



CALL FOR EXPRESSION OF INTEREST

Vacancy title	Management Expert for PVS Sustainable Laboratories Tool
Type of contract	Consultancy contract
Location	Home-based, with missions to OIE Headquarters (Paris) and abroad
Starting date	ASAP
Expected working days	Analytical work: 60 – 80 days Missions: 60 days <i>Note: based on availability and expertise, the work described herein may be spread among several consultants</i>
Expected duration	February 2019 – December 2021
Application deadline	7 February 2019

1. CONTEXT

1.1 BACKGROUND

The World Organisation for Animal Health (OIE) is the intergovernmental organisation responsible for improving animal health worldwide. The standards it develops for the trade of live animals and products of animal origin are recognized by the World Trade Organization as reference international sanitary rules (<http://www.oie.int/fr/>).

The OIE, then known as the « Office international des épizooties », was created on the 25th of January, 1924. Its headquarters are based in Paris. It comprises 182 Member Countries and is present on all continents through 12 Representations or Bureaus in total.

The OIE is further developing its portfolio on laboratory sustainability with the objective to promote evidence-based laboratory biosafety and biosecurity, to foster strategic decision making for national laboratories' resources, and to promote the implementation of OIE International Standards in the veterinary laboratory setting.

1.2 PURPOSE

A functional and sustainable diagnostic laboratory requires a high level of technical competence; a robust management framework (particularly for quality assurance, safety, and security); links to national, regional and international networks; appropriate equipment and reagents; support from a functional health system, including strong surveillance systems and disease control programmes; and economic sustainability.

To a varying degree, veterinary laboratories across the world face challenges in meeting these critical requirements. These difficulties are compounded when dangerous pathogens are stored in laboratories and biobanks in under-resourced and poorly managed facilities, regardless if they are new, renovated, or older. Out of proportion infrastructure, over-investment in poorly functioning structures, unsustainable fixed costs, poorly trained staff, inaccurate or untimely results, insufficient sample flow, and systemic and chronic management deficiencies only postpone and augment the risk of accidental or intentional release once external resources are depleted. Veterinary laboratories that are unable to contain



dangerous pathogens in a secure and sustainable manner represent a real and present danger to national, regional, and global security and a liability to governments around the world.

Access to laboratory diagnosis, laboratory infrastructure and quality assurance are crucial to understanding the ability of an OIE Member Country to implement and comply with OIE standards and to provide valid results to the Veterinary Services as the basis for decision making. Chapter 1.1.1.1 “Management of veterinary diagnostic laboratories” of the OIE *Manual of Diagnostic Tests and Vaccines for Terrestrial Animals*² outlines the range of issues to be addressed if laboratories are to meet international standards, including key elements of staff safety, biocontainment, biosecurity and quality assurance as vital and essential components of good governance and management of a veterinary diagnostic laboratory for the safe, sustainable and effective delivery of diagnostic services and towards the objective of reducing biological risk. The OIE international standards further state that “the governance and management of these aspects are as important as the delivery of the actual diagnostic service”.

The OIE has developed several tools to support strengthening of veterinary services under the umbrella of its overarching Performance of Veterinary Services (PVS) Pathway³. This includes support to national, regional, and global laboratory networks. In 2013, the OIE launched the PVS Pathway Laboratory Tool, with 14 missions having occurred to date.

To rationalise laboratory networks, increase sustainable laboratory biosafety and biosecurity, and reduce risk of accidental or intentional release of dangerous pathogens in OIE Member Countries, the OIE will further develop the PVS Sustainable Veterinary Laboratories Tool (i.e., 2nd Edition of the PVS Pathway Laboratories Tool⁴). The OIE [Consultation on sustainable laboratory biosafety and biosecurity](#) held 1-2 March 2018, provided important feedback in the aspects to consider in the future work on the Tool.

