



WORLD ORGANISATION FOR ANIMAL HEALTH
Protecting animals, preserving our future

REF.: 20.099 BA

CALL FOR PROPOSAL

PROVISION OF E-LEARNING MODULES ON LEADERSHIP IN VETERINARY SERVICES

WORLD ORGANISATION FOR ANIMAL HEALTH (OIE)

DECEMBER, 2020

Contracting authority

World Organisation for Animal Health (OIE)
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TABLE OF CONTENTS

1. GENERAL TENDERING RULES.....	3
1.1 General Purpose.....	3
1.2 Confidentiality.....	3
1.3 Response process.....	3
1.4 Costs of Responses.....	3
1.5 Conditions of Participation	3
1.6 Conflicts of Interest.....	4
1.7 Period of Proposal Validity.....	4
1.8 Duration of the Contract.....	4
1.9 Invoicing.....	5
2. EXECUTIVE SUMMARY	5
2.1 Project Background	5
2.2 Project objectives.....	6
3. PROJECT ORGANISATION AND METHODOLOGY.....	7
3.1 Planning and implementation schedule	7
3.2 Governance.....	7
3.3 Methodological approach.....	7
4. SCOPE OF THE SERVICES.....	8
4.1 Main outputs, target audiences, learning objectives, contents, technical specifications.....	8
5. PROPOSAL STRUCTURE	11
5.1 Technical response.....	11
5.1.1 General company/consortium information.....	11
5.1.2 Project description.....	11
5.1.3 General methodology and proposed schedule.....	11
5.1.4 Allocated human resources.....	12
5.1.5 Risk management	13
5.1.6 Additional information.....	13
5.2 Financial offer	13
5.2.1 Core Components	13
6. RESPONSE PROCEDURE.....	13
6.1 OIE Contact Point	13
6.2 Schedule	14
6.3 Response Format	14
6.4 Evaluation of Proposals and Award of the Contract.....	14
7. ANNEXES.....	14

1. GENERAL TENDERING RULES

1.1 GENERAL PURPOSE

This call for proposal (“tender procedure”) is an invitation for interested service providers to submit a **proposal regarding the development of eLearning modules aiming at developing competencies on Leadership in Veterinary Services, globally.**

The information included in the tender documents are provided to Tenderers so they may prepare a proposal in response. However, the transmission of the tender documents to tenderers does not imply any legal obligation on the part of the OIE to entrust the provision of the services to any tenderer. The OIE has the right to reject any proposal in its sole discretion. The OIE remains strictly independent of any tenderer, and none of the provisions of the tender documentation may be interpreted as creating a contractual relation of any sort.

The OIE is under no obligation to accept a given tenderer’s proposal and reserves the right not to proceed with or to terminate negotiations with any tenderer, at any time prior to the signature of a Contract.

1.2 CONFIDENTIALITY

Unless otherwise authorised in writing by the OIE, all information, whether disclosed either directly or indirectly, formally or informally, in writing, orally, or by visual inspection, which are part of the tender procedure or provided for its purpose or any amendment thereto, shall not be disclosed, copied, used or modified in any manner and shall only be used for the sole purpose of the tender procedure.

All information received in response to this initiative that is marked proprietary will be handled accordingly. Responses will not be returned.

1.3 RESPONSE PROCESS

The OIE reserves the right to introduce non-substantial modifications to the tender documents. In the event that the OIE, either following a request from a tenderer or on its own initiative, introduces a modification of the tender documents, all tenderers having received the invitation to tender and indicated an intention to respond will be informed simultaneously. The OIE may extend the deadline for submission of tenders to all tenderers to allow tenderers to take into account these changes.

1.4 COSTS OF RESPONSES

Tenderers are responsible for all costs and expenses, including professional fees, incurred in connection with the preparation and submission of responses to, and generally their participation in the tender procedure.

