

B. TERMS OF REFERENCE

PROVISION OF E-LEARNING MODULES AND OTHER SERVICES

WORLD ORGANISATION FOR ANIMAL HEALTH

DEADLINE TO SUBMIT :

1. DECLARATION OF INTEREST AND INTEGRITY: **10 FEBRUARY 2023** (PARIS LOCAL TIME)
2. TENDERS: **13 FEBRUARY 2023 – 18:00** (PARIS LOCAL TIME)

Tenders may be deposited at WOAHA reception desk, from **Monday to Thursday and from 8:00 to 18:00. Please note that WOAHA reception desk is closed on Fridays.**

Contracting authority

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1. INTRODUCTION

1.1 WOAHA MANDATE

World Organisation for Animal health (WOAH) is the intergovernmental organisation responsible for improving animal health and welfare worldwide. This ambitious mandate stems from the International Agreement which led to its creation in 1924, its tests, as well as the successive resolutions adopted by the World Assembly, composed of Delegates appointed by its Members. The leadership of WOAHA is solidly anchored in the evidence-based decision-making process that underpins its work. Moreover, the standards developed by WOAHA are recognised as the reference for animal health and zoonoses-related matters within the framework of the World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (SPS Agreement).

The mission of WOAHA is to foster global commitment to improve animal health and welfare and veterinary public health worldwide, by:

- promoting the coordination of animal health and welfare management, including the impact of such coordination on safer trade, through the establishment of international standards and the implementation of global strategies;
- fostering transparency in the global animal disease situation, in a world increasingly shaped by globalisation, in which trade intensifies steadily and undergoing swift and ongoing change in digital capabilities;
- supporting national Veterinary Services to improve their capacities to prevent and control animal diseases, including those transmissible to humans (zoonoses) while prudently using veterinary products.

In the course of its history, WOAHA has repeatedly proven the relevance of its remit of protecting animals to preserve a future where public health, food security and sustainable socio-economic growth that support livelihoods are improved.

This certainty and commitment have not changed, and WOAHA continues to strive to bring positive and impactful change. As such, the vision for WOAHA is to provide leadership in global animal health governance.

Inequalities in the capacities and resources of national Veterinary Services, as well as the challenge to ensure sufficient investments in animal health at both national and international levels, continue to impede the effectiveness and sustainability of global animal health policy. Veterinary Services around the world do not have the same capacity to anticipate and address new expectations, despite widespread appreciation that the risk of failure represents a major threat to global public health and food security. Responding to these challenges will be necessary to better support Veterinary Services in strengthening animal health governance worldwide.

The contribution of Veterinary Services to meeting the growing demand for animal-sourced foods and ensuring food security globally through regulations on animal health and welfare is broadly accepted. However, their contribution towards achieving other global goals is still dramatically underestimated. Animal health and welfare are not only about controlling disease to increase productivity; Veterinary Services positively contribute to global health security and the well-being of populations on issues such as zoonoses, food safety and antimicrobial resistance. Effective animal health and welfare policies positively impact the living conditions and the quality of life for millions of families and influence the economic development of communities, which are directly and indirectly dependent on livestock and aquaculture production. Healthy animals also play an important role in the development of sustainable production systems, safeguarding aquatic and terrestrial ecosystems for future generations.

The contribution of Veterinary Services and WOAHA to the achievement of the Sustainable Development Goals, as well as to other regional and international objectives and frameworks, has thus never been

more important. As a result, WOAAH has developed its 7th Strategic Plan for the period 2021-2025 with the aim of not only guiding the work of WOAAH over the next five years, but also raising awareness of the impact of WOAAH in the framework of global goals.

This Strategic Plan identifies five areas of strategic focus that are key to responding effectively to forthcoming challenges, being “responding to Members’ needs”, one of them.

WOAH Members' national Veterinary Services, in fact, are responsible for the day-to-day management of animal health and welfare and veterinary public health at national level. They are the cornerstone of the effective global governance of animal health systems, something that requires both international harmonisation and strong national capacity. Consequently, WOAAH will continue to develop national Veterinary Services' capacity, using all available sources of evidence to better understand trends in complex animal health issues, and focussing capacity-building activities for enhanced results.

