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CALL FOR TENDER

DOCUMENT B: TERMS OF REFERENCE (TORS)

COMMUNICATION AGENCY CONTRACTUAL FRAMEWORK

WORLD ORGANISATION FOR ANIMAL HEALTH (OIE)

8 APRIL 2021

Contracting authority

World Organisation for Animal Health (OIE)

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1. INTRODUCTION

1.1 OIE 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, 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 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.

The OIE operates to fulfil its core missions of International Standards, transparency, scientific expertise and solidarity to improve animal health and welfare worldwide.

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.

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 Members 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 Members 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.

The Communication Department, created as a Unit in 2001, optimises awareness of the OIE and understanding of its mandate. It facilitates transparency in scientific animal health information and publicises the OIE's many activities to make them accessible to all, using a variety of tools to target specific groups, ranging from the general public to professionals. Going forward, the OIE aims to expand the reach and impact of its work through the strategic use of communication material.

1.2 ADDITIONAL INFORMATION

The OIE is placed under the authority of the World Assembly of National Delegates, which meets annually in May in Paris (France).

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 13 Regional and Sub-Regional 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. 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.

Overall, the OIE is an intermediate-sized organisation with approximately 160 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

Communication Vision

This vision covers essential parts of a new communication approach designed for the OIE to expand reach, competitiveness and the impact of its work. It is written as an overall umbrella from which more precise strategic approaches for specific areas of work can be developed and flow.

Through the strategic use of communication including media relations, digital platforms & campaigns, data systems and other forms, the OIE will engage in richer dialogues about issues related to animal health and welfare. Having a greater understanding of the interconnected challenges the world faces in terms of animal health and welfare will result in more impact externally: the richer the content, the story, the conversation, the greater the chance for audiences to support the OIE and its causes.

The OIE will internally build capacity, and further develop normative guidance and protocols on communication work so that knowledge and expertise can be more efficiently shared across the organisation and with partners, including through webinars and other learning opportunities. The creation of a dedicated internal communications function and an intranet to harmonise messages across the organisation, and for staff communication overall, is another component missing in the current structure.

Supported by its communication function, the OIE will continue to evolve into a streamlined, independent, transparent organisation, actively engaged with its Members and diverse audiences, and thus help drive greater, more direct, meaningful, and measurable engagement and change as part of its competitive edge.

OIE's communication will also help set and emphasise priorities for Members and partners who focus on animal health efforts by creating new synergies among actors through OIE's platforms such as WAHIS+, digital joint campaigns and other efforts.

2.2 OBJECTIVES

Organisational objectives:

- Promoting animal health and welfare
- Fostering transparency in global animal disease
- Strengthen governance of animal health systems

Communication objectives:

- Enhance the capacity of the OIE to interact with target audiences through diverse communication channels & digital platforms to be the globally recognized reference and to shape public discourse on issues involving animal health, as well as welfare in crisis and non-crisis settings.
- Increase understanding that animal health is not an isolated universe, but an integral part to ensuring global public health and food safety through a One Health approach.
- Strongly position the OIE through a new visual brand, identity and master narrative across key streams of communication work in an engaging voice across the organisation, guided by a communication and branding manual package.

3. PROJECT ORGANISATION AND METHODOLOGY

The OIE expects offers which respond/comply to the following elements:

3.1 PLANNING AND IMPLEMENTATION OF CALL-OFF QUOTES

The purpose of this Contract is to:
- Provide a mechanism whereby the Parties may enter into Call-off Quotes
- Provide the framework to administer each Call-off Quote
- Set out obligations of the Parties

The Services that may be requested by the OIE and provided by the Service Provider are described in detail in the 4.1 Core Workstreams. More particularity is to be described in each Call-off Quote. The OIE's requirements may vary, and this Contract shall not place the OIE under any obligation to procure the Services from the Service Provider at a particular time or at all. This Contract is not an exclusive arrangement and nothing in this Contract shall operate to prevent the OIE from engaging other agencies or freelancers to provide services similar to or the same at the Services.

