



RFP/BESST/2019

## **B. TERMS OF REFERENCE**

**FEASIBILITY STUDY FOR THE INITIATIVE “BETTER  
ENFORCEMENT OF STANDARDS FOR SAFER TRADE”  
(BESST)**

**WORLD ORGANISATION FOR ANIMAL HEALTH (OIE)**

**JANUARY 2019**

## TABLE OF CONTENTS

<b>1. INTRODUCTION .....</b>	<b>3</b>
1.1 The OIE .....	3
1.2 The OIE’s Structure .....	3
<b>2. EXECUTIVE SUMMARY .....</b>	<b>4</b>
2.1 Background to the BESST Initiative .....	4
2.2 The BESST Initiative .....	5
<b>3. ORGANISATION AND METHODOLOGY OF THE FEASIBILITY STUDY .....</b>	<b>6</b>
3.1 Timeframe and milestones .....	6
3.2 Governance .....	6
3.3 Methodological approach .....	6
<b>4. SCOPE OF THE SERVICES .....</b>	<b>7</b>
4.1 Core Work streams .....	7
4.1.1 Work stream 1: Undertake a needs assessment and describe the gaps hampering safe trade and the application of OIE international standards .....	7
4.1.2 Work stream 2: Identification and prioritisation of activities to be undertaken to address identified gaps .....	8
4.1.3 Work stream 3: Geographical scope and layer of implementation .....	8
4.1.4 Work stream 4: Socio-economic assessment of the BESST Initiative’s potential impact .....	9
4.1.5 Work stream 5: Partner and stakeholder analysis .....	9
4.1.6 Work stream 6: Drafting a ready-to-use technical and financial proposal for dissemination to resource partners and investors .....	9
4.2 Conditional Tranches .....	10
4.2.1 Presentation of the feasibility study .....	10
4.2.2 Scope for additional services .....	10
<b>5. RESPONSE STRUCTURE .....</b>	<b>10</b>
5.1 Technical offer .....	10
5.1.1 General company information (maximum 5 pages) .....	10
5.1.2 Understanding of the project .....	11
5.1.3 Methodology for all six work streams .....	11
5.1.4 Methodology for each conditional tranches .....	11
5.1.5 General methodology and proposed schedule .....	12
5.1.6 Allocated human resources .....	12
5.1.7 Success – risk factors .....	12
5.1.8 Additional information .....	12
5.2 Financial offer .....	12
5.2.1 Core Work streams .....	12
5.2.2 Conditional tranches .....	13
5.2.3 Fees in the case of an extension of services .....	13
5.2.4 Travel and accommodation .....	13
5.2.5 Order and payment terms .....	13
Annex I – Memberships OIE Commission for Africa and OIE Commission for the Middle East .....	14
Annex II – Leaflet “Deciphering OIE’s standard setting process” .....	15

# 1. INTRODUCTION

## 1.1 THE OIE

The World Organisation for Animal Health (OIE) is an international organisation mandated by its 182 Member Countries<sup>1</sup> to improve animal health and welfare worldwide.

Founded in 1924, the OIE was established further to the collective awareness for countries to work together to control animal diseases threatening livestock as well as human health and well-being, at a time where the increased trade of animal products enhanced the risk of spreading animal diseases across boundaries. The International Agreement signed by the founding countries led to the creation of the *Office International des Epizooties* – which in 2003 adopted the common name of “World Organisation for Animal Health” yet kept the its historical acronym “OIE”. The creation of the OIE signals the first global commitment to fighting animal diseases collectively.

Since this date, the OIE’s missions have expanded to comprehensively respond to the challenges facing animal health and welfare worldwide.

A key OIE mission is to ensure the transparency of the animal health situation worldwide, including diseases transmissible to humans. The OIE collects, analyses and disseminates in real-time information on the sanitary situation of animal diseases, and offers its Member Countries the possibility to be certified of their official diseases status for a number of diseases important for trade.

The OIE is also historically responsible for the development and publication of animal health standards supporting disease prevention and control methods while safeguarding the sanitary safety of world trade in animals and animal products. These international standards are developed by elected experts that participate in the OIE Specialist Commissions, Working Groups and *ad hoc* Groups. The OIE is recognised by the World Trade Organization (WTO) as the reference standard-setting international organisation in the field of animal health.<sup>2</sup>

The OIE is supported through 300 Reference Laboratories and Collaborating Centres. These internationally renowned research centres provide a solid scientific foundation to the work of the OIE and enables the organisation to provide its Member Countries with international standards which are scientifically-based and up-to-date as well as high-quality expertise on disease control and eradication methods.