WOAH strongly promotes education as a cornerstone of high-quality Veterinary Services and has consequently developed capacity-building programmes to better support Veterinary Services in contributing to the global governance of animal health. Priority needs are identified through the analysis of data across WOAAH programmes, such as WOAAH Observatory or the PVS Pathway, as well as the outcomes of regional conference or Reference Centre reports. Such a framework aims at improving the quality and impact of WOAAH capacity-building activities, while supporting improved cost-effectiveness, increased outreach, and a heightened focus on specific needs.

2. EXECUTIVE SUMMARY

2.1 PROJECT BACKGROUND

WOAH has reformed its training system and has created for this purpose its Global Platform for the Training of Veterinary Services. This Platform, including the Training Portal, has been implemented to manage WOAAH training activities from learning needs' assessment to evaluation, whether they are face-to-face or at a distance. Indeed, a crucial point of the reform is to significantly increase the distance learning offer at WOAAH.

Thanks to this initiative, WOAAH is committed to provide its Members with diversified and 'à la carte' training to improve the implementation of WOAAH standards and thereby contribute to the sustainable improvement of global veterinary governance.

WOAH training - face-to-face, virtual and eLearning - is developed around a Competency-based Training Framework (CBTF) currently structured around 16 Competency Packages which together cover extensively WOAAH Codes, Manuals (Manual of Diagnostic Tests and Vaccines for Terrestrial Animals and Manual of Diagnostic Tests for Aquatic Animals) and additional texts. WOAAH CBTF is a founding document that defines education areas, key competencies and learning objectives tailored to WOAAH values and goals; it serves as a basis to develop high quality and fit-for-purpose training programmes aimed specifically at developing and strengthening Veterinary Services capacity to implement WOAAH standards.

The compilation of the Terms of Reference of the 16 Competency Packages constitutes the body of WOAAH CBTF. It addresses three educational levels (day 1, day 2 and Expert levels) and the e-modules developed under this framework are accessible to all WOAAH Members on the WOAAH Training Portal (based on a Moodle platform).

2.2 PROJECT OBJECTIVES

The scope of this call for tender is to identify a qualified provider(s) for the following activities:

Lots	Designation
1	Trade: Provision of eleven eLearning modules on the trade of animals and animal products, and other services
2	Welfare of reptiles: Provision of one eLearning module on the killing of reptiles for their skins, meat, and other products
3	African swine fever: Provision of one eLearning module on African swine fever in wild boar - biosecurity management and practice, and other services
4	Responsible use of antimicrobials in terrestrial and aquatic animals: Provision of five eLearning modules on prudent use of antimicrobials in Terrestrial and aquatic animals

A Provider can either apply for one or more Lots, submitting all the requested documents per each Lot. In case of multiple participation, the Tenderer must submit a separate envelope per each Lot.

3. LOTS' DESCRIPTION

3.1 LOT 1 – PROVISION OF ELEVEN eLEARNING MODULES ON THE TRADE OF ANIMALS AND ANIMAL PRODUCTS, AND OTHER SERVICES

3.1.1 SERVICE DESCRIPTION

The tender procedure referred to Lot 1 is an invitation for interested service providers to submit a proposal regarding the development of **eleven eLearning modules on the trade of animals and animal products**, to be included in the eLearning catalogue of the WOAAH Training Portal, under the Competence Package n. 12 "Trade" (<https://training.woah.org>), and the design, delivery and evaluation of a communication strategy to (a) inform the target audiences of the WOAAH about the Competency based Training System and (b) recruit learners to access the e-modules.

Provided the high numbers of the e-modules to be developed and their complexity, the first e-module, on "The international trade in animals and animal products. Process overview", will be considered as firm tranche. The WOAAH reserves the right to confirm the conditional tranche to the awarded Tenderer, upon validation of the firm tranche.

In particular:

- A. **Design, delivery and evaluate a communication strategy** to (a) inform the target audiences of WOAAH about the Competency based Training System and (b) recruit learners to access the e-modules.
- B. **Develop WOAAH eLearning modules on international trade in animals and animal products**, to be made available in WOAAH training e-catalog on the WOAAH Training Portal, under Competency Package n°12 on Trade (CP12).