1.5 CONDITIONS OF PARTICIPATION

Natural and legal persons as well as consortia (either officially established or constituted specifically for this call for tender) who have provided a compliant response to the Request for Proposals as published, may apply.

No more than one tender may be submitted by a person whether as a natural or legal person or member of a consortium. If a person submits more than one response, all responses in which he/she participates will be excluded from the selection process.

In participating to this call for proposal, a tenderer represents and warrants by doing so that:

- is not bankrupt or under mandatory liquidation, is not having its affairs administered by the courts, has not entered into an arrangement with creditors, is not the subject of proceedings concerning its business activities, or is not in any similar situation arising from a procedure provided for in national legislation or regulations;
- it or a person having powers of representation, decision-making or control over it or a member of an administrative, a management or a supervisory body has not been the subject of a judgment which has the force of *res judicata* for fraud, corruption, involvement in a criminal organization, money laundering, offences linked to terrorist activities, child labour, human trafficking, creating or being a shell company or any other irregular or illegal activity;
- it or persons having powers of representation, decision-making or control over it have not been guilty of professional misconduct, including misrepresentation.
- it is in compliance with all its obligations relating to the payment of social security contributions and of taxes in accordance with the national legislation or regulations of the country in which the Tenderer is established;

Tenderers undertake to provide documentary evidence related to the items mentioned above upon request by the OIE at any point during the tender procedure and/or contracting process. Should a tenderer fail to produce reasonable evidence, the OIE reserves the right to reject the tenderer's response and, in the event it has already entered into a Contract with the tenderer as a result of the tender process, to terminate such Contract with immediate effect.

1.6 CONFLICTS OF INTEREST

Under no circumstances is a tenderer to contact any person employed by or representing the OIE regarding the tender procedure other than the person(s) mentioned in this document.

In participating to this call for tender, a tenderer represents and warrants that:

- It does not have any conflict of interest arising from economic interests, political or national affinities, family or emotional ties, or any other relevant connection or shared interest in connection with any Contract that may be entered into between the tenderer and the OIE as a result of the call for tender.
- It will inform, without delay, of any situation constituting a conflict of interest or which could give rise to a conflict of interest.
- No offer of any type whatsoever from which an advantage can be derived under the Contract has been or will be made.
- It has not granted and will not grant, has not sought and will not seek, has not attempted and will not attempt to obtain, and has not accepted and will not accept, any advantage, financial or in kind, to or from any party whatsoever, constituting an illegal practice or involving corruption, either directly or indirectly, as an incentive or reward relating to the award of the Contract.
- It has not and will not make any misrepresentation, either knowingly or negligently, in supplying any of the information requested by the OIE.

1.7 PERIOD OF PROPOSAL VALIDITY

Tenderers are bound by their proposals for 60 days after the deadline for submission or until they have been notified of non-award.

1.8 DURATION OF THE CONTRACT

The Contract is expected to be performed from February 2021 to June 2022 (17 months)

1.9 INVOICING

The following schedule of payments will be finalised in the Contract based on the agreed-upon workplan and set of deliverables:

- forty percent (40%) of the total price will be paid after validation by the OIE of the English training contents (month 6);
- fifty percent (50%) of the total price will be paid after validation by the OIE of the eLearning modules in English, French and Spanish (month 14);
- the balance payment will be issued upon reception and validation by the OIE of the final report and presentation (month 17).

Payment throughout the Contract will be made upon receipt of the corresponding undisputed invoice, which should be raised after validation of each deliverable. The OIE will proceed to the payment of undisputed invoices within 45 days of their reception by bank transfer or cheque.

