be made to ensuring the website can be accessed where there is slow or limited internet or bandwidth, and also on mobile phones or other devices.

### **Open**

All content and information on the sportanddev website should be open to anyone that wants to access it. This means where possible, the website should embed relevant principles, standards, and initiatives of Open Data. We also want our community to be able to share content with others. It should be simple and easy to integrate with social media platforms, and others, to show users what is happening on the website and in the sector.

### **Relevant**

Information is most valuable if it is comprehensive, published in a timely manner, and readily accessible. To support this, site administrators should be able to create and manage content with little effort. In addition, functionality will make content review cycles more efficient and facilitate good governance of content. The website should also be flexible in design to ensure it can adapt to changes in content metadata. In doing this, we can ensure that website content is relevant and remains valuable beyond its initial publication.

### **Scalable**

The sportanddev strategy is underpinned by the website. This project is a great opportunity to re-evaluate our current position and put in place appropriate technical foundations to set ambitious goals in the future. The flow of progress should not be dependent on the website. As and when sportanddev see opportunity to develop and expand, there should be existing capacity to do this without major restructuring requirements as this is key to achieving future goals.

## 2.3 Objectives

In redesigning the website, sportanddev have the following goals and targets to guide this work and measure the success of the project. The expectation is that these objectives will be realised relative to the official launch date of the new website and component features so there may be some flexibility in the time periods. Also, the targets are internal indicators for sportanddev to monitor our performance and illustrate our short-term ambitions.

### Goals:

- The creation of a new or significantly upgraded website that better evidences the contribution of sport to the Sustainable Development Goals (SDGs) and other global policy frameworks.
- An accessible website with ease of navigation, searching, and filtering content, leading to an enhanced user experience.
- A platform that provides functionality and opportunity for collaboration and knowledge sharing.
- The adoption and embedding of Open Data standards and initiatives across the website.
- To increase the number of registered website users and offer new engagement methods to build a more robust online community.
- The creation of a Research & Learning Corner to consolidate applied and academic research and learning materials.
- The ability to create low-cost, low-effort, new virtual networks with simplicity and ease as part of the Network of Networks concept.
- A centralised one-stop platform of features and information for the sector, resulting in increased value for investors, sponsors, and website users.

### Targets:

- 500,000 unique website visitors in the first full year of operation
- 2,000 new registered and verified users by December 2021
- 500 new organisations by December 2021
- 200 new project profiles by December 2021
- 100% increase in the number of unique visitors from South America by April 2022
- The translation of all static website content into all UN languages by April 2022
- 250 research and learning materials uploaded to the library by April 2022

## 2.4 Strategic alignment

This project contributes to the key performance indicators (KPIs) of sportanddev's 2018-2022 strategic goals in the following ways:

**Goal 1:** An upgraded/new website seeks to improve the visibility and credibility of sportanddev. As a result, the project aims to increase the:

- Percentage growth of sportanddev's online community each year (users)
- Number of registered organisations and individuals
- Percentage of users reporting sportanddev as a leading source of information on sport and development (annual survey)

**Goal 2:** An upgraded/new website seeks to better develop and connect networks and audiences. As a result, the project aims to increase the:

- Percentage of website visitors from Africa, Asia, Oceania and Latin America
- Number of networks/partners from Africa, Asia, Oceania and Latin America

**Goal 3:** An upgrade/new website would apply to the French version of sportanddev, improving its visibility and credibility. As a result, the project aims to increase the:

- Percentage growth of sportanddev’s French-speaking online community each year (users)
- Number of total sportanddev.org users who have accessed the French site in the past 12 months

**Goal 4:** An upgraded/new website seeks to better bridge the gaps between policymakers (e.g. governments) and practice (e.g. NGOs and other organisations). As a result, the project aims to increase the:

- Percentage of users reporting that sportanddev has helped bring voices from the field into higher level policy discussions (annual survey)
- Number of visitors to website sections on policy: ‘Learn more’ and ‘Toolkit’

**Goal 5:** An upgraded/new website would better serve the sportanddev community, providing greater tools, resources and information that can empower and connect individuals and organisations. As a result, the project aims to increase the:

- Percentage of users reporting that they have used information found on sportanddev in their projects or programmes (annual survey)

### 3. Project scope

#### 3.1 Specific services

To meet the objectives specified in Section 2 above, the supplier is expected to perform at least the following services:

- Visual design, UI and UX
- Website and CMS development
- Content migration
- Project management and quality management
- Training and documentation
- Hosting or mediation of hosting services
- Support, maintenance, and ongoing management

#### 3.2 Feature descriptions

In addition to the core components of the website, there are a number of additional features that sportanddev value as unique selling points. The purpose of the following section is to broadly outline the reasons why each feature is valuable, how they may function at a high level, and also identify examples that act as inspiration for sportanddev.