For the purposes of this Lot, the table below addresses the level of knowledge, skills, and competencies for the three requested levels:

LEVEL	KNOWLEDGE	SKILLS	COMPETENCIES
DAY 1 Graduated level (refer to WOAH recommendations on the competencies of graduating veterinarians) and starting first work experiences (e.g. internship)	Comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge. It involves a critical understanding of theories and principles	A range of cognitive and practical skills required to accomplish tasks and solve problems, selecting and applying basic methods, tools, materials, and information	Take responsibility of completion of tasks and adapt own behaviour to circumstances in problem-solving. Exercise self-management in contexts of work
DAY 2 Between entry level in Veterinary Services and intermediate expertise	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
EXPERT Head of unit/ head of Department, experienced technical expert	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

The modules will have to be uploaded for use and delivery to WOAH Training Portal (<https://training.WOAH.int>), which operates on a cloud-based hosted Moodle solution and runs on WOAH hosting servers. This Learning Management System (LMS) used to deliver WOAH online 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.

3.1.2 PROJECT ORGANISATION AND METHODOLOGY

3.1.2.1 *Planning and implementation schedule*

The requested services will have to be delivered in a 20-month period, starting from the contract signature date, 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.

3.1.2.2 *Governance*

WOAH 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, WOAH Platform Secretariat, will be WOAH project manager and the contact point whom the awarded Tenderer will have to refer to. An internal WOAH scientific and methodological team will be

responsible for the deliverables' validation, as better explained in paragraph 4. The tenderer will have to appoint a project manager to coordinate the project itself and lead all communications with WOAAH.

3.1.2.3 *Methodological approach*

The tenderer will have to address all the technical specifications described in paragraph 3.1.3.

In addition, 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);
- WOAAH Platform for the Training of Veterinary Services. Guidelines for the development of WOAAH online modules: core requirements ([Course: Guidelines for the development of WOAAH e-modules: core requirements](#))
- WOAAH standards and guidelines as relevant for the achievement of the established Learning Objectives;
- WOAAH Standard Operating Procedure for e-Modules' Development (to be provided by WOAAH to the awarded tenderer)
- WOAAH Brand manual (to be provided to the awarded tenderer)
- WOAAH e-modules visual identity (to be provided to the awarded tenderer)
- Any other reference provided by the Secretariat of WOAAH Platform for the Training of Veterinary Services

Moreover, it is highly recommended that the interested Tenderers deeply consult WOAAH 2020 Technical Item on “[Required competencies of Veterinary Services in the context of the international trade: Opportunities and challenges](#)”. The document provides a draft description of the CP12 Terms of Reference defining ‘trade specific competencies’¹ distributed across several topics², learning outcomes per educational level, and a wide set of e-modules.

3.1.3 SCOPE OF THE SERVICES

3.1.3.1 *Main outputs, target audiences, learning objectives, technical specifications*

Activity 1 – Design, delivery and evaluate a communication strategy to (a) inform the target audiences of WOAAH about the Competency based Training System and (b) recruit learners to access the e-modules.

The Communication plan will support the delivery of targeted actions to expand and promote the main results of project activities and products (if the conditional tranche is implemented: 11 eLearning modules on trade and other related e-modules) in the framework of WOAAH Platform for the Training of the Veterinary Services. Veterinary Services and other relevant authorities and stakeholders will be informed and encouraged to make use of WOAAH Training Portal, also to better understand and implement WOAAH international standards on trade, through an increased capacity of the target beneficiaries.

The main supportive and multiplier stakeholders will have to be identified and mapped with the purpose to define and carry out targeted actions aiming at engaging them as promoters of the learning opportunities.

The continued use of the training offer will have to survive the grant closure, by which time, the learners' community - whose size is expected to increase in time - will be acquainted to access the services

¹ It is important to however note that establishing an enabling trade environment requires other VS competencies that will be addressed in other Competency Packages (e.g. surveillance capacity in CP5 on Animal Health management; animal welfare capacity in CP7 on animal welfare, etc.).

² Topic 1 – International trade regulatory framework; Topic 2 – National trade framework; Topic 3 – Public-private partnership in the context of trade; Topic 4 – Import risk analysis; Topic 5 – Veterinary certification; Topic 6 – Zoning and compartmentalisation; Topic 7 – Pre-export controls; Topic 8 – Coordination border management and border controls; Topic 9 – Management of trade non-compliance

offered by the Training Platform to build their own portfolio of competences on trade. The plan will also support the impact assessment of the learning outcomes.

Activity 2 – Develop WOAHA eLearning modules on international trade in animals and animal products (both terrestrial and aquatics), to be made available in WOAHA training e-catalog on the WOAHA Training Portal, under Competency Package n°12 on Trade (CP12).