The current tool aims to provide Member Countries with knowledge, arguments and tools to advocate for internal and external support to meet their needs and assist them in understanding and delivering on their long-term commitments to operate, maintain and sustain laboratories’ capacities. However, this Tool and its related materials and training need to be updated and renovated according to the experience that the OIE has cultivated over the past five years through country missions, new demand, and new users.

2. DUTIES AND RESPONSIBILITIES

2.1 OBJECTIVES OF THE ASSIGNMENT AND SCOPE OF WORK

The objectives of this activity include the elaboration of the 2nd Edition of the PVS Sustainable Laboratories Tool and the development and integration of new audiences, uses, users, applications, and outcomes into the Mission Manual and Tools, based on the first five years of implementation and new demand for the approach. All this will be undertaken in a One Health approach working with public health partners in further developing the PVS Sustainable Veterinary Laboratories Tool that can be used in any health laboratory setting.

¹ http://www.oie.int/fileadmin/Home/eng/Health_standards/tahm/1.01.01_MANAGING_VET_LABS.pdf

² <http://www.oie.int/standard-setting/terrestrial-manual/access-online/>

³ <http://www.oie.int/support-to-oie-members/pvs-pathway/>

⁴ http://www.oie.int/fileadmin/Home/eng/Support_to_OIE_Members/pdf/OIE_PVS_Pathway_Laboratory_Manual_2014.pdf

The main activities of this project are:

1. Briefing on project to date with the Sustainable Veterinary Laboratories (SVL) Programme lead (2 day mission to OIE HQ)
2. *ad hoc* Group (AHG) meetings (3-4 days each) PVS Sustainable Laboratories Tool:
 - a. First Meeting – Year 1, project July 2019
 - b. Second Meeting – Year 2
 - c. Third Meeting – Year 3
 - d. *Fourth meeting – if required*
2. 5 pilot missions according to new uses and users
 - a. 1 Twinning: Twinning Candidate investment sustainability (pre-, during, post-)
 - b. 1 OIE Reference Laboratory: TOR investment needs (newly adopted, e.g., <5 years)
 - c. 1 Donor-funded project: investment sustainability and exit strategy development
 - d. 1 Member Country request: business plan development and/or CBA
 - e. 1 Member Country request: based on specific needs
3. Expert training workshop: OIE HQ, in Year 3
4. 3 *Roll-out Missions: as requested based on needs of user*

Specific tasks and responsibilities include:

1. *Briefing Meeting at OIE HQ (2 days, immediately from contract start, early 2019)*
 - Study of existing tools and related materials, mission reports, getting “up to speed”
 - Preparation of the work plan, timeline and outline of working documents for AHG group members in collaboration with SVL Programme lead
 - Strategize how best to leverage the work already conducted and additional work to be done
 - Contribute to the writing of a white paper on the investment needs for sustainable laboratories;
 - Develop questionnaire for project monitoring and evaluation purposes (target audience OIE Member Countries that have already had PVS Laboratory missions), with the project Data Analyst
 - Establish good working practices
 - Work under the direction of SVL Programme lead to align work with donor and project expectations and goals
 - Monthly teleconferences for reporting on progress thereafter
 - Work with data analyst to develop new and refine existing indicators and data collection tools
 - Liaise with staff from Regional Activities Department towards collaboration, coordination, and harmonisation with their database development on the performance of veterinary services.
2. *1st AHG meeting (mid 2019)*
 - Conduct and coordinate preparatory technical work with SVL Programme lead, which include the following tasks:
 - Ensure the preparation of the troubleshooted 1st edition of PVS Lab tools
 - Develop a survey for experienced PVS Laboratory team members related to improvement of the existing tool and their insight on the integration of new applications and approaches, then collect and analyse responses and prepare a presentation of the findings
 - Prepare concept notes for exploration of new areas of work to be explored in the AHG meeting, in collaboration with SVL Programme lead
 - New users and audiences
 - New applications
 - New approaches
 - Business plan development
 - Return on investment analysis
 - Cost benefit analysis
 - Corporate accounting approach
 - Strategize how best to leverage the work already conducted and additional work to be done