2. EXECUTIVE SUMMARY

2.1 PROJECT BACKGROUND

The evolution of the OIE's activities falling under its mandate in recent years, has resulted in a growing volume of OIE capacity building activities for national Veterinary Services. The bulk of these capacity building activities - targeted to all personnel of the Veterinary Services, including the veterinary para-professionals - involve, on the one hand, the PVS Pathway activities and, on the other hand, prevalently training seminars for newly appointed OIE Delegates and OIE Focal Points. Bridges among these two 'categories' of capacity building activities have recently been more clearly established as a consequence of the reflections pertaining to the evolution of the OIE PVS Pathway. Overall, both categories aim to improve uptake of and implementation of OIE standards; thereby contributing to reinforcing global veterinary governance.

The OIE has decided to engage in the renovation of its training system with several action lines:

- the implementation, in September 2018, of the OIE Platform for the Training of the Veterinary Services in the format of an innovative consortium with its network of Collaborating Centres for Training and Education. The OIE Training Platform is the mechanism through which OIE training activities - whether in-person or online - are coordinated and monitored;
- the integration of 'training engineering' concepts into OIE training activities, including (i) the collection and analysis of the beneficiaries' learning needs, in connection with the results of the PVS Pathway and of the OIE Observatory; (ii) their conversion into learning objectives; (iii) the elaboration of specifications (financial, physical and human resources needed to deliver the training); (iv) training implementation; and, (v) monitoring and evaluation of training results and impacts;
- the development of the OIE Training Portal, the IT companion tool of the OIE training Platform, through which all training data are managed, with a dedicated space for distance learning;
- the development of an OIE Competency-based Training Framework, to organise the OIE training offer - both for distance learning and classroom training – provided to its Member Countries in a coherent and comprehensive manner. It is currently structured around 14 Competence Packages¹

¹ CP1, Introduction to the OIE and its partners; CP2, Quality and management of Veterinary Services; CP3, Risk analysis; CP4, Laboratory services; CP5, Animal Health Management; CP6, Emergency Management; CP7, Animal Welfare; CP8, Prudent use of antimicrobials and other veterinary products; CP9, Emerging risks; CP10, Partnerships and Communication; CP11, One Health; CP13, Food safety; CP14 Economics of animal health

which, together cover extensively the OIE Codes (Terrestrial and Aquatic Animal Health Codes), Manuals (Manual of Diagnostic Tests and Vaccines for Terrestrial Animals and Manual of Diagnostic Tests for Aquatic Animals) as well as additional guidelines. Detailed Terms of Reference for each Competence Package are being developed and are indispensable to ensure the consistency, coherence and efficiency of the OIE training offer.

The e-modules to be developed under this call for proposals belong to the Competence Package n. 2, "Quality and management of Veterinary Services".

2.2 PROJECT OBJECTIVES

This call for proposal intends to identify a robust and qualified provider of eLearning services able to develop three e-modules on Leadership in Veterinary Services destined to three different target audiences:

- E-module one: Staff of the Official Veterinary Services positioned at intermediate level (e.g. work at team level)
- E-module two: Staff of the Official Veterinary Services positioned at advanced level (e.g. head of unit/department)
- E-module three: OIE Delegate

For the purposes of this call for proposal, the table below addresses the level of knowledge, skills and competences for the three levels:

LEVEL	KNOWLEDGE	SKILLS	COMPETENCIES
INTERMEDIATE Express leadership at team level	Specialised knowledge as the basis for original thinking and/or research/innovation Critical awareness of knowledge issues in a field and at the interface between different fields	A comprehensive range of cognitive and practical skills required to develop (creative) solutions to specific problems. Specialised problem-solving skills required to develop new knowledge and procedures and to integrate knowledge from different fields	Manage technical or professional activities or projects, taking responsibility for decision making. Take responsibility for managing small groups Demonstrate professional integrity
ADVANCED Express leadership at Department level	Knowledge at the most advanced frontier of a field of work or study and at the interface between fields	The most advanced and specialised skills and techniques, including synthesis and evaluation, required to solve critical problems and to extend and redefine existing knowledge or professional practice	Manage and transform work contexts that are complex, unpredictable and require new strategic approaches. Take responsibility for contributing to professional knowledge and practice and/or for reviewing the strategic performance of teams. Demonstrate innovation, autonomy, scholarly and professional integrity. Act as a technical leader, in the framework of his/her responsibilities