The overall objective of this Competency Package is to provide the WOAHA Members' Competent Authorities with the necessary capacities to allow Countries to trade securely and therefore participate more actively in global trade, using the global trade system to effectively advance their national interests, in particular in terms of economic growth and poverty reduction. While being offered in the CP 12, the e-modules can be combined and be complementary with other resources available in other competency packages, allowing learners to build their own customized learning plan.

Audiences: is the conditional tranche is implemented, the 11 e-modules are specifically geared for **Veterinary Services** and **Aquatic Animal Health Services** (as per WOAHA definition), however targeting more specifically their import/export services at central level and their border inspection posts; they will also be made available to other SPS agencies, as needs be. The tenderer will have to identify the pre-requisites necessary to the different target audiences to attend each e-module and assess them through an entry test. While being offered in the CP 12, the e-modules can be combined and be complementary with other resources available in other competency packages, allowing learners to build their own customized learning plan.

Objectives: The e-modules will aim to facilitate the implementation of WOAHA standards on trade (WOAHA *Aquatic Code* and *Terrestrial Code*, in particular): indeed, Member Countries should base sanitary measures on WOAHA standards, guidelines and recommendations because this provides conditions for safe trade, the avoidance of unjustified trade barriers and a strong presumption of compliance with the WTO SPS Agreement.

Topics: five topics have been selected in priority, to already offer a training solution to respond to gaps identified in the [2020 Technical Item](#); these are:

- Topic 1 - International trade regulatory framework
- Topic 2 – Animal Health Status and regionalisation
- Topic 3 – Export and import measures and control
- Topic 4 - Import risk analysis
- Topic 6 – National trade framework

Educational level: the e-modules will have to address the following three educational levels

WOAHA Education levels (generic)	WOAHA Education levels (adapted to trade)
Day 1 level (focus on knowledge acquisition)	Consists of a ' trade initiation ' and be mostly about attaining and demonstrating understanding of the import risk assessment, safe trade principles, import controls and export certification, international trade regulatory framework, the correct use of WOAHA Codes and Manuals, the overall trade three-stage process and the general obligations of exporting and importing countries. <i>These will constitute recommended pre-requisites for the expert level.</i>
Day 2 level (working level, focus on both knowledge and competency acquisition)	
Expert level (working level, focus on competency acquisition)	Expected to involve a significant level of problem solving, decision making and change management , relevant to the responsibilities of VS staff, from both the public and private sector, in trade. Particular attention will be given to certification procedures for trade and the implementation of a national official assurance system for certification, regulatory transparency, harmonisation and trade negotiation.

List of e-modules to be developed:

Selected trade topics	Subjects		
	Day 1 level e-modules	Day 2 level e-modules	Expert level e-modules
Topic 1 - International trade regulatory framework	The international trade in animals and animal products. Process overview (rights and responsibilities of exporting and importing countries)		
Topic 2 – Animal Health Status and regionalisation	Principles of animal health status and regionalisation	Definition and demonstration of disease freedom (country, zone, compartment)	
Topic 3 – Export and import measures and control			Selection and implementation of sanitary measures to be applied at export and import (e.g. quarantine, sampling, testing, disinfection, vectors control, inactivation processes, etc.)
Topic 4 - Import risk analysis	Import risk analysis: general principles	Hazard identification at import Risk assessment at import (AH status, Evaluation of Veterinary Services, others) Risk management at import	Import health measures: the development steps (listed diseases, susceptible species, safe commodities)
Topic 6 – National trade framework	The role of Veterinary Services in import and export of animals and animal products: basic principles	The role of Veterinary Services in import and export of animals and animal products: advanced principles	

Learning outcomes:

Trade topic	E-module		Expected learning outcomes	Additional information
	level	e-module title		
Topic 1 - International trade regulatory framework	Day 1	International trade in animals and animal products: an overview	<p>Understand the importance of developing safe trade of animals and animal products</p> <p>Define the overall process, i.e. before, during and after import or export of animals and animal products</p> <p>List the activities to be conducted before, during and after importation of animals and animal products for an importing country</p> <p>List the activities to be conducted before, during and after exporting animals and animal products for an exporting country</p>	<p><i>It is a very important introductory e-modules to all the following ones, all topics included. It sets the scene and should serve to map out all e-modules under CP12 (at least those concern in this call) – the trade infographic developed in the framework on the 2020 TI will serve as a companion tool to the e-module</i></p>