## Organisation directory

The directory is one of the most important features of the website - there is no other global database of organisations in the sector. The main purpose of this feature is to capture and display profiles of organisations that are submitted by site administrators and site users.

Whilst this feature [does already exist](#) on the current website, there are a number of improvements required. Enhanced search functionality, including the ability to filter based on relevant profile fields, would make a significant impact. New functionality to create links between organisations to new project profiles would be valuable, and a simple 'verified' icon on profiles to show users that site administrators have validated profile information.

Good examples of this sort of feature can be seen on the websites of [Street Football World](#), [Laureus](#), and [Action Sports for Development and Peace](#).

## Project directory

A new feature for the website, this would be directly related to the organisation directory as linked content, with one organisation having one or possibly many projects. The purpose is similar to the organisation directory, but the project profiles will provide site users with valuable field-level data seeing as organisations sometimes deliver multiple projects.

It is expected this feature's functionality will be similar to the organisation directory such as enhanced search and filtering, geographical mapping of profiles, and the ability to upload files such as case studies or other documentation. The examples of this type of feature are similar to the organisation directories previously mentioned.

## Interactive Maps

Another feature that [does already exist](#) on the website, but requires improvements. This feature displays geodata such as organisation profiles, and in the future the new project profiles, in a visually attractive way and also allows site users to search with ease based on geographical locations. The interactive map also acts as a gateway to click through and view individual profiles in more detail.

The functionality of the interactive map is another feature that needs improving. With the new project profiles, it is hoped the new map will be layered so that users can switch views from organisations to projects, and back, with ease. Additional search and filtering abilities would also help the community to better find what they are interested in based on pre-defined field filters.

Good examples of this sort of feature can be seen on the websites of the [French Development Agency](#), [UN's Global Partnership](#), [USAID](#), and [InterAction](#).

## Research library

Materials for research and learning do [already exist](#) on the website. However, it is difficult to navigate to this section and the content is structured in a less than optimum way meaning it is difficult to find resources of interest. The purpose of this feature is to act as a medium to inform, educate, categorise materials, and create a simple and easy to use platform for knowledge sharing.



It is hoped that this future feature will have functionality to structure content in a clear and crisp way so that users can quickly search and navigate to materials of interest. When allowed, users will also be able to download the documents or be signposted to the original source. Another key requirement is flexibility with taxonomies to allow future scale and adaptability as content themes develop over time.

Good examples of this sort of feature can be seen on the websites of [London Sport](#), [Leicester-Shire and Rutland Sport](#), and [The Olympic Studies Centre](#).

### **Content translations and multilingual**

sportanddev currently operate English and French versions of the website. Most static content has been translated into both languages, and dynamic content is manually translated by a consultant as required. To increase awareness and engagement in populations that don't speak or read either of these two languages, sportanddev need to make content accessible in other key languages.

There are ambitions to increase the number of readable languages on the website to the six official languages of the UN; Arabic, Chinese, English, French, Russian, and Spanish. In addition to translating website interface and static content, a suitable translation tool would provide significant support to translate dynamic content from its native language to the other 5 languages.

It is also expected there would be workflow approval mechanisms to proof-read and quality assess the automated translations. This would ensure the quality of content remains high with appropriate governance and processes wrapped around it. Further, in the future it is hoped there may be interest from site users to become 'community translators' who voluntarily review and validate translations. There would need to be appropriate profile roles with permissions and restrictions to enable this activity.

### **Public and private groups**

Virtual spaces to host discussions and create communities of practice with others were frequently suggested by respondents in the community consultation exercise. This would be a new website feature but one that has clear demand and future value for existing users. The purpose is to facilitate communication and collaboration among the website community.

It is expected that groups will be able to be created by any registered user on the website, with the ability to make it public to all, or private to only those that the group owner invites or approves membership to. Within a group it should be possible to see who else is a member and search all content that has been published in that group with a suitable system of structuring the different content types. All members should be able to engage with existing discussions or create their own threads with ease, however, the responsibility will be with the group owner or nominated group administrators to moderate content.