Each Call-off Quote shall be a binding agreement on the Parties and shall incorporate the terms and conditions of this Contract.

The Service Provider shall commence provision of the relevant Services in accordance with the Call-off Quote. The Service Provider must not commence any Services without an agreed Call-off Quote.

All charges in respect of a Call-off Quote shall be set out in the relevant Call-off Quote and shall not exceed the rates set out in the Document C: Price Quotes Matrix.

Regular Call-off Procedure

At any time during the duration of the Contract, the OIE may identify services which at its sole discretion it wishes to produce under the terms of this Contract.

The OIE appoints a Service Provider directly without the need for a competitive call for quotations.

However, the OIE will be able to contract with the same service provider following the cascade method for each lot:

Lot(s)	Designation
1	Infographics
2	Posters
3	Leaflets
4	Brochure
5	Brochure Editing
6	Folder
7	Goodies
8	Conference or Events Visual Identity
9	Digital Web Design
10	Live Video Production
11	Conceptual Video Production
12	Field Story Video Production
13	Animation Video Production
14	Marketing Services
15	Social Media

16	Press Relations
17	Monitoring and Evaluation Services
18	Videography
19	Photography

It will issue the Service Provider a Service Request which will include the specific terms of reference, brief and timeline, specifying the Services to be provided, in which:

- The Service Provider shall promptly confirm receipt of the Service Request.
- The Service Provider shall respond to the Service Request by completing a quote as an offer capable of acceptance, or by notifying the OIE in writing that is does not intend to submit a quote. The Service Provider shall respond to the OIE by the date specified in the Service Request, or if no date is specified, within 10-business days of receiving the Service Request, or by such other date as may be agreed between the OIE and the Service Provider. A quote will remain valid for 60 business days from the date it is submitted to the OIE.
- After the receipt of an acceptable quote, the OIE will confirm acceptance in writing of the quote. The Call-off Quote will be validated internally at the OIE within 10-business days of receipt. The OIE will confirm in writing the internal validation of each Call-off Quote.

Each Call-off Quote shall be a binding agreement on the Partiers and shall incorporate the terms and conditions of this Contract.

A Service Request and anything prepared or discussed by the OIE shall constitute an invitation to treat and shall not constitute an offer capable of acceptable by the Service Provider. The OIE shall not be obliged to consider or accept any quote submitted by the Service Provider.

A Quote shall only be executed upon the internal validation of the OIE.

The OIE is not obliged to approve or validate any Call-off Quote.

Unless otherwise expressly agreed in writing with the OIE, the Service Provider shall not be entitled to charge under this Contract for any work involved in any Service Request, and/or any response to Service Requests.

Exceptional Call-off Procedure

In an exceptional situation in which OIE funding is attached to service request requirements, the full details associated with the exceptional Service Request will be clearly outlined in the request. This entails the requirement to do a Call-off request to three Service Providers.

At any time during the duration of the Contract, the OIE may identify services which at its sole discretion it wishes to produce under the terms of this Contract.

The OIE will contact the required number of Service Providers directly from the short list of contracted Services Providers. An open call for proposals will not be conducted. It will issue the selected Service Providers a Service Request which will include the specific terms of reference, brief and timeline, specifying the Services to be provided, in which:

- The Service Providers shall promptly confirm receipt of the Service Request.
- The Service Provider shall respond to the Service Request by completing a quote as an offer capable of acceptance, or by notifying the OIE in writing that is does not intend to submit a quote. The Service Provider shall respond to the OIE by the date specified in the Service Request, or if no date is specified, within 10-business days of receiving the Service Request, or by such other date as may be agreed between the OIE and the Service Provider. A quote will remain valid for 60 business days from the date it is submitted to the OIE.
- After the selection of an acceptable quote from the short-list of Service Providers, the OIE will confirm selection in writing of the quote or notify the Service Provider if not selected. The selected exceptional Call-off Quote will be validated internally at the OIE within 10-business days of receipt. The OIE will confirm in writing the internal validation of each exceptional Call-off Quote.

