



RFI/PMC/2018

REQUEST FOR INFORMATION

SUPPORT TO THE DEVELOPMENT OF THE OIE 7TH STRATEGIC PLAN

WORLD ORGANISATION FOR ANIMAL HEALTH (OIE)

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1 INTRODUCTION

1.1 Intent

This Request For Information (RFI) is an invitation for interested suppliers to submit information regarding specific methodologies, tools, experience and approaches they can propose to support the strategic planning process of the World Organisation for Animal Health (OIE).

The strategic planning process envisaged at this stage by the OIE encompasses different components, for which a single accompanying supplier is being sought. If your organisation is able to demonstrate relevant expertise in all the identified elements as briefly outlined in this document, we encourage you to submit a response to this RFI.

This RFI is made available to multiple suppliers on www.oie.int; interested suppliers should note that the response does not constitute a bid or proposal but information only.

The OIE intends to release a Request for Proposal (RFP) to the suppliers who demonstrate, through their RFI response that they possess the required qualifications to provide the requested support; however, the OIE does not guarantee that a subsequent RFP will be issued.

1.2 Confidentiality

It is strictly forbidden to ask any questions or take up any communication concerning the information in this document with any other person working for or in any way related to the OIE than those named in this document.

Unless otherwise authorized by the OIE, with its prior written consent, all information, whether transmitted orally or in writing on any support, of whichever nature which are part of the RFI or provided for its purpose or any amendment thereto, as well as any documents expressly subjected to restricted disclosure by OIE, shall not be disclosed, copied, used, updated or modified and shall only be used for the purpose of the RFI.

Consequently, the supplier agrees to take all the necessary steps to ensure compliance by its employees and third parties it deals with, with such confidentiality obligations. In addition, the supplier undertakes to return to OIE, upon first demand, any document transmitted, in line with the then-provided Non-Disclosure Agreement signed.

1.3 Disclaimer

This initiative is issued for information purposes only and does not constitute a formal offer.

All information received in response to this initiative that is marked proprietary will be handled accordingly. Responses to the RFI will not be returned. A response to this RFI is not an offer and cannot be accepted by the OIE to form a binding contract.

Requested cost estimates will not constitute quotes, nor will they be used as such.

Interested suppliers are responsible for all expenses associated with responding to this RFI.

2 PRESENTATION OF THE OIE

2.1 MANDATE

The World Organisation for Animal Health (OIE) is an international organisation with a mandate from its 182 Member Countries to improve animal health and welfare worldwide.

Founded in 1924, it arose from the shared awareness of the need for countries to work jointly to control animal diseases threatening livestock, at a time where increasing trade of animal products enhanced the risk of spreading of diseases across boundaries. The International Agreement signed by the founding countries and leading to the creation of the Office International des Epizooties - which became, in 2003, the World Organisation for Animal Health while keeping its acronym - was the first step in fighting animal diseases at global level.

Since then, the missions of the OIE have expanded to provide a comprehensive response to the challenges facing animal health.

A pillar of the OIE mandate to the global community is thus to ensure the transparency of the animal health situation worldwide, including diseases transmissible to humans. To this end, the OIE collects, analyses and disseminates real-time information on the sanitary situation of animal diseases around the world, and provides Member Countries with the possibility to obtain certificates of their official diseases status.

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. The standards are developed by experts elected on the OIE Specialist Commissions. The OIE is recognised by the World Trade Organization (WTO) as the reference standard-setting international organisation in the field of animal health and zoonoses¹. The OIE's standards for animal welfare are the only global, science-based standards on animal welfare agreed by the trading nations of the world².

The activities of the OIE are carried out with the permanent support of over 300 Reference Laboratories and Collaborating Centres, providing a solid background to the work delivered by the Organisation. The OIE thus provides its Member Countries with scientifically-based, up-to-date and high-quality expertise on disease risk management, including diagnosis, 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. The OIE actively works with major international, regional and national financial organisations to target effective investments in animal health systems.

2.2 GOVERNANCE

The OIE is placed under the authority of the World Assembly of Delegates, which is represented outside of its annual meeting by the Council of the OIE. The day-to-day activities of the Organisation 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 Representations worldwide.

¹ WTO Agreement on the Application of Sanitary and Phytosanitary Measures (SPS Agreement), [Annex A – Definitions](#)

² www.oie.int

3 CONTEXT AND SCOPE

3.1 CONTEXT

The OIE adopted in 1990 a five-year strategic planning cycle. The current 6th Strategic Plan, covering the period from 2016 to 2020, builds on past strategic objectives and their results to ensure the OIE adapts to major challenges facing animal and public health systems.

Scientific evidence of the scale of these challenges is painstakingly clear: over 60% of human diseases and 75% of emerging diseases are of zoonotic origins. A recent surge in emerging infectious zoonotic diseases has shown that the risk of an emerging disease is fifteen times more probable than thirty years ago, and linked to many factors at the interface between human, animal and environmental health. The importance of animal health in safeguarding public health and the resilience of ecosystems translates in the need for a global “One Health” approach to risk management and the necessity to continue to promote joint objectives across health sectors.