Furthermore, the OIE provides support to its Member Countries in the implementation of its standards and guidelines, through activities aimed at strengthening national Veterinary Services<sup>3</sup>. The OIE actively works with major international, regional and national financial organisations to target effective investments in animal health systems. The OIE is placed under the authority of the World Assembly of National Delegates, which meets annually in May in Paris (France). The World Assembly is represented outside of its annual meeting by the Council of the OIE, which meets on a tri-annual basis in February, May and September.

## 1.2 THE OIE’S STRUCTURE

The day-to-day activities of the OIE are placed under the responsibility of the Director General and managed by the Headquarters, located in Paris, with the support of 12 Regional and Sub-Regional

---

<sup>1</sup> <http://www.oie.int/en/about-us/our-members/member-countries/>

<sup>2</sup> The WTO’s sanitary and phytosanitary (SPS) Agreement states that “to harmonize sanitary and phytosanitary measures on as wide a basis as possible, Members shall base their sanitary or phytosanitary measures on international standards, guidelines or recommendations”. The Agreement names the OIE as the relevant organization for animal health.

<sup>3</sup> Veterinary Services means the governmental and non-governmental organisations that implement animal health and welfare measures and other standards and recommendations in the Terrestrial Code and the OIE Aquatic Animal Health Code in the territory. The Veterinary Services are under the overall control and direction of the Veterinary Authority. Private sector organisations, veterinarians, veterinary paraprofessionals or aquatic animal health professionals are normally accredited or approved by the Veterinary Authority to deliver the delegated functions.

Representations (RR and SRR) worldwide. The goal of these regional offices is to provide regionally adapted services to OIE Members in order to achieve the OIE mandate of improving animal health and welfare.

In addition, the OIE has set up five Regional Commissions (Africa, Americas, Asia, Far East and Oceania, Europe and the Middle East) to address specific problems in the different regions of the world (cf. Annex 1 for the Memberships of the Regional Commissions for Africa and for the Middle East). These Commissions are fully-fledged regional institutional bodies. They organise a Conference every two years and focus on addressing technical issues and enhancing regional cooperation.

Several OIE Members in the Horn of Africa (Djibouti, Egypt, Somalia and Sudan) are members of both the Africa Commission and the Middle East Commission.

Overall, the OIE is an intermediate-sized organisation with approximately 130 staff operating in Paris and 70 in the RR and SRR.

The culture of the organisation is also largely shaped by the distinctive qualifications of its workforce, encompassing scientific profiles (veterinarians, epidemiologists, biologists...), policy experts (international trade, public health...) as well as highly versatile staff in support functions.

## 2. EXECUTIVE SUMMARY

### 2.1 BACKGROUND TO THE BESST INITIATIVE

The Eastern Africa region has an important and historical trading relation with the Arabian Peninsula with regard to trade in livestock and animal products. The enormous potential of a long-standing trade route across the red sea is massive with positive ramifications that will exceed the mere financial benefits that are generated. However, trade development and trust between the partners in the two regions has occasionally suffered in particular due to the threat of livestock diseases and the heterogeneity of the performance of the Veterinary Services from public and private sectors.

Under the WTO Agreement on the Application of Sanitary and Phytosanitary Measures (the SPS Agreement), the OIE is the international reference organisation for the development, elaboration and promotion of international standards for animal health and zoonoses<sup>4</sup> (cf. annex 2 “Deciphering OIE’s standard setting process”). The SPS Agreement requires that WTO Members adopt sanitary measures that are non-discriminatory and based on OIE standards unless justified by a risk analysis. While the development of sanitary standards is a central mission of the OIE, the OIE also studies their implementation (implementability) and makes revisions to the standards as necessary.<sup>5</sup>

The OIE also contends that enhancing and investing in Public-Private Partnerships offers a key solution for strengthening animal health delivery. In the OIE’s interpretation of the concept, such partnerships can foster collaborative approaches whereby the public and private sectors share resources, responsibilities and risks to achieve common objectives and mutual benefits. Through Resolution #39 of the 85<sup>th</sup> General Session of the World Assembly of National Delegates to the OIE held in May 2017<sup>6</sup>, the OIE’s membership requested the OIE to “demonstrate the positive impacts of PPPs in the fields of animal health and livestock sector development, and disseminate best practices to support its Members” so that “OIE Members could use these best practices to promote, develop and implement policies and legislation jointly with the private sector for better animal health and a stronger livestock sector”.