- Develop monitoring and evaluation tools
 - Prepare questions for discussion during AHG based on each concept, in collaboration with SVL Programme lead
 - Determine the applicability of previous work (concept note, Generic TOR, etc. from May 2011 meeting outcomes) to case study experiences, propose revisions if necessary and under the direction of STD
 - Meeting objectives for which the Consultant is responsible, along with group members:
 - Consider the existing tools as well as the new concepts and evaluate strengths and weaknesses of each
 - Define which data need to be collected based on outcomes of the discussion
 - Brainstorm possibilities for pilot missions and objectives and targets for each
 - Define the tool(s) to be developed and work needed and begin outline development/modification during meeting
 - Revise monitoring and evaluation tools
 - Further detail the process for the conduct of the pilot missions, based on preliminary discussions during May 2011 meeting
 - Establish detailed timeline and roles and responsibilities with group members leading up to next meeting
 - Outcomes and milestones for which the Consultant is responsible:
 - Based on accomplishments of the first meeting, draft the first version of the tool(s) and all associated documentation and submit to OIE HQ-STD.
 - Distribute work to AHG, collate comments and refine the data collection tool(s) as required.
 - Draft detailed documentation to accompany tool(s) developed by expert group, outlining the justification, background, and process used
3. *2nd AHG Meeting (late 2019/early 2020)*
- Conduct and coordinate preparatory technical work with SVL Programme lead, which include the following tasks:
 - Present work to date, including successes, challenges, lessons learned and points for further work
 - Coordinate with other consultants on specific areas of exploration for presentation to the AHG
 - Strategize how best to leverage the work already conducted and additional work to be done
 - Prepare questions for discussion during AHG, in collaboration with SVL Programme lead
 - Meeting objectives for which the Consultant is responsible, along with group members:
 - Discuss current draft tool(s)
 - Refine tool(s) through focused group work
 - Establish detailed timeline and roles and responsibilities with group members leading up to next meeting
 - Plan pilot missions
 - Outcomes and milestones for which the Consultant is responsible:
 - Final revisions of data collection tool(s)
4. *Pilot missions according to new uses and users*
- 1 Twinning: Twinning Candidate investment sustainability (pre-, during, post-)
 - 1 OIE Reference Laboratory: TOR investment needs (newly adopted, e.g., <5 years)
 - 1 Donor-funded project: investment sustainability and exit strategy development
 - 1 Member Country request: business plan development and/or CBA
 - 1 Member Country request: based on specific needs

The conduct of the first pilot mission may raise challenges and new insight and the Consultant could propose to hold a virtual debriefing meeting as necessary after the first mission to discuss proposed adjustments to the tools. Any modifications should be put in place before the next mission is conducted and the SVL Programme lead will coordinate further work with the Consultant in advance of the second pilot mission. If the Consultant participates in any pilot mission as team leader, s/he will be responsible

for drafting the mission report, as is customary for OIE PVS Pathway missions. If s/he participates as a team member, s/he will contribute to the drafting of the report.

5. *3rd AHG Meeting*

- Conduct and coordinate preparatory technical work with SVL Programme lead, which include the following tasks:
 - Present work to date, including successes, challenges, lessons learned and points for further work
 - Coordinate with other consultants on specific areas of exploration for presentation to the AHG
 - Prepare questions for discussion during AHG, in collaboration with SVL Programme lead
- Meeting objectives for which the Consultant is responsible, along with group members:
 - Discuss current draft tool(s)
 - Refine tool(s) through focused group work
 - Establish detailed timeline and roles and responsibilities with group members leading up to next meeting
 - Plan pilot missions
- Outcomes and milestones for which the Consultant is responsible:
 - Final revisions of data collection tool(s)

6. *Fourth Experts' Meeting – as needed*

- To be planned as needed to serve as an interim feedback meeting, taking into account the results from the pilot missions.