Each exceptional Call-off Quote shall be a binding agreement on the Parties and shall incorporate the terms and conditions of this Contract.

A Service Request and anything prepared or discussed by the OIE shall constitute an invitation to treat and shall not constitute an offer capable of acceptable by the Service Provider. The OIE shall not be obliged to consider or accept any quote submitted by the Service Provider.

A Quote shall only be executed upon the internal validation of the OIE.

The OIE is not obliged to select or validate any exceptional Call-off Quote.

Unless otherwise expressly agreed in writing with the OIE, the Service Provider shall not be entitled to charge under this Contract for any work involved in any Service Request, and/or any response to Service Requests.

3.2 GOVERNANCE FOR CALL-OFF QUOTES

The Head of the Communication Department will remain the main contact point for the guidance of services requested and validated by the OIE from the Service Provider. Each Call-off Quote will specify a project direct contact point from the Communication Department who will operate as the direct liaison for the entire length of the Service from the Service Request to final product validation.

All Call-off Quotes will be validated internally at the OIE within 10-business days of receipt from the Service Provider. A quote shall only be executed upon the internal validation of the OIE. The OIE is not obliged to approve or validate any Call-off Quote.

Upon satisfactory completion of the specifications of the Service Request, the OIE will validate internally the final product within 10-business days of receipt from the Service Provider. After validation, the Service Provider may submit an invoice for payment of the quote incorporating the terms and conditions of this Contract.

3.3 METHODOLOGICAL APPROACH

The service provider will use best practices in the field and comply with all relevant standards of work as well as applicable obligations under the laws relating to the protection of personal data, including those of the European Union General Data Protection Regulation 2016/679.

Deliverables may be outsourced for development. This should be noted when filling in the Document C: Price Quotes Matrix.

3.4 SCOPE OF THE SERVICES

Recommendations expressed here are intended to guide proposals and ensure evaluability; however, they may be adapted in line with the best practice and recommendations of the Service Provider. Specifically, the work streams do not correspond to fixed specifications; rather, workstreams are broken down into recommendations based on experience of work produced.

While core elements identified in this section must be considered in the proposals, solutions that provide a variation to the rest of the requirements but offer fit-for purpose results and/or cost effectiveness and fulfil the core objectives provided in this document are encouraged; they should be clearly explained and justified.

The Service Provider is not limited to what capacities or expertise are in-house only. It shall indicate which activities can be provided but outsourced appropriately as well.

If an activity is not available, this should be noted in writing.

3.5 SCOPE OF ADDITIONAL SERVICES

Should the need arise for services that have not yet been identified, the OIE wishes to be able to commission additional support services. These services will be commissioned through the standard request for quotation from identified agency or agencies.

3.6 PLANNING AND IMPLEMENTATION SCHEDULE

A timeline will be proposed by the service provider for each job undertaken. The degree of detail for the timeline will depend on the task to be undertaken. For example, a detailed timeline would be required for the conception and development of the annual report, while the production of an infographic would not require the same amount of detail.

3.7 GOVERNANCE

The Head of the Communication Department will be the main contact point and will be responsible for providing guidance and validating the choice of service providers to be included in the pool. However, staff working at the Communication Department, including the Head of Department, will be responsible for the specific projects which the Department will decide to undertake. The contact point will therefore vary per project.

3.8 CORE WORKSTREAMS

3.8.1 Translations

The Service Provider will incorporate/input the three official languages of the OIE (English, French and Spanish) into communication outputs and deliverables. Concept and content development will be done in a primary language, usually English, and the other two languages adapted.

- If available, the service provider will provide the translations text for all three languages. Should this not be available, the OIE will provide the translated text for adaptation by the services provider.