E-module			Expected learning outcomes	Additional information
Trade topic	level	e-module title		
			Identify the enabling factors to build trust along the whole trade process	
Topic 2 – Animal Health Status and regionalisation	Day 1	Principles of animal health status and regionalisation	<p>Understand the implications of transboundary diseases, including zoonoses, on international trade</p> <p>Find up-to-date and reliable information regarding these implications</p> <p>Describe the disease surveillance, reporting, and notification systems</p> <p>Describe the concepts of official control programmes, notifiable diseases, and distinct AH status, Veterinary Services good governance and quality</p> <p>Identify WOH Tools for transparency and information sharing (i.e., PVS, WAHIS, self-declaration, WOH official disease status)</p>	<p><i>The awarded Tenderer will be requested to make the necessary linkages with the other CPs and e-modules (notably those where disease status, zoning and compartmentalization are explained from an WOH process perspective).</i></p> <p><i>WOAH processes for the status recognition and disease notification are not to be included in this e-modules as they are fully explained in dedicated e-modules. WOH staff will provide the necessary guidance to address this issue.</i></p>
	Day 2	Definition and demonstration of disease freedom (country, zone, compartment)	Participate in the application of WOH standards for defining, demonstrating and maintaining the animal health status of populations or subpopulations, specifically for trade purposes.	<p><i>This module should assure that learners will have a deep understanding of the concept of freedom: populations/susceptible population/subpopulations, surveillance, demonstration, self-declaration, official recognition, etc.</i></p> <p><i>The awarded Tenderer will be requested to provide case studies for the implementation of a compartment and a zone in the context of trade to assure competency learning</i></p>
Topic 3 – Export and import measures and control	Expert	Selection and implementation of sanitary measures to be applied at export and import	<p>Assess the technical characteristics, methodological approaches, requirements, objectives and limitations of the different sanitary measures to be applied at export and at import of animals and products of animal origin (e.g. quarantine, sampling, testing, disinfection, vectors control, inactivation processes, etc.)</p> <p>Apply the key Standards described in WOH Codes and</p>	<p><i>This e-module should consider (but not limited) the following topics</i></p> <ul style="list-style-type: none"> - identification and traceability of animals and animal products - biological tests and sampling -vaccinations - disinfection and disinfestation procedures - inspection of animals - isolation and quarantine - transportation biosecurity - control and certification of inactivation procedures

E-module			Expected learning outcomes	Additional information
Trade topic	level	e-module title		
			manuals for risk management measures to be adopted at import and export of animals and animal products	
Topic 4 - Import risk analysis	Day 1	Import risk analysis: general principles	<p>Define the role of risk analysis in international trade of animals and animal products</p> <p>Understand the importance of hazard identification, risk assessment, management and communication, in the context of international trade</p> <p>Identify WOH recommendations and principles for conducting transparent, objective and defensible risk analyses for international trade</p> <p>List the general criteria applied by WOH for assessing the safety of commodities</p> <p>Outline the risk management measures provided by WOH standards</p>	
	Day 2	Hazard identification at import	Identify the pathogenic agents which could potentially produce adverse consequences associated with the importation of a commodity	
	Day 2	Risk assessment for a safer trade	<p>Demonstrate the main principles for risk assessment</p> <p>Participate in the application of risk assessment steps in the context of trade</p>	
	Day 2	Risk management for a safer trade	<p>Demonstrate the main principles for risk management</p> <p>Participate in the application of risk management in the context of trade</p> <p>Adopt the risk management measures provided by WOH Codes and manuals</p>	
	Expert	Import health measures: the development steps	Develop the most appropriate import health measures, applying the principles of risk analysis and disease status (including WAHIS data), and the provisions of WOH Codes and Manuals	<i>This e-module will be mainly based on concrete case studies, putting in operation the day 2 e-modules of import risk analysis</i>
Topic 6 - National trade framework	Day 1	The role of Veterinary Services in import and export of animals and animal	Describe the overall responsibilities of Veterinary Services in the trade of animals and animal products	