In support of such work, the **Better Enforcement of Standards for Safer Trade (BESST)** initiative aims to foster inter-regional solidarity among Veterinary Services (public and private components) in OIE

---

<sup>4</sup> The OIE publishes four documents which comprise its international standards: the *Terrestrial Animal Health Code (Terrestrial Code)* and the *Aquatic Animal Health Code (Aquatic Code)* and the *Manual of Diagnostic Tests and Vaccines for Terrestrial Animals* and *Manual of Diagnostic Tests for Aquatic Animals*. These Codes and Manuals can be accessed online at: <http://www.oie.int/standard-setting/overview/>

<sup>5</sup> [http://www.oie.int/fileadmin/Home/eng/International\\_Standard\\_Setting/docs/pdf/Observatory/A-Reso\\_36.pdf](http://www.oie.int/fileadmin/Home/eng/International_Standard_Setting/docs/pdf/Observatory/A-Reso_36.pdf)

<sup>6</sup> [http://www.oie.int/fileadmin/Home/eng/About\\_us/docs/pdf/Session/2017/A\\_RESO\\_2017\\_Public.pdf](http://www.oie.int/fileadmin/Home/eng/About_us/docs/pdf/Session/2017/A_RESO_2017_Public.pdf)

Members in the Horn of Africa and the Arabian Peninsula by improving compliance with OIE international standards.

This initiative envisages identifying solutions to facilitate safe trade in livestock and animal products between the two regions and with other commercial partners. It will also endeavour to improve the quality of inter-regional trade certification processes by the relevant Competent Veterinary Authorities<sup>7</sup>. Through achieving multiple objectives, BESST can positively contribute to poverty reduction and improved food security and public health, which could support and/or reinforce regional stability.

The OIE will work together with several partners encompassing intergovernmental organisations, resource and technical partners, investors, while bolstering public-private partnerships to ensure uptake, engagement and a commitment towards the successful implementation of the initiative.

To support the design of the BESST Initiative it is apparent that a feasibility study is necessary.

## **2.2 THE BESST INITIATIVE**

The overall objective of the BESST Initiative is to foster safe trade through inter-regional solidarity in the field of Veterinary Services between OIE Members in the Horn of Africa and the Arabian Peninsula. Achieving this objective will safeguard national livestock populations and public health; identify shared solutions for the promotion of safe trade in livestock and livestock products between the two regions and with other commercial partners; and lastly, improve the quality of inter-regional trade certification of livestock and livestock products by the relevant Veterinary Authorities.

The BESST Initiative should enable:

- study of zoo-sanitary (animal health) challenges to trade in the broader context of the applicable SPS measures between the Horn of Africa and the Arabian Peninsula (for example, live ruminants, animals for slaughter);
- support to OIE Member Countries on both sides of the Red Sea to understand and apply best practices relating to mutual inspections, accountability, integrity, science-based assurance and proper procedures for appeals and resumption of trade;
- the establishment of a coordination/forum mechanism for the exchange of information between the private sector, Veterinary Authorities, other competent authorities (customs, police, port authorities), financial institutions, insurance and shipping companies, civil society organisations (consumers, animal welfare NGOs, community leaders, religious leaders...) and any interested relevant stakeholders;
- support to OIE Member Countries on both sides of the Red Sea to enhance their compliance with OIE standards relating but not exclusive to:
  - Trade measures, import/export procedures and veterinary certification;
  - Quality of Veterinary Services;
  - Animal disease diagnosis, surveillance and notification;
  - Animal welfare.

A key endeavour of the BESST Initiative will be to underscore the importance of compliance with internationally agreed standards and the application of such standards. Mutual trust between trading companies, Veterinary Authorities and other relevant stakeholders is the foundation for any partnership. BESST will also aim to transfer the basic and underlying principles of an effective and sustainable public private partnership (PPP), whereby all parties work together towards the accomplishment of common or complementary objectives.

---

<sup>7</sup> Competent veterinary authority 'means the Veterinary Authority or other Governmental Authority of a Member Country having the responsibility and competence for ensuring or supervising the implementation of animal health and welfare measures, international veterinary certification and other standards and recommendations in the Terrestrial Code and in the OIE Aquatic Animal Health Code in the whole territory.'