OIE DELEGATE	Knowledge at the most advanced frontier of a field of work or study and at the interface between fields	The most advanced and specialised skills and techniques, including synthesis and evaluation, required to solve critical problems, address research and/or innovation priorities, extend and redefine existing knowledge or professional practice, as well as perform good veterinary governance in line with OIE recommendations.	Demonstrate substantial authority, innovation, autonomy, scholarly and professional integrity and sustained commitment to act as interface between the science and standards of OIE, and the policies and political directions of his/her country. Act as a leader, to cope with his/her responsibilities
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The modules will have to be uploaded for use and delivery to the OIE Training Portal (training.oie.int), which operates on a cloud-based hosted Moodle solution and runs on OIE hosting servers. This Learning Management System (LMS) used to deliver OIE on line training, is compatible with the most common Internet browsers (e.g. Microsoft Internet Explorer, Microsoft Edge, Mozilla Firefox, Google Chrome). The LMS allows participants' registration, management and support, it releases completion certification and addresses customer satisfaction.

3. PROJECT ORGANISATION AND METHODOLOGY

3.1 PLANNING AND IMPLEMENTATION SCHEDULE

The requested services will have to be delivered between February 2021 and June 2022, as explained in detail in paragraph 4. The awarded tenderer will have to demonstrate a robust capacity to deliver complex eLearning projects to develop quality e-modules, adopting advanced risk management methodologies.

3.2 GOVERNANCE

The OIE intends to supervise the project development and work closely with the management team. This project will be coordinated by Barbara Alessandrini, Head of the Capacity-Building Department. Nadège Leboucq will be the OIE project manager and the contact point with whom the awarded Tenderer will have to refer to. An internal OIE review team will be responsible for the deliverables' validation, as better explained in paragraph 4. The tenderer will have to appoint a project manager to lead all communications with OIE.

3.3 METHODOLOGICAL APPROACH

The tenderer will have to respect the following guiding principles and/or standards, or guidelines:

- Training project management adopting the "risk-based thinking" approach (e.g. as requested by the ISO norm 9001:2015);
- OIE Guidelines for the development of OIE e-modules (under development. To be provided before the signature of the contract);
- OIE standards and guidelines as relevant for the achievement of the established Learning Objectives;
- Address all the technical specifications described in paragraph 4.
- Any other reference provided by the OIE Platform for the Training of Veterinary Services (See the OIE Training Portal at: training.oie.int)

4. SCOPE OF THE SERVICES

4.1 MAIN OUTPUTS, TARGET AUDIENCES, LEARNING OBJECTIVES, CONTENTS, TECHNICAL SPECIFICATIONS

This call for proposal is aimed to develop three eLearning modules on Leadership in Veterinary Services to be included in the eLearning catalogue of the OIE Training Portal, under the Competence Package n. 2 “Quality and Management of Veterinary Services”. The e-modules will be destined to:

- E-module one: Staff of the Official Veterinary Services positioned at intermediate level
- E-module two: Staff of the Official Veterinary Services positioned at advanced level
- E-module three: OIE Delegate

The e-modules will be offered to beneficiaries who are located all over the world; they belong to different cultures and may be non-native speakers. Particular attention will have to be dedicated to the language used, which should be clear and accessible, as well as to multiculturalism.

The pilot modules will be developed in English. Localisations will be carried out in the other two OIE official languages, French and Spanish.