E-module			Expected learning outcomes	Additional information
Trade topic	level	e-module title		
		products: basic principles	Outline the organisation of VS for trade purposes, understanding the interactions between public and private sectors and with stakeholders Recognise the map of stakeholders in trade operations	
	Day 2	The role of Veterinary Services in import and export of animals and animal products: advanced principles	Be aware of the importance of the definition of the national priorities and measure their impact on the import and export of animals and animal products Follow up the process to engage the private and public sectors in international trade Participate in the implementation of actions aiming at building trust between trading countries, applying transparency and good governance of Veterinary Services principles Understand the processes and factors to maintain trade in the case of disease outbreaks and implement the established measures	

Baseline documents

The tenderers will have to consider, but not limited to, the following technical documents to develop the requested e-modules, most of them available online:

- All WOAHA Terrestrial and Aquatic Animal Health Codes (horizontal and disease-specific chapters), and more specifically:
 - Section 5 on trade measures, import/export procedures and veterinary certification
 - Section 2 on risk analysis
 - Section 3 on quality of Veterinary Services and Aquatic Animal Health Services
 - Section 2 on disease diagnosis, surveillance and notification (notably the chapters that relate to the procedures for official recognition of animal health status)
- WOAHA Manual of Diagnostic Tests and Vaccines for Terrestrial Animals
- WOAHA Manual of Diagnostic Tests for Aquatic Animals
- WOAHA 2020 Technical Item on "[Required competencies of Veterinary Services in the context of the international trade: Opportunities and challenges](#)"
- WOAHA Position Paper on '[Safe trade for sustainable development: WOAHA and its contribution](#)'
- WOAHA e-modules on WOAHA Official disease status (access will be granted to the Tenderer)
- Other WOAHA e-modules, as needed

Duration, Format, structure, and localization specifications

Duration: each module will have an overall duration of:

- For the day 1 and Day 2 levels: minimum 2 hours and maximum 3 hours (including videos, exercises, readings, etc.),
- For the expert level: minimum 4 hours and maximum 6 hours (including videos, exercises, readings, etc.).

Structure, format: the e-modules will need to be developed according to the [WOAH Guidelines on WOAHA e-modules development: core requirements](#) (format, structure, and process) which provide for high professional and academic standards. More specifically, for each e-module, an entry-test will assess the learner requirement to access the e-module, the introduction will present the module and its general learning objectives. Each unit will be composed of an introduction which includes the specific learning outcomes, a central part, a recap part, and an exercise to strengthen the learning and measure progress, coherent with the defined objectives. A final assessment exercise will have to also be developed to evaluate learning. 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.

The tenderer must also respect WOAHA **e-module visual identity**. Specific instructions will be provided to the awarded tenderer

Localisation:

The e-modules will be offered to learners 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 consider multiculturalism and gender diversity. The pilot modules will be developed in English. Localisations will be carried out in the other two WOAHA official languages, French and Spanish.

Localisation must be 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).

Others:

In preparation of the pilot delivery, an enrollment procedure to guarantee global access to the e-modules, should be implemented in collaboration with WOAHA. 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 WOAHA. Answers should be provided within two working days in the three WOAHA Official Languages (EN, FR, SP).

Upon validation of the e-modules in the three languages by WOAHA, all source files must be delivered in unencrypted version. WOAHA 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).