Good examples of this sort of feature can be seen on the websites of the [UN's Global Partnerships](#) and [Bond](#).

### **Member submitted content**

sportanddev publishes content written and created by its members on a frequent basis, either following events such as a 'Call for articles' or as ad-hoc submissions. Member generated content brings diversity of thought, shows engagement with the community, and offers individuals a platform to voice their opinions or evidence their work. We want to continue with this activity but wish to improve the efficiency with which it is done.

Member content is generally submitted via a manual email process. There is a website feature for submission of content but this needs to be strengthened and streamlined. A submission portal that enables logged-in users to submit content and files of varying format would centralise the process. A review and feedback system would enable site administrators to liaise with submitters in a controlled space and approve content once validated.

It is expected this portal and a review-approval system could be used for all content types. Leicester-Shire and Rutland Sport utilise such a feature to enable member submission of [jobs](#), [events](#), [funding opportunities](#), and [organisations](#). sportanddev would benefit from such a feature enabling the upload of documents for the previously described Research library.

### **Multi-sites**

Part of a long-term goal and concept, the ability to create multi-sites would enable sportanddev to grow and scale through regional franchises. Whilst the existing website has global coverage, it can sometimes miss out on localised content and exposure. Having the ability to create multi-sites forms the basis of the 'Network of Networks' concept that sportanddev are developing at the moment.

It is important that such a feature has functionality for subtle customisation and design changes so that franchises are distinctly different from the main website. An ability to change logos, colour themes, and some page layouts is key. It is also expected that not all multi-sites will require the same features and functions as the main website so it should be possible to restrict what is inherited.

Multi-sites would be managed by a separate operational team to the existing main website, but administration support would still be required. Suitable user roles to enable this would likely be required. Finally, an additional purpose of the multi-sites would be to contribute material to the main global website. As such it would be hoped that content can be 'pushed' between sites with simplicity and ease.

### **Engagement mechanisms**

Google Analytics data from 2019 shows that sportanddev had 430,000 unique visitors, but we know that there are only 10,000 registered members. One of our key goals is to increase the number of registered members through new features and functionality as described above, but also by introducing new methods of engagement for signed-in users. In addition to general mechanisms such as users being able to comment on or like content, we have identified several features from other websites that we'd like to consider.

[The Article](#) allows its members to review and rate written articles and content which have been submitted by site administrators and other members.

[The Conversation](#) displays a member’s activity on their profile and details the various contributions and engagements they have made to the website.

[Loughborough Students’ Union](#) asks its student members to submit ideas to be considered by other members and allows them to comment on and upvote the idea if there is consensus it should be implemented. The website also clearly displays the status of all submitted ideas and relevant commentary if it was supported or found to be not plausible.

[Reddit’s](#) karma is a system where members accumulate points for positively contributing to the website. It is hoped a similar system can be introduced to the sportanddev website to evidence members who contribute significantly by submitting content and frequently engaging with the website.

### Supplier directory

In what would be a new feature for the website, the supplier directory would list companies who provide a range of relevant services to organisations in the sector. The primary purpose of this feature is to reduce search costs for organisations and individuals when they are looking for new service providers.

Site administrators will be the only users that can create new supplier profiles upon relevant offline agreement. Supplier profiles will likely be very similar to that of organisation profiles including the ability to upload documents to evidence examples of their work and services. It is also expected that a system will exist whereby verified website users can submit supplier reviews to share and help other users to validate the suppliers service and quality.

A good example of this sort of feature can be seen on the [Connect Sport website](#).

## 3.3 Requirements list

The following list acts as a detailed reference of the functional requirements of the new website, but also requirements of the wider solution and proposal. The relative prioritisation and importance on each requirement are indicated using the MoSCoW (*Must have, Should have, Could have, and Won’t have*) method.