3.8.2 Recommended Technical Specifications

The Service Provider will consider the following recommended technical specifications in providing an accurate response to the request response.

- **Infographic:** A4 format, production of source files, low-definition version optimised for website, high-definition version without cut marks and high-definition version with cut marks. Source files and appropriately formatted versions for printing.

- **Poster:** A4, A3 or A0 format, production of source files, low-definition version optimised for website, high-definition version without cut marks and high-definition version with cut marks. Source files and appropriately formatted versions for printing.
- **Leaflet:** A4 format, production of source files, low-definition version optimised for website, high-definition version without cut marks and high-definition version with cut marks. Source files and appropriately formatted versions for printing.
- **Brochure:** A4 format, production of source files, low-definition version optimised for website, high-definition version without cut marks and high-definition version with cut marks. Source files and appropriately formatted versions for printing.
- **Folder:** 38.5 x 53.0 cm size with recto-verso design, with consideration of folder pockets and spine. Source files and appropriately formatted versions for printing.
- **Video:** dimensions of 1920 x 1080 for Landscape and/or 1080 x 1080 for Square format videos, with a minimum of 120 pixels. Landscape aspect ratio of 16:9 and square aspect ratio of 1:1. Production of source files and final .MP4 version.
  - Video optimised for social media should be max file size of 26GB.
- **Goodie Design:** production of source files, and PNG or JPEG format.
  - Card size minimum 58x88mm with 4mm border, recto-verso.
- **Conference or Event Visual Identity:** production of a creative brief and visual identify for the logo and communication resources of OIE conferences or events. Source files and appropriately formatted versions for production and printing.
  - Conference screen visuals: gifs or short animations

- Welcome/Registration Desk: 1.2mx1m (variable based on desk size)
- Vertical banner: 1.5mx4.0m
- Horizontal banner: 10mx1.2m
- Roll-up banner/Kakemonos: 0.85mx2.0m
- Totem: 1.2mx2.2m
- Speaker Podium: 120cmx60cm (variable based on podium size)
- PowerPoint Templates: 16:9 (4:3 on request)
- Photo Booth: 2mx1.5m
- Letterhead and Document covers: A4

- **Digital Web Design:** Design of website page(s) on current OIE website platform.
  - Ensuring General Data Protection Regulation (GDPR).
  - Development language: PHP
  - Database: MYSQL
  - Google Analytics Tracking Code and WordPress plug in

- **Social Media:**
  - Social media card: maximum resolution 1920x1080, minimum resolution 150x150. PNG or JPEG format. Maximum size of 8MB (5MG for LinkedIn).
  - Gif: maximum resolution 1920x1080, minimum resolution 150x150. Gif format. Maximum size of 15MB.
  - Social media banner: maximum resolution 1920x1080, minimum resolution 150x150. PNG or JPEG format. Maximum size of 8MB (5MG for LinkedIn).

- **Videography:** On-site filming of video at live conferences or events.
  - Appropriate video editing, and shared source file and .MP4 format.
  - Development of shooting schedule.
  - Where relevant, production of a vision board and storyboard.

- **Photography:** On-site high-quality photography of photos at live conferences or events.
  - Appropriate photo editing, and shared photos in JPEG format.

3.8.3 Recommended Specifications for Strategic Activities

- **Press Relations:** As part of a combined approach or targeted activity, a media strategy to target of journalists and media though outreach to engage in a richer dialogue about issues relation to animal health and welfare. Increase media's understanding that animal health is an integral part to ensuring global public health and food safety through a One Health approach.
  - Promote OIE priority scopes of work and activities through the drafting of press releases, success stories, statements or op-eds.
  - Targeted Press Relations, assessment and list of relevant journalists, pitching stories/articles and engaging with print and digital publications and radio.
  - Comprehensive media tracking and reporting on OIE representation in the media.