### 3. ORGANISATION AND METHODOLOGY OF THE FEASIBILITY STUDY

#### 3.1 TIMEFRAME AND MILESTONES

The timeframe of the BESST Initiative has not yet been established, however it could be expected that the Initiative have a medium terms lifespan (5 to 10 years). Commencement would be post completion of the feasibility study, acceptance of the approach proposed and availability of financial resources. The results of the feasibility study will be presented at the OIE Regional Conference for the Middle East, scheduled to take place in November 2019 in the United Arab Emirates. The implementation period of the feasibility study is March 2019 to September 2019, with submission of the deliverable – in English – by 30 September 2019. The OIE furthermore envisages the following milestones:

- **OIE General Session** (26-31 May 2019, Paris, France): the World Assembly of Delegates meets once per year in Paris, traditionally in the last week of May. The General Session of May 2019 should be the opportunity to meet and discuss with Delegates from countries relevant for the BESST initiative.
- **OIE Regional Conference for the Middle East** (November 2019, dates to be confirmed, United Arab Emirates): The principles and purpose of the OIE Regional Conference for the Middle East mirror those of the aforementioned Regional Conference for Africa. During the 2019 Conference, the OIE envisages to organise a side event to present the results of the feasibility study. The meeting will gather country representatives from the Horn of Africa and the Arabian Peninsula (potentially Ministers of Agriculture and Livestock), private sector representatives as well as resource partners and investors interested in the Initiative. This meeting will correspond to the first comprehensive presentation of the Initiative's approach and a key opportunity for fundraising.

#### 3.2 GOVERNANCE

The feasibility study will be managed by OIE senior management, including the Deputy Director General and the Director of Finance. The study team will be led by Stéphane Renaudin and Isabelle Dieuzy-Labaye. Other OIE staff will be engaged as relevant, including Representatives and staff from the OIE Regional and Sub-Regional Representations in Bamako, Beirut and Nairobi as well as the OIE Standards Department at OIE Headquarters.

The OIE Director General will be provided with regular updates on the progress of the study.

#### 3.3 METHODOLOGICAL APPROACH

The OIE looks forward to receiving a methodological approach that ensures that the feasibility study is concrete, operational, relevant; and that the scope of the BESST Initiative be realistic and fit for purpose.

Consultations and participative processes with OIE staff, Member Countries, resource partners and investors as well as other stakeholders from both the public and the private sectors should be envisaged. Representatives of the veterinary and veterinary paraprofessional (VPP) associations, producer associations and private companies, among others, will be key to ensure appropriate gathering of knowledge. Solutions to gain insight and collect views will need to be proposed to ensure the gathering of all necessary inputs. Tenderers should note that the availability of OIE staff is limited during the month of May in the lead up and roll out of the OIE General Session of the World Assembly of National Delegates to the OIE.

A clear understanding of the WTO Agreement on the Application of Sanitary and Phytosanitary Measures and its impact on safe trade, in particular in the targeted region of the BESST Initiative will be necessary (through the consultation of the documents of the SPS Committee linked to issues related to the targeted region for example).

Internal discussions on the BESST Initiative have been undertaken in the past months, culminating in a concept note. **This Note can be provided upon request by interested tenderers.**

## 4. SCOPE OF THE SERVICES

A feasibility study is required to inform and finalise the design of the BESST Initiative. In particular, this feasibility study must:

- Undertake a needs assessment and describe the gaps in the region hampering safe trade;
- Identify and prioritise activities to be undertaken as part of the BESST Initiative to address aforementioned gaps;
- Identify countries which should be associated to or engaged in the BESST Initiative;
  - Scope whether a pilot between two or more countries (trading partners linked by a trade route) could be undertaken to test the proposed principles and activities of the BESST Initiative;
  - Share feedback received from potential Member Countries to establish and engage in impactful and sustainable collaborations as envisioned by the BESST Initiative;
- Describe the socio-economic rationale for fostering safe trade of animals and animal products between the Horn of Africa and the Arabian Peninsula. This should consider and identify all categories of end-users and beneficiaries, including smallholder farmers as well as potential contribution to achieving United Nations Sustainable Development Goals;
- Identify potential partners and investors for the BESST Initiative and pinpoint potential role and level of engagement;
  - Ensure that the private sector is consulted during the feasibility study and that both public and private considerations inform the outcomes and recommendations of the feasibility study to ensure that the BESST Initiative can foster PPPs to foster safe trade;
  - Identify in particular key implementing partners, intergovernmental partners; technical partners and platforms and resource partners and investors.
- Draft a technical and financial proposal based on the findings of the feasibility study for dissemination with stakeholders, including resource partners and investors.
  - Identify potential level of contribution of resource partners and investors, as well as key messages for ensuring their investment.