Learning Objectives

At the end of each module, learners should know how to apply the most appropriate leadership model to their reference level of responsibilities (intermediate; expert; delegate), to support the sustainable achievement of the objectives of the official Veterinary Services, coherently with the context. Therefore, in the framework of the environment of the Veterinary Services (VS), the respective learning paths should help beneficiaries to:

- Identify the most common leadership models and contextualise them into their working environment and level of responsibilities within and outside the Veterinary Services (e.g. at intergovernmental level), at national, regional, and international level.
- Understand key situations in which they act as leaders.
- Develop leadership competences oriented to the performance of the following:

INTERMEDIATE	ADVANCED	DELEGATE
Work in a changing environment	Guide change and knowledge management	Understand and anticipate change, adopt a strategic vision for advocacy and planning, decision making, negotiation, communicate adequately at any level (including the political one) to address priorities and push for change.
Achieve expected results	Guide the achievement of the expected results	Define, monitor and assess results
Risk management	Risk management	Risk management
Team-leading, teambuilding and teamworking Conflict management	Develop and motivate human resources Team leading and teambuilding Conflict management	Advocate and protect human resources and develop and motivate them Team leading and teambuilding Conflict management
Build trust and delegate activities Provide assessment and feedback	Build trust and delegate functions Provide assessment and feedback	Build trust and delegate functions Provide assessment and feedback
Plan and monitor the teamwork	Plan, monitor and assess the teamwork	Provide guidance for work organisation
Respect quality standards, effectiveness/efficiency models	Define and control the respect of quality standards, effectiveness/efficiency models	Respond on quality standards and effectiveness/efficiency of the VS Assure financial resources mobilisation
Networking	Build networks	Lead networks

Contents

The contents of the e-modules should be adapted according to the three levels of competencies and coherently with the respective learning objectives. Exercises, examples, practices should be build using OIE standards and other relevant documents, where applicable (e.g. to describe typical situations).

The e-modules contents may include, but not be limited to:

- Leadership – definitions and models
- Leadership vs Management
- Thinking development (positive, creative, systematic, analytical and holistic thinking, thinking outside the box, strategic thinking)
- Change management
- Risk management
- Effective communication, and advocacy (internal and external communication)
- Emotional intelligence
- Conflict management
- Networking and negotiation
- Team leading, teambuilding, teamworking
- Coaching
- Problem solving and decision making
- Feedback and performance review
- Challenges of leadership

Technical specifications

The pilot modules in English have to be fully localised into French and Spanish. Localisation has to be carried out with particular care, considering the multicultural and global approach of the OIE and developed in the same source file of the pilot course. Every modification carried out in the pilot screens, should be reported to the other two languages automatically. Eventual necessary updates and mistakes in the three languages reported during the delivery phase, should be corrected (evolutive maintenance).

Each module will have an overall duration of minimum 4 hours and maximum 6 hours (including videos, exercises, readings, etc.), divided into units. The introduction will present the modules and their general learning objectives. Each unit will be composed of an introduction which includes the specific learning objectives, a central part, a recap part and an exercise to strengthen the learning, coherent with the defined objectives. An entry test and a final assessment exercise will have to also be developed. Each unit will contain in depth materials, references and other resources. A learners' guide with clear user instructions and recommendations, a glossary, standard and advanced navigation buttons will have to be developed. A book-marking system will be put into place to facilitate learners' navigation.

An e-module visual identity will have to be developed coherently with the OIE style guide (Annex).

In preparation of the pilot delivery, a recruitment procedure to guarantee global access to the e-modules, should be implemented in collaboration with the OIE.

During the pilot delivery, a helpdesk to address content issues and answer/solve technical problems the learners may have, must be put into place in collaboration with the OIE. Answers should be provided within two working days in the three OIE Official Languages (EN, FR, SP).

Upon validation of the e-modules in the three languages by the OIE, all source files have to be delivered in unencrypted version. The OIE will own the legal rights on all specific materials (logos, effects) used in the e-modules. The e-modules shall have to be developed with non-proprietary programs of any type (i.e. in a standard authoring language used on the market). Possible costs for licenses for products (e.g.

software) required for the development of the e-modules must be included in the proposal. No out-of-date technologies should be used (e.g. Flash).