Animals and animal products are also a key source of protein and micronutrients, and ensure poorer households access to high nutrient food, as well as a regular source of income, especially in rural communities. If animal diseases represent a major threat to global food security, unequal access to animal health systems also increases the risk of livestock diseases in areas of the world where it represents a major revenue stream. Resilient and accessible veterinary services are thus a strong component of the accomplishment of several United Nations Sustainable Development Goals by 2030, in particular the elimination of poverty (SDG1) and the end of hunger and malnutrition (SDG2).

In a fast-paced and interconnected world, where boundaries of all types are increasingly easy to cross and globalised economies increase the risk for a domino effect, the challenges facing health systems require a comprehensive response to which strong and resilient veterinary services – a global public good - are a key component.

3.2 OBJECTIVES

While the mandate of the OIE has never been more relevant, the organisation wishes to evolve in line with expectations as a global partner in responding to the challenges of tomorrow.

To this end, the OIE intends to broaden its strategic management to ensure that beyond the focus on core objectives, it forges deep and valuable connections between the organisation’s mandate, its long term vision aligned with stakeholder needs, its activities and the fundamental values that underpin its working methods.

Through its 7th Strategic Plan, to be developed in consultation with its Members, the OIE intends to ensure that its strengths are identified and leveraged to best translate the expectations of stakeholders for a strong, dynamic and innovative organisation, while aligning its strategic objectives with the international development agenda. A pillar of this initiative is that the 7th Strategic Plan provides clarity of purpose for both stakeholders and partners as well as for staff in charge of implementing the related workplan, and ensures effective engagement with the public at large.

However, a well-developed strategy is inefficient if not supported by the relevant resources and structure. As a result, the organisation wishes to undertake an internal review to evaluate its capacity to respond to organisational, talent and technology challenges and provide its workforce and partners with the confidence that the Organisation can efficiently deliver on the 7th Strategic Plan.

3.3 SCOPE OF THE SERVICES

The planning process should encompass the following elements to ensure the design of a forward-thinking strategic plan in line with expectations while identifying the gaps in the organisation's capacity to deliver on the identified objectives. It should ensure at a minimum:

- 1. Support to the development of the 7th Strategic Plan:** relevant stakeholders (including Member Countries) will be identified and the methodology to collect their expectations developed. A review of the international development landscape and relevant frameworks will be carried out in order to position the OIE's added-value against major challenges. Clarity of purpose of the OIE's mission and mandate will be included.
- 2. An implementation roadmap:** the 7th Strategic Plan will be clarified so it may be translated into operational goals at different levels of the organisational structure and deployed across the departments and units, including at regional level. The methodology to cascade the strategy down to teams and ensure the effective ownership of staff will be co-developed with the Organisation.
- 3. An organisational capacity assessment:** the Organisation's current structure, processes and operational capacity will be assessed in light of the objectives of the Strategic Plan, to identify the organisational practices and resources required to fully deliver on strategic objectives. Opportunities to improve organisational efficiency and resources required to bridge identified gaps will be prioritised in a realistic plan.
- 4. Development of a monitoring and evaluation (M&E) framework:** tools and methodologies to evaluate progress towards organisational goals should be co-developed with the staff to ensure implementation by the start of the 7th Strategic Plan. M&E methods will capture progress against strategic objectives, enhance accountability vis-à-vis Member Countries and provide i) stakeholders with transparency on results and ii) the organisation with the capacity to pro-actively refine its programmes accordingly.

The methodology to carry out the different components of the work, as well as a detailed work plan and deliverables will be defined at a later stage and finalised with the chosen supplier.

3.4 EXPECTED SCHEDULE

The 7th Strategic Plan will come into play in 2021 for a period of 5 years, and will need to be proposed for adoption by the OIE World Assembly of Delegates at its annual General Session in May 2020.

The working calendar will be required to respect major institutional milestones, including the meetings of the OIE Council in February 2019, September 2019 and February 2020 where progress updates will be presented.

As a result, the work underpinning the development of the strategic plan, including stakeholder consultations and organisational studies, should be carried out from September 2018 until September 2019 (approximately), to ensure that a draft version of the Strategic Plan may be communicated by the Council of the OIE as an outcome of its meeting in February 2020, at the latest.

3.5 LOCATION

The project roll-out will require the participation to meetings and workshops at the OIE Headquarters in Paris.

4 RESPONSE PROCEDURE

4.1 OIE CONTACT POINT

Mrs Maroussia Clavel

OIE - Performance Management Cell
12, rue de Prony
F-75017 Paris

Email: m.clavel@oie.int

4.2 SCHEDULE

RFI publication on www.oie.int	27 August 2018
Questions/Answers session (by email)	27 August – 19 September 2018
RFI responses reception (by post)	21 September 2018, 12:00 (Paris local time)
RFI responses evaluation	26 September 2018
RFP sending to selected suppliers (short-list)	27 September 2018

The OIE may change any of these dates; should it be the case, all suppliers having notified their interest will be informed and an addendum will be published on the OIE website.