The planning process should consider all aforementioned points to ensure that the final deliverable meets the OIE's expectations.

The feasibility study should ensure that the analysis undertaken and the recommendations proposed are realistic, relevant and justify what is feasible and what is not. Such considerations must consider the context, region, other existing projects, the OIE's mandate and that of other potential partners, among other elements deemed useful.

The results of the feasibility study will be presented at the OIE Regional Conference in for the Middle East, which will take place in November 2019 in the United Arab Emirates.

### 4.1 CORE WORK STREAMS

The work stream approach allows for a staged, sequential submission of deliverables and enhanced flexibility to reorient or adapt tasks according to emerging needs and risks

#### 4.1.1 Work stream 1: Undertake a needs assessment and describe the gaps hampering safe trade and the application of OIE international standards

The OIE has identified that trade development and trust between the partners in the Horn of Africa and the Arabian Peninsula are negatively impaired due to the real and constant threat of livestock diseases.

This is coupled by the heterogeneity of the performance of the Veterinary Services (public and private sector components) in the two regions. The feasibility study should undertake a needs assessment and describe the gaps in the target geography.

*At a minimum, this work stream includes the following deliverables:*

- *A section of the feasibility study should describe the outcomes of the needs assessment as well as the gaps hampering safe trade and the implementation of OIE standards.*

#### **4.1.2 Work stream 2: Identification and prioritisation of activities to be undertaken to address identified gaps**

The OIE has an extensive portfolio of capacity building activities targeting the strengthening of Veterinary Services. These activities, in addition to focusing on good governance, endeavour to improve animal health and ensure safe trade. This includes among other, development of international standards<sup>8</sup>, implementation of training, evaluations and gap analyses, provision of technical assistance, coordination mechanisms, etc. Other partners and stakeholders also partake in providing support to the strengthen of animal health services in the target geography. Based on the needs and gaps identified, the feasibility study should identify and prioritise activities to be undertaken as part of the BESST Initiative to achieve its overall objective.

*At a minimum, this work stream includes the following deliverables:*

- *A section of the feasibility study should identify and prioritise activities to be undertaken as part of the BESST Initiative to address gaps and needs. Efforts should also describe how such activities should be undertaken to ensure the sustainability of the capacities/activities.*

#### **4.1.3 Work stream 3: Geographical scope and layer of implementation**

The target geography of the BESST Initiative comprises both sides of the Red Sea, namely the Horn of Africa and the Arabian Peninsula. Potential beneficiary countries could include:

- Horn of Africa: Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Somalia, Sudan, Uganda;
- Arabian Peninsula: Bahrain, Jordan, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates, Yemen.

The BESST Initiative could be implemented under various options:

- Activities implemented at national level (country-specific);
- Activities implemented at regional level (Horn of Africa or Arabian Peninsula);
- Activities implemented at inter-regional level (Horn of Africa and Arabian Peninsula);
- Activities implemented at a trade route level (countries involved in this specific route).

The feasibility should assess pros and cons of each layer of implementation and provide clear recommendations on the most pertinent approach(es) based on the outcomes of the needs assessment and issues.

*At a minimum, this work stream includes the following deliverables:*

- *A Section of the feasibility study should provide guidance on the recommended geographical scope and layer(s) of implementation for the BESST Initiative.*

---

<sup>8</sup> The OIE does not envisage the development of standards at the regional level (only at the global level)



#### **4.1.4 Work stream 4: Socio-economic assessment of the BESST Initiative's potential impact**

The socio-economic impact assessment should provide the rationale for the BESST Initiative and corresponds to an important deliverable. Such assessment should be based on official data and reports.