The eLearning modules shall have to be developed in a way that allows easy update of its contents in the three languages, even after the contract conclusion. For this reason, the necessary software tools will have to be provided to the OIE who may wish to appoint other providers for these tasks.

The contract will last 17 months, during which the following timeline will have to be respected:

Month	Task completed (deliverables) - Tenderer	Month	Task completed - OIE
0	Contract signature	0	Contract signature
1	Kick off meeting and presentation of the eLearning modules' design	+ 15 days	OIE validation
3	Visual identity	+ 15 days	OIE validation
2-5	Authoring and harmonization of the training contents in English		
6	Peer review of the training contents	7 8	Improvements implemented OIE validation
8-9	Storyboard	10	OIE validation
11	Light demo	+ 15 days	OIE validation
10-11	Production of the eLearning modules in English	+ 15 days + 15 days	Test by the authors OIE validation
13-14	Localisation in French and Spanish (from month 11)	+15 days	OIE validation
8-12	Recruitment of participants		In collaboration with OIE
13	Debug, release, go live of the English module		
15	Debug, release, go live of the French and Spanish modules		
13-16	English eLearning module pilot delivery through the OIE Portal		
15-16	French and Spanish eLearning module pilot delivery through the OIE Portal		
17	Refinement and full handover	17	OIE validation
17	Final report	17	OIE approval

5. PROPOSAL STRUCTURE

5.1 TECHNICAL RESPONSE

The tender response should be provided in a PDF document.

5.1.1 General company/consortium information

This section should include information on the organisation/s and their activities, including:

- Company/ies name (and name of group if applicable);
- Structure and organisation;
- Contact point name, phone number and email address;
- Company background review;
- Description of major activities related to the subject of this call for proposal (development of eLearning modules);
- References related to international eLearning projects carried out in the last 5 years in the veterinary domain, including links to developed e-modules or demos (maximum 5 per company).

5.1.2 Project description

The tenderers should clearly highlight the understanding of the project context and needs and describe the innovation and originality of the proposal. Motivations on the reasons why their proposal should be selected should be included.

5.1.3 General methodology and proposed schedule

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

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

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

The proposal will have to show a consistent and robust methodology and an advanced use of technological opportunities, which will take into consideration the following requirements:

- characteristics of the target audience and learner centred approach;
- advanced methodologies to produce the eLearning modules;
- learning objectives and coherent learning methods;
- content development, review and validation process;
- language and localisation consistency;
- assessment of entry knowledge, ongoing learners' improvements and achievement of the learning objectives (in one learning experience) and "private" access to the obtained marks;
- personal data protection, respecting the OIE Privacy Policy (<https://www.oie.int/fr/privacy-policy/>);
- provision of opportune feedback on correct and wrong solutions and recall the connected training materials for reviewing;
- bookmarking system;
- simulation and gamification techniques, where applicable;

- certification;
- intuitive interface, navigation and usability;
- learning object standards;
- level of interactivity and adequate choice of different media (voice-over, video, images, animations, interactions, etc.);
- accessibility and interoperability;
- responsiveness to the main devices;
- instructional design;
- learning content scripts;
- reusability of content objects for further new courses, maintenance and updating;
- Customer satisfaction and other quizzes in a Moodle compatible standard (XML);
- SCORM 1.2 Compliant (higher standard if required): Technical Interoperability standard for LMS;
- Modules' integration into the OIE Training Portal;
- HTML5 standards with accessory CSS and JavaScript;
- JPG, PNG, SVG, MP4, MP3, PDF for media publication (images, photos, video, graphics, animations to be included);
- auto-diagnostic tests;
- complete handover one month before the contract conclusion.

5.1.4 Allocated human resources

This section should identify the requested professional profiles, describing their field of expertise, seniority etc.) proposed throughout the project and according to each stage of the methodology established. It should include a rationale for the team set-up and clearly underline how the team, as a whole, shows an adequate level of expertise requested to develop quality eLearning resources. Appropriate pedagogical, technological and management expertise to guarantee the delivery of high-quality products has to be demonstrated.