4.3 NOTIFICATION OF INTEREST AND QUESTIONS/ANSWERS

Suppliers should notify the contact point, through email and up to 48 hours before the deadline for submission of RFI responses, of their interest in responding to the RFI.

If necessary, suppliers may request additional information, in English, to establish their responses. Questions must be sent exclusively by email to the OIE contact point until 18 September 2018, 18:00 (Paris local time). The contact will answer questions within 48 hours (at the latest). In order to ensure fair and equal treatment of all interested suppliers, the questions and the answers will be centralized and shared with all suppliers that express their interest in responding to the RFI.

4.4 RESPONSE STRUCTURE

In order to ensure relevant assessment, responses to this RFI must be submitted using the following structure. Any gap of information as detailed below may lead to the impossibility to analyse your company's capacity to respond fully to the needs of the OIE and the exclusion from the rest of the process.

4.4.1 General company information

This section should include information on your organisation 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;
- Economic assessment: 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

For each workstream, please indicate the experience and the number of employees (and their location).

- Strategic planning and management;
- Organisational assessment and design;
- Organisational performance management;
- Transformation and change management.

4.4.2 General understanding

This section should explain your understanding of the current context of the OIE, as well as the scope of the activities to be led under this project and in line with the evolution of the Organisation.

4.4.3 Expertise and scope

This section should provide general information regarding your company's approach, methodologies or tools in the following areas, as well as examples of previous experience on similar projects, specifically in a similar background (public health and development sectors, international organisations). **At least three references should be included in each category**, and include:

- The name of the company and relevant business unit;
- The name, title/function, phone number, email address and location of a reference contact;
- General information regarding the scope of the work carried out.

1. *Strategic planning*

This section should describe your experience with the development of a strategic plan including consultation of multiple stakeholders at national level across the world.

2. *Organisational assessment*

This section should provide information on organisational assessments methodologies you consider being relevant in the context of the OIE project, highlighting major targeted areas, scope and process. Key differentiating factors in your approach, in comparison with your competitors, should be included.

3. *Implementation roadmap*

This section should illustrate your experience with the co-development of a concrete action plan for implementation of the strategic plan and its follow-up.

4. *Monitoring and evaluation*

This section should highlight the recommended tools and/or methodologies to identify and implement an adapted monitoring and evaluation framework

4.4.4 Roll-out methodology

This section should provide an outline of the possible implementation schedule to carry out the different steps in line with the expected schedule outlined in this document.

4.4.5 Estimated costs

This section should provide price ranges based on required consultant daily fees in-line with similar projects in similar organisations.

4.4.6 Additional relevant information

Please provide additional added-value information on your experience regarding:

- Change management
- Participatory processes in an intercultural landscape
- Innovative stakeholder consultation processes
- Any additional information you deem important for us to know.

4.5 RESPONSE FORMAT

The responses to the RFI must be submitted in English, **in 3 hard copies** (one original and two copies) and **one electronic copy** (USB stick), in a sealed envelope, as follows:

**CONFIDENTIEL - NE PAS OUVRIR A LA RECEPTION
DEMANDE D'INFORMATION : ACCOMPAGNEMENT STRATEGIQUE**

Madame la Directrice Générale
Organisation Mondiale de la Santé Animale (OIE)
12, rue de Prony
F-75017 Paris
France

The wording on the envelope should also appear on the outside of the external wrapping if the responses are sent by post or by couriers. If necessary, the OIE will provide the required acknowledgment of receipt.

Please make specific reference in the response to any legitimately and appropriately confidential or proprietary material contained in the response. Such information included in the responses to the RFI will be kept confidential by the OIE.

Reminder: responses should be submitted by **21 September 2018, 12:00 (Paris local time)**.

4.6 RESPONSE ASSESSMENT

The responses will be assessed according to the following main criteria:

- Company organisation and sustainability;
- Understanding of the context and scope;
- Experience in working in a multicultural context and in the public sector;
- Previous experience in the different components of the scope in a similar background and/or international mid-cap organisations;
- Capacity to staff and address the different components within the estimated schedule.

APPENDIX – FINANCIAL AND ECONOMIC CAPACITY ASSESSEMENT

RFI N°	
Company name	

Regarding the last two years for which the accounts are closed:		
2017	Start of the fiscal year	/...../...../2017
	End of the fiscal year	/...../...../2017
2016	Start of the fiscal year	/...../...../2016
	End of the fiscal year	/...../...../2016
Currency used for accounting:		

Simplified balance sheet/financial position		
	2017	2016
Assets (total), including:		
Cash and cash equivalents		
Liabilities (total), including:		
Equity (reserves, investment subsidies and others)		
Total liabilities, including:		
Total of medium and long-term debts (> 1 year)		
Total of short-term debts (< 1 year)		

Simplified statement of financial performance		
	2017	2016
Total expenses, including:		
Personnel costs (amount)		
Personnel costs (% of the total expenses)		
Revenue:		
Operating income		