- **Marketing Services:** As part of a combined approach or targeted activity, to promote the OIE brand using the recommended PESO (paid, earned, shared and owned) approach. Identifying key opportunities for the OIE and addressing weaknesses in communication to have increased organisational visibility and influence among stakeholders.
  - Development of a Marketing Strategy based on identified theme, including indicators and output assessment.
  - To advise on relevant and appropriate marketing services to meet the needs of the organisation, such as market research, search engine optimisation, integrated or hybrid marketing outputs, communication management, outreach programmes, website and digital marketing content creation, or traditional marketing content creation.

– Implementation of Marketing Strategy into appropriate action on behalf of the OIE, including the spending of allocated budgeting on activities, product placement, distribution of materials and monitor success to meet the marketing strategy goals.

– **Monitoring and Evaluation Services:** As part of a combined approach or targeted activity, development of a systematic assessment of communication activities in the area of performance, and the continuing monitoring and collection of data on specific indicators to provide guidance in the management of communication actions and interventions.

  – Development of a M&E strategy, including indicators.
  – Data collection, communication output assessment (themes, KPIs, output, reach, quality, usefulness).
  – Preparation of M&E reporting and recommendations.

– **Social Media:** As part of a combined approach or targeted activity, to develop social media strategy and content such as key messages, posts, graphics or short-form videos.

  – Identification and contact of key influencers on relevant thematic topics to leverage networks and increase OIE visibility.
  – Editorial content calendar development to ensure cross-promotion of relevant content through OIE social media channels (Facebook, LinkedIn, Twitter).
  – Social media tracking of posting and coverage for specific campaigns, including engagement, impressions, geographic location, demographics and other relevant indicators.

4. RESPONSE STRUCTURE

While it is understood that the methodology and approach will be finalised with the chosen Service Providers and constitute an important deliverable of the project once started, responses to the call for tender should cover the following elements to provide sufficient background to the evaluation of the offers and ensure homogenous assessment.

Please note that the tenders and all documents relating to the tender should be in English.

4.1 TECHNICAL RESPONSE

The tender response should be provided in a Word document, PowerPoint, or RFP document, no longer than 20 pages.

4.1.1 General company information

This section should include information on your organisation and its activities, including:

4.1.1.1 General information

- Company/Agency 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
- Company background review
- Completion of the Document C: Price Quotes Matrix
- Service Provider's Standard Rate Card and/or Competency Rates
- Deliverable examples
- Overall activity/project management process and follow-up employed by the service provider
- Alternative recommendations to the core workstreams and justifications

Experience

For each field of expertise, please indicate experience in the following:

- Expertise 1; in the translation of communication tools, and experience adapting designs into alternative languages
- Expertise 2; in the composition, redaction, layout and production of communication products and resources
- Expertise 3; strategic communication deliverables and activities
- Expertise 4; experience in the animal health sector, public health sector and international develop

4.1.2 General methodology and proposed schedule

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 (time, stakeholder availability) should be identified.

The general methodology to manage each quote, including the format of the follow-up on the part of the Service Provider 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.

4.1.3   Allocated human resources

The tender response should identify the professional profiles (field of expertise, seniority etc.) proposed throughout the engagement with the OIE. It should include a rationale for the general team set-up and clearly underline how the team, as a whole, responds to the required skills as described in the TORs., and delegates tasks.

A short CV for key individuals (no longer than half a page) with reference to relevant experience can be annexed to the main response document.

4.1.4   Success – risk factors

In a long-term framework contract the main risk to address in the response is the approach to overcoming challenges in low availability of the service provider and how this can be efficiently managed to ensure availability to the periodic Service Requests.

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

4.1.5   Additional information

This section should include any additional information not provided for elsewhere that you deem important for us to know. Innovative solutions as well as relevant "Best practices" that may not be expressly mentioned in this document should be provided here.

4.2   FINANCIAL OFFER

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

The tender response must annex the Document C: Price Quotes Matrix completed.

4.2.1   Core Components

The financial offer should be filled in for each element highlighted in the Document C: Price Quotes Matrix.