Reference	Requirement	MoSCoW
<b>SITE CONFIGURATION AND DESIGN</b>		
REQ-1	The site should be optimised for different browser platforms (Google Chrome, Internet Explorer, Firefox, Safari) and devices (desktop, mobile, tablets)	M
REQ-2	The site should support integrations for page analytics such as Google Analytics.	M

REQ-3	Public content on the site should be optimised for external search engines.	M
REQ-4	The site should provide a powerful search engine that enables users to search by keyword and filter results and sort by relevancy, date, or other options.	M
REQ-5	The site should be able to detect and identify broken links and alert site managers to repair them.	S
REQ-6	The site should be set up to support multiple languages, including right to left languages, with functionality for automated translation of interface and content.	M
REQ-7	Site administrators should be able to review and modify translated content through a workflow mechanism prior to approval and publication on the website.	M
REQ-8	The site should be built so that site administrators can create new sections, pages, and components within pages without the need for technical development.	M
REQ-9	It should be possible to design and display different home landing pages based on whether a user is a visitor or logged into their profile.	M
REQ-10	The homepage should be able to pull the most recent content types from the respective areas across the website such as News.	M
REQ-11	It should be possible for site managers to change the layout of a page or new pages from within a predefined list of templates.	S
REQ-12	It should be possible to create sub-sites which can inherit features, user lists, and content from the parent site.	M
REQ-13	Sub-sites should be customisable with different colour themes, and several pre-defined page templates and layouts to choose from.	M
REQ-14	It should be possible to send and receive the different types of content between the main site and any sub-sites.	M
<b>FEATURES AND CONTENT</b>		
REQ-15	The site should support content types such as news, events, jobs, files of various formats, multimedia, and profiles for users and other entities.	M
REQ-16	Site administrators should be able to create, change, and remove the taxonomies that are used to categorise content types throughout the site.	M
REQ-17	The site should support content editing including WYSIWYG editing, Microsoft word cut-and-paste, and provide support for rich text.	M

REQ-18	It should be possible to schedule the release and publication of content on the site.	M
REQ-19	Content should have version control and enable site managers to revert back to old published content versions as desired.	M
REQ-20	It should be possible for site managers to define content as being only displayed to users who are logged in, or public to all users and visitors of the site.	M
REQ-21	Site users should be able to comment and 'like' content throughout the site.	M
REQ-22	Site users should be able to rate content based on pre-defined metrics and criteria as decided by the site administrators.	S
REQ-23	Site administrators should be able to control which content can be rated by site users with simple on/off functionality.	S
REQ-24	Users should be able to report content they deem to be inappropriate which will notify site managers for review.	M
REQ-25	When users are viewing individual content, the site should highlight similar and related content they may be interested in.	M
REQ-26	It should be possible to share content from external platforms such as Twitter, YouTube, and LinkedIn, in posts and messages.	M
REQ-27	It should be possible to share public site content on social media platforms such as Twitter, Facebook, and LinkedIn.	M
REQ-28	It should be possible to easily link and embed existing internal site content into written posts and messages.	M
REQ-29	It should be possible to embed feeds from external social platforms such as Twitter.	S
REQ-30	Users should have the option to sign up to a newsletter that is sent to personal email addresses.	M
REQ-31	The site should enable integration to third party newsletter services such as MailChimp.	S
REQ-32	Users should be able to create public and private groups for collaboration and networking with other members.	M
REQ-33	Groups should allow the sharing of written content, files, media, and other internal site content.	M
REQ-34	Group owners should be able to nominate other group members as moderators with similar permission rights as the group owner.	M
REQ-35	The site should be able to structure content in separate libraries to make it easy to browse and find content and information.	M

REQ-36	The site should be able to display multimedia such as images and videos in galleries.	M
REQ-37	It should be possible for users to download content from the respective libraries and galleries such as files or multimedia.	M
REQ-38	Users should be able to submit content to be featured on the website in the respective libraries or areas of the website.	M
REQ-39	Site administrators should be able to review user submitted content prior to approval and publication on the website.	M
REQ-40	It should be possible for site administrators to add new content in bulk to content libraries. For example, several new organisations into a directory, or several new journal articles into a research library.	M
REQ-41	The site should have functionality that enables users to submit ideas and suggestions to then be reviewed and voted on by other members.	S
REQ-42	The site should have a learning management system integrated within it to host online courses.	S
<b>PROFILES</b>		
REQ-43	The site should allow users to create profiles with personalisation of details, privacy settings, and notifications.	M
REQ-44	Site administrators should be able to create, change, and remove, the information and fields required to be submitted by users on their profiles.	M
REQ-45	Users should be able to link and display their social network accounts to their profiles such as Twitter and LinkedIn.	M
REQ-46	Users should be able to log in using existing information from social networks such as Facebook, Twitter, LinkedIn.	S
REQ-47	It should be possible for users to find each other with simple search functionality through a directory of users with an ability to filter searches based on relevant fields.	M
REQ-48	Users should be able to send private messages to individual users or to a group of users containing text, images, or files.	M
REQ-49	A point system should exist to measure and display user engagement on the site. Points would be awarded for things such as submitting content, commenting or liking content, engaging in community activities.	S
REQ-50	User profiles should display all of the content and activity that an individual has contributed to the site.	S
REQ-51	The site should have a directory for organisational profiles which can be added by site administrators or users.	M