7. *Expert training workshop 2021*

- Conduct and coordinate preparatory technical work with SVL Programme lead, which include the following tasks:
 - Assist SVL Programme lead in the preparation of the training documents, including presentations, group work, discussion questions, case studies, etc.
 - Finalize the tools and related materials as a basis for the training
 - Prepare questions for discussion, small group work, individual work, and preparatory work based on each of the PVS Pathway Laboratory Tools and Manual
 - Develop case study exercise for use during training
 - Develop training assessment tools
- Objectives for which the Consultant is responsible:
 - Work with subject matter experts (SME) to effectively deliver the training
 - Develop tools to assess training effectiveness
 - Train and assess experts
- Outcomes and milestones for which the Consultant is responsible:
 - Experts trained

8. *3 Roll-out Missions: as requested based on needs of user*

The conduct of the roll out mission will serve to train on the job the new experts in the new uses and approaches. If the Consultant participates in any pilot mission as team leader, s/he will be responsible for drafting the mission report, as is customary for OIE PVS Pathway missions. If s/he participates as a team member, s/he will contribute to the drafting of the report.

2.2 EXPECTED OUTPUTS AND DELIVERABLES

The figures presented below represent a minimum number of days and can be revised as the work programme evolves, as determined by the *ad hoc* Group's recommendations.

Table 1: Summary of tasks and deadlines to be carried out by the Consultant

Task	# of days of work required		Deliverable
	Preparation	Meeting	
Briefing Meeting with SVL Programme lead	2 days	2 days	Work plan Timeline Outline of working documents to develop
First AHG Meeting – Year 1, tentatively July 2019	10 days	4 days	PVS Lab tool, troubleshooted Questionnaire for PVS Lab mission follow-up Survey for experience PVS Lab experts Concept notes on new areas of work Monitoring and evaluation tools draft Discussion questions Working documents List of data needs and tools to be developed Adapted work plan and timeline Meeting report
Second AHG Meeting – Year 2	10 days	3 days	Version 1 of the PVS Sustainable Laboratories tool Accompanying documentation (spreadsheets, manuals, communication text, etc.) Revised concept notes on new areas of work Revised monitoring and evaluation tools Discussion questions Working documents Meeting report
Third AHG Meeting – Year 3	10 days	3 days	Final version of the PVS Sustainable Laboratories tool Accompanying documentation (spreadsheets, manuals, communication text, etc.) Documentation on new areas of work Revised monitoring and evaluation tools Discussion questions Working documents Meeting report
5 pilot missions	10 days	5 missions, 5 days each	Mission report Recommendations for AHG on modifications Revised concept notes on new areas of work Revised tools, as applicable
Expert training workshop, Year 3	14 days	3 days	Case study Discussion questions & small group work Finalized training curriculum, presentations, exercises, discussion questions, and small group work Training assessment tools
TOTAL	56	40	

Additional tasks, subject to validation during the assignment

Task	# of days of work required		Deliverable
	Preparation	Meeting	
Fourth AHG meeting	10 days	3 days	Final version of the PVS Sustainable Laboratories tool Accompanying documentation (spreadsheets, manuals, communication text, etc.) Final monitoring and evaluation tools Discussion questions Working documents Meeting report
3 Roll-out Missions	10 days	3 missions, 5 days each	Mission report
TOTAL	20	18	

3. QUALIFICATIONS AND EXPERIENCE

Qualifications (diplomas, degrees etc)

- A university degree or equivalent in management, business, economics, health, or social sciences

Previous experience

- 20+ years of experience, with at least 10 years in management and at least 5 years in a relevant domain of expertise, such as health systems management, laboratory management, health economics, veterinary management, business, corporate accounting, etc.
- Demonstrated experience in at least three of the following areas:
 - cost benefit analysis methodology
 - business plan development
 - return on investment analysis
 - economics
 - health economics
 - corporate accounting
 - international development projects
 - feasibility study implementation
 - laboratory management
 - health systems management

Competencies: technical, interpersonal, linguistic etc.