*At a minimum, this work stream includes the following deliverables:*

- *Desktop review and analysis of trends in the field of trade in live animals and animal products between the Horn of Africa and the Arabian Peninsula. this analysis should encompass the role of the WTO Agreement on the Application of Sanitary and Phytosanitary Measures as well as existing trade agreements between the countries of the region;*
- *Estimation of the economic cost of main impediments/burdens to the trade in animals and animal products across the Red Sea;*
- *Estimation of the investment needed to overcome the main impediments for safe trade in the target geography;*
- *Estimation of the socio-economic benefit of investing in animal health and Veterinary Services (public and private sector components) in the target geography;*
- *Summary (2-4 pages) of the impact assessment results for dissemination with political leaders, decision makers and resource partners and investors for attracting investments for the Initiative. The key messages should be outlined using appropriate format for the multiple, yet different target audiences.*

#### **4.1.5 Work stream 5: Partner and stakeholder analysis**

The BESST Initiative cannot be implemented in isolation and is dependent on the active engagement of multiple stakeholders and partners. The role and type of engagement of all stakeholders is an expected outcome of the feasibility study. The OIE proposes to group stakeholders among the following four clusters:

- Key implementing partners;
- Intergovernmental partners (Regional Economic Communities and their technical agencies);
- Technical partners and platforms;
- Resource partners and investors.

The OIE is supporting its membership to improve the quality of their Veterinary Services by recommending, when relevant, the use of effective and sustainable PPPs. The feasibility study should ensure that the private sector is also engaged.

*At a minimum, this work stream includes the following deliverables:*

- *A table of partners and stakeholders, including their role, level of engagement and value added.*

#### **4.1.6 Work stream 6: Drafting a ready-to-use technical and financial proposal for dissemination to resource partners and investors**

Financial support will be essential to launch the BESST Initiative. A technical and financial proposal should be developed to convince resource partners to invest in the Initiative. A ready-to-use proposal should be drafted and include:

- Executive Summary
- Problem statement
- Scope and approach
- Target geographies, beneficiaries

- Activities
- Project Management and Governance frameworks
- Risk matrix (this risk analysis should not evade any sensitive topics (eg. reputational risk) or avoid adverse recommendations, if relevant).
- Results framework/logframe
- A budget and costed gantt chart

*Deliverables will include at a minimum:*

- *A drafted ready-to-use proposal.*
- *Analysis of potential resource partners and investors and methodology for approaching them.*

## **4.2 CONDITIONAL TRANCHES**

### **4.2.1 Presentation of the feasibility study**

Once finalised, the feasibility study and the proposal will be presented to relevant stakeholders as well as resource partners and investors. It is envisaged that this will take place back to back with the OIE Regional Conference for the Middle East, scheduled to take place in November 2019.

*Deliverables will include at a minimum:*

- *Preparation, in collaboration with the OIE, of the side event to present the outcomes and main recommendations of the feasibility study;*
- *Presentation of the feasibility study and proposal during the event;*
- *Summary report of the main points discussed and questions raised during the event.*

### **4.2.2 Scope for additional services**

Should tenderers identify relevant additional services that are not presented in this RFP, their offer may contain under this section a description of the proposed services and corresponding methodological approach.

## **5. RESPONSE STRUCTURE**

All tenderers submitting a proposal for this RFP must apply the below defined structure. Non-compliance with the requested structure may impede the OIE from analysing a tenderers' capacity to fulfil the requirements of the RFP and may result in an exclusion from the rest of the process.

### **5.1 TECHNICAL OFFER**

The technical offer should be provided in a Word document, no longer than 20 pages (response without annexes).

#### **5.1.1 General company information (maximum 5 pages)**

This section should include information on the tenderer and its activities, including:

##### **1. General information**

- Company name (and name of group if applicable);
- Structure (location and number of employees in the headquarters as well as regional offices);

- Contact point name, phone number and email address;
- Financial capacity, please fill in and include the document in annex in your response.

## **2. Activities**

- Company background review;
- Description of major activities (incl. number of employees and their location).

## **3. Experience**

*Please indicate the experience and the number of employees (and their location) on:*

- Working on previous projects targeting the Horn of Africa and the Arabian Peninsula;
- Previous experience in issues related to trade of animals and animal products, animal health and health service delivery;
- Previous experience in undertaking a socio-economic impact analyses and cost-benefit analyses;
- Proven experience in conducting feasibility studies for future projects/ programmes targeting the health and/or trade sector;
- Experience in drafting comprehensive technical and financial proposals for resource partners and investors.

### **5.1.2 Understanding of the project**

This section should demonstrate an understanding of the global landscape, the organisational context and the rationale for the current RFP. The objectives underlying the work to be carried out should be clearly identified and addressed in the following response.