REQ-52	Site administrators should be able to create, change, and remove, the information and fields required to be submitted in an organisational profile.	M
REQ-53	Site administrators should be able to review user submitted organisation profiles prior to approval and publication on the website.	M
REQ-54	Functionality should exist that allows site administrators to display 'verification' tags or badges on organisational profiles to show that they have reviewed and authenticated.	M
REQ-55	It should be possible to create profiles for projects associated to organisations. This would be hierarchical with one to many, one organisation to many projects.	M
REQ-56	Users should be able to link their profiles to organisation profiles. This would work as one user to many organisations, and one organisation to many users.	M
REQ-57	Users should be able to suggest changes to information on organisation and project profiles, to be reviewed and approved by site administrators.	M
REQ-58	It should be possible to display content that has geolocations such as organisation profiles, or project profiles, as markers on an interactive map.	M
REQ-59	The interactive map should allow users to easily switch between displaying either the organisations or projects over the same base map layer.	M
REQ-60	The interactive map should have marker popups, clustering capabilities, and allow users to drill through from the map to the individual entity profiles.	M
REQ-61	The interactive map should allow users to search by key words, and filter by the various fields assigned to the different entity profiles.	M
<b>SITE MANAGEMENT</b>		
REQ-62	Site administrators should be able to create, change, and remove 'roles' that enable certain site permissions to registered users.	M
REQ-63	Site administrators should be able to display and manage all content created by users.	M
REQ-64	Site administrators should be able to display and manage all comments created by users.	M
REQ-65	Site administrators should be able to easily display and manage all user profiles created on the site.	M

REQ-66	Site administrators should be able to send messages to one or multiple users.	M
REQ-67	Site administrators should be able to track, analyse, and display various reporting metrics linked to site users, and various content types, on a daily/weekly/monthly basis.	M
REQ-68	The site should have a private media library so that site managers can re-use media in future content.	M
REQ-69	The site should have functionality to host surveys and questionnaires and provide results and analysis to site managers	S
REQ-70	Site administrators should be able to download and export all data relevant to each content type on the website such as users, organisations, and projects.	M
<b>TRAINING AND DOCUMENTATION</b>		
REQ-71	The supplier should ensure that all source code is stored in a suitable secure repository such as "Git".	M
REQ-72	The supplier will make the source code readily available to sportanddev if and when required in the future	M
REQ-73	The supplier should offer training sessions for all of sportanddev's staff and volunteers to ensure they know how to manage the website and effectivity use all features.	M
REQ-74	The supplier should create easy to use guidelines and online manuals to compliment the staff training and so that they can be referred to after training.	S
<b>HOSTING, MAINTENANCE AND SUPPORT</b>		
REQ-75	The supplier should identify and mediate several suitable hosting options.	M
REQ-76	Hosting suggestions must include service level agreements with a stated availability of at least 99.9%	M
REQ-77	The supplier should offer maintenance services at an annual fee which includes module upgrades, security patch updates, and ongoing site monitoring.	M
REQ-78	The supplier should provide a mutually agreed service level agreement that covers low to high urgency issues and the relevant response times.	M



### 3.4 Requirements compliance

Applicants are required to include an annex to their proposal which details whether each requirement from the list in section 3.3 has been met or not. It is suggested the following template table is used in the annex:

Reference	Compliant?	Relevant proposal pages and sections
REQ-1	Fully	<ul style="list-style-type: none"><li>Section 1: Page 2</li></ul>
REQ-2	Partial	<ul style="list-style-type: none"><li>Section 1: Page 4</li></ul>
REQ-3	No	N/a

### 3.5 Timelines

The complete delivery and launch of the new website and services is to be completed before the end of February 2021.

Maintenance, support, and hosting services will commence upon the launch and complete acceptance of the new website.

### 3.6 Inputs and logistics

sportanddev will provide guidance on navigation, layout and messaging, content samples, brand identity, and approvals to the contractor. sportanddev will also ensure that suitably qualified staff are available to assist and cooperate in responding to information requests to ensure the contractor can work and progress unobstructed.

It is expected that the contractor will carry out all work off-site with frequent update meetings held via videocall.