A **project manager** with specialist expertise in eLearning production will have to assure the project coordination, the modules' creation, development, review and validation, the cost/effectiveness of the adopted solutions, as well as the continuous relationship with the OIE staff. He/she is expected to coordinate the module design, the definition of the learning strategy, the choice of the learning methodologies, the use of media and interactions coherently with the defined learning objectives.

Requested experience: at least 10 years in the management of eLearning projects at international level, in the field of animal health and welfare, food safety, environment protection.

eLearning designers and **pedagogical experts** will have to adopt robust methodologies to develop the eLearning modules

Requested experience: at least 5 years of experience in the design of eLearning courses and the application of training methodologies in eLearning courses destined to professionals of Veterinary Services.

The **subject matter experts**, with minimum 10 years of relevant expertise in leadership training. The inclusion in the team of subject matter experts with expertise in the management of veterinary services, will guarantee the consistency of the learning contents to the reference context. Experience in the framework of the OIE context is an added value.

Technological supplier/s will have to assure the learning objects' production respecting the technological requirement standards, including graphic design, technical solutions, etc.

As annex to the proposal, each profile should include a short biography, the justification of his/her role in the project, a short CV (max 1 page) with reference to relevant experience. Each proposed expert should sign the "Statement of availability of experts" (attached to this call for proposals).

5.1.5 Risk management

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

5.1.6 Additional information

This section should include any additional information not provided for elsewhere that the tenderer deems important for OIE to know. Innovative solutions as well as relevant "Best practices" that may not be expressly mentioned elsewhere should be provided here.

5.2 FINANCIAL OFFER

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

5.2.1 Core Components

The financial offer should provide:

- Overall cost
- Cost breakdown:
 - o Project coordination, management and administration
 - o Authoring & peer-review
 - o IT development
 - o Graphic design
 - o Multimedia development
 - o Monitoring, assessment, reporting
 - o Localisations in French and Spanish
 - o Other costs (should show what other consists of)
 - o Overheads

6. RESPONSE PROCEDURE

6.1 OIE CONTACT POINT

Barbara Alessandrini

Head, Capacity-Building Department

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Email: b.alessandrini@oie.int

6.2 SCHEDULE

Call for proposal	6 January 2021
Response reception	3 February 2021
Contract award and provider selection	22 February 2021

All tenderers will be informed should the OIE change any of these dates.

Proposals may be modified or withdrawn prior to the deadline for submission through a written notification sent to the OIE contact point.

6.3 RESPONSE FORMAT

Tenders must be submitted in English, **in electronic format** to the OIE contact point.

Tenders should include:

- The technical offer (valid for 60 days from the day of tender submission)
- The financial offer (valid for 60 days from the day of tender submission)

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 call for proposal will be kept confidential by the OIE.

Reminder: responses should be submitted by **3 February 2021 (Paris local time)**. Any proposal received past this deadline will be excluded from the call for proposal process.

6.4 EVALUATION OF PROPOSALS AND AWARD OF THE CONTRACT

The OIE will proceed to an evaluation of all final offers according to the criteria described below:

- Company organisation and sustainability (10%)
- Demonstrated understanding of the context and experience in working in a multicultural context and in the public sector (20%)
- Relevance and quality of the proposed methodology and associated work plan (30%)
- Relevance and quality of the proposed project team (20%)
- Global cost (20%)

The OIE may ask tenderers to provide clarifications needed to evaluate their tender; tenderers will be requested to reply in writing.

The OIE will award the contract to the best quality/cost proposal, based on the above criteria.

Tenderers will be informed through electronic correspondence of the results of the selection process.

7. ANNEXES

Annex 1: OIE style guide

Annex 2: Statement of availability of experts

[APPLY HERE](#)