### **5.1.3 Methodology for all six work streams**

Tenderers should clearly describe the recommended methodology for each of the six work streams.

For example (non-exhaustive list), tenderers could describe:

- the desktop review of relevant sources of information;
- major constraints on the availability and quality of data;
- the mapping of relevant stakeholders to include in the process;
- the consultation of the different groups, based on the identified time and location constraints (including sampling size, types of consultation approaches and their rationale for different stakeholder groups etc.);
- the overall management of the drafting of a final product, in line with content expectations as described in this RFP;
- approach for consulting and engaging with OIE Regional and Headquarters staff, Member Countries and resource partners and investors;
- identification of which activities will require an on-site presence and which will be carried out remotely;
- format of each deliverable per the eight work streams.

### **5.1.4 Methodology for each conditional tranches**

Tenderers should clearly describe the recommended methodology for each of the conditional tranche, using the same criteria identified for the eight core work streams.

### **5.1.5 General methodology and proposed schedule**

This section should describe the methodology recommended to implement the different steps in the most appropriate and effective approach.

The offer should provide input on the proposed study governance mechanism and a clear rationale as to the proposed organisation of activities. Major constraints as well as pre-requisites (time, stakeholder availability) should be identified. A schedule encompassing the different milestones should be provided.

The general methodology to manage the study, including the format of the follow-up on the part of the supplier as well as the measures to ensure respect of the study deadlines, tracking of project costs and the delivery of quality deliverables should be identified.

### **5.1.6 Allocated human resources**

This section should identify the professional profiles (field of expertise, seniority etc.) proposed throughout the work and according to each stage of the methodology established in the previous section. It should include a rationale for the team set-up and, provide, for each profile, a short biography of the identified consultant and justification of his/her role in the study. A short CV for each consultant (no longer than 2 pages) with reference to relevant experience should be annexed to the main response document.

Based on the objectives of the feasibility study described above, the OIE would foresee:

- at least one of the team Member as economist;
- at least one of the team Member expert in animal health / animal trade / SPS measures;
- all team members fully proficient in English;
- at least one of the team Member fully proficient in Arabic;
- at least two of the team Member with knowledge of the 2 regions (HoA and Arabian Peninsula).

### **5.1.7 Success – risk factors**

This section should provide a review of major constraints identified at this stage, potential risks to the study and requirements to ensure its successful completion. Prerequisites that one deems important to carry out the study effectively, should be identified.

### **5.1.8 Additional information**

This section should include any additional information not provided for elsewhere that is deemed important to share. Innovative solutions as well as relevant “Best practices” that may not be expressly mentioned in this document should be provided here.

## **5.2 FINANCIAL OFFER**

The financial offer should be provided in EURO and quoted free of all duties, taxes and other charges, excluding VAT.

### **5.2.1 Core Work streams**

The financial offer should provide:

- An overall cost
- Additionally, the offer should provide a cost breakdown for each core Work streams of the study. Costs per core Work stream should be comprehensible and detailed by sub-activities for the OIE to be able to analyse them.

### **5.2.2 Conditional tranches**

- An overall cost
- Additionally, the offer should provide a cost breakdown for each conditional tranches of the study. Costs per conditional tranches should be comprehensible and detailed by sub-activities for the OIE to be able to analyse them.

### **5.2.3 Fees in the case of an extension of services**

When necessary, an extension of services during the Contract will take the form of an additional fixed-price work package or day-long units of work. The scope of services provided and the potential associated deliverables will be agreed to jointly by the OIE and the Supplier.

In this section, tenderers should indicate the costs related for a day unit of work, excluding travel.

### **5.2.4 Travel and accommodation**

Tenderers should note that in compliance with the OIE policy, travel and per-diems (covering meals and accommodation) will be reimbursed on the basis of an upper limit of:

- The cost of travel in economy class.
- A daily *per diem* of 150€.

On this basis, tenderers should include inside the cost calculated for each core Work stream and conditional tranches the cost for all the projected missions to OIE Headquarters and field visits in the region.

### **5.2.5 Order and payment terms**

Tenderers should detail:

- Terms of payment and settlement periods (taking into account OIE conditions as set out in document A. *Tender procedure rules* of this RFP).

**ANNEX I – MEMBERSHIPS OIE COMMISSION FOR AFRICA AND OIE COMMISSION FOR THE MIDDLE EAST**

**ANNEX II – LEAFLET “DECIPHERING OIE’S STANDARD SETTING PROCESS”**