- Excellent command of English, both written and oral, and knowledge of another of the official languages of the OIE (French or Spanish)
- Significant experience with the use of the Office pack, particularly advanced experience (macros) with Excel
- Inspires trust in experience, expertise, and work ethic
- Highly self-motivated and ability to work independently and advise groups of experts on needs and direction of work to be undertaken
- Ability to transform expertise into concrete action with clarity and vision
- Ability to communicate complex data and ideas to audiences from different sectors
- Interest in cross-sectoral solutions and curiosity to solve problems and improve systems
- Flexible and dynamic personality



4. WORK ARRANGEMENTS

4.1 ORGANISATION OF THE WORK

The consultant will fall under the supervision of and require close collaboration with the Sustainable Laboratories programme lead in the Programmes Department, supported by the PVS Sustainable Laboratories Tool Data Analyst.

The Sustainable Laboratories programme lead is ultimately responsible for the direction of the Consultants and AHG's work and will be in charge of reserves the right to intervene and refocus the Consultants and AHG's work in case of derogation from the activity objectives as established. Additionally, the Programme lead will finalize the structure, content, strategy and documentation of the process and will ensure all official communication with OIE bodies and the Director General for validation. Independent from this project, OIE management will make judgments based on the Consultant and AHG's recommendations on the integration of the work into the OIE's work programme and governance.

All missions, including to OIE HQ and the eight PVS Sustainable Laboratory missions will be planned and organised by the Regional Activities Department with support from the Programme lead and OIE Travel.

4.1 PAYMENT SCHEDULE

- Thirty percent (30%) of the total price will be paid after the delivery of the first ad hoc group meeting;
- Twenty percent (20%) of the total price will be paid after the delivery of the second ad hoc group meeting
- Twenty percent (20%) of the total price will be paid after the delivery of the third ad hoc group meeting;
- Thirty percent (30%) of the total price will be paid after the delivery of the Expert Training Workshop

Each tranche payment throughout the Term will be subject to the receipt of the corresponding undisputed invoice, according to the Deliverables defined under section 2.2 Expected outputs and deliverables. Should additional tasks, as define above, be validated in the course of the project, they will be subject to additional tranche payments.

For all missions listed above, the OIE will make all travel arrangements according to its internal rules and cover all real costs of travel, to be reimbursed upon submission of travel expenses by the consultant.

5. STRUCTURE OF THE RESPONSE

The interested consultant's response should include a proposal (in English) regarding their approach to the assignment, which should include the following sections

1. A cover statement indicating your understanding of and interest in the Sustainable Laboratories project (500 words maximum)
2. Your experience and approach (3 pages maximum), detailing:
 - Regarding the preparation of the troubleshooted 1st edition of PVS Lab tools:
 - your experience with tool development using Excel (macros, etc.) and other advanced software to improve data entry and analysis for users
 - Regarding the monitoring and evaluation tool development:



- Your experience both from a project and programme perspective on the development and analysis of M&E tools
 - Regarding the value of good management practices in the veterinary laboratory setting in terms of biological threat reduction
 - Your experience with quality management systems and biological risk analysis and management
3. Your interest in applying your specific expertise to the veterinary laboratory setting.
 4. Your CV (3 pages maximum)

6. RESPONSE PROCEDURE

The call for expression of interest will be distributed widely in order to gather the expertise required for the activity. The selection process will include the development of a short list for reference throughout the project period. Several consultants may be recruited depending on the interest expressed.

The OIE places high value on a multicultural and positive work environment and seeks gender and geographical balance in its international consultants.

The OIE welcomes applications of all qualified candidates, irrespective of their ethnic origin, gender, opinions or beliefs.

If you are interested in the position, please complete your application online by **7 February 2019 at noon (Paris time)**, at the latest by clicking on the link below.

Should you have any questions, please contact Jennifer Lasley at j.lasley@oie.int.

[**APPLY HERE**](#)