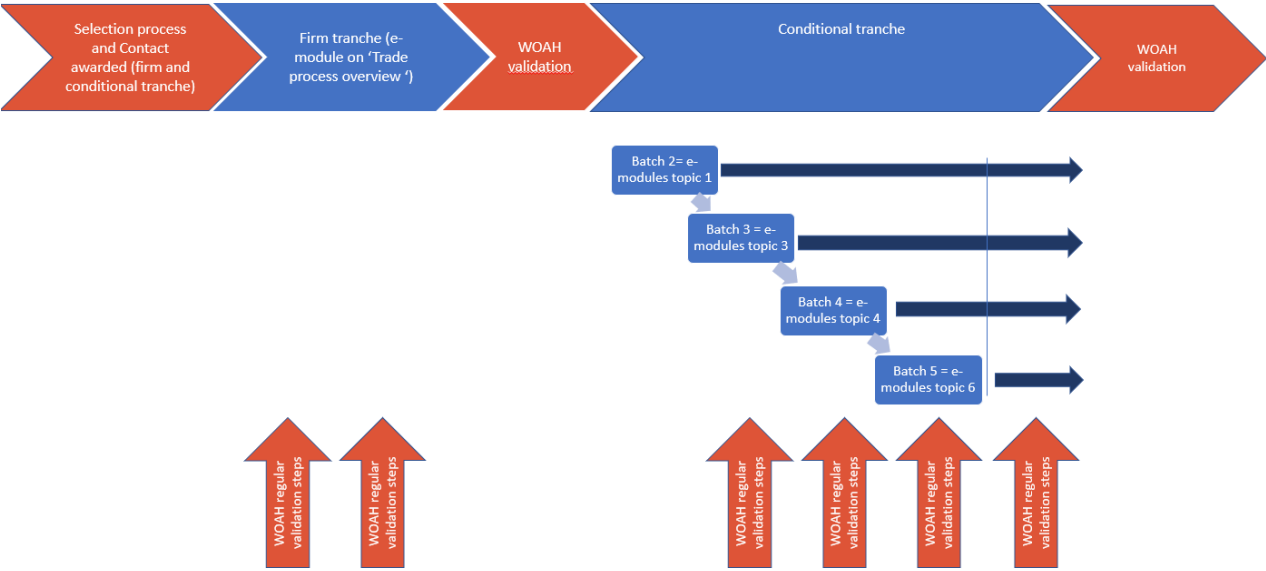
The eLearning modules shall have to be developed in a way that allows easy update of its contents in the three languages, even after the contract conclusion. For this reason, standard authoring languages are needed and a full handover will have to be granted.

Development steps and timeframe

Firm tranche: given the large amount of e-modules to be developed and their complexity, WOAHA has decided to develop the first module under the firm tranche and the remaining 10 modules under the conditional tranche. The confirmation of the conditional tranche is subject to WOAHA validation of the firm tranche. The e-module to be developed in the firm tranche is: **Trade process overview** (rights and responsibilities of exporting and importing countries) under topic 1.

Conditional tranche

'Batch development': the e-modules under a same topic should be developed together ('batches'), to avoid repetition and ensure the proper sequencing in between them. It is proposed to sequence the development of e-modules following Topic 1, 2, 3, 4, and 6 (in the 3 languages).



The contract will last 20 months, during which the following timeline will have to be respected (red: provider; blue: WOA; green: includes both). Please note that the workplan and timeline will be validated at the kickoff meeting and some adaptations, modifications may be required:

		QUARTERS							
TRANCHE	PROCESS	Q1	Q2	Q3	Q4	Q5	Q6	M 19-20	
FIRM TRANCHE	Kick off meeting	Red							
	Communication strategy (proposed workplan to be designed by the tenderers)	Green	Green	Green	Green	Green	Green	Green	
	Presentation of the eLearning modules' design and visual identity	Red							
	WOAH validation of eLearning modules' design and visual identity	Blue							
	Authoring and harmonization of the training contents in English	Red							
	Peer-review of the training contents and English proof-reading	Red							
	Implementation of the peer-reviewers improving suggestions	Red							
	WOAH validation of training contents	Blue							
	Storyboarding	Red							
	WOAH validation of storyboard	Blue							
	Production of the e-module in English	Red							
	Test by the authors and pedagogical peer-review	Red							

WOAH validation of eLearning modules								
PROCESS	Q1	Q2	Q3	Q4	Q5	Q6	M 19-20	
Debug, release and go-live in EN								
Enrollment of participants								
EN learning modules pilot delivery								
Refinement and maintenance								
WOAH First e-module validation								
Translation of the storyboard in FR and ES								
Review of the translated storyboards by mother tongue experts								
Localisation of the learning objects in FR and ES								
eLearning modules in FR and ES validated by WOA								
Debug, release and go-live in FR and ES								
Enrollment of participants								
FR and ES learning modules pilot delivery								
Refinement and maintenance								

		QUARTERS						
TRANCHE	PROCESS	Q1	Q2	Q3	Q4	Q5	Q6	M19-20
CONDIT- TIONAL TRANCHE	Batch 2 (Topic 2) same steps							
	Batch 3 (Topic 3) - same steps							
	Batch 4 (Topic 4) - same steps							
	Batch 5 (Topic 6) - same steps							

		QUARTERS						
TRANCHE	PROCESS	Q1	Q2	Q3	Q4	Q5	Q6	M 19-20
BOTH	Hand-over validated by WOA							
	Final report							
	Final report approved by WOA							

3.1.4 RESPONSE STRUCTURE

The tender response should be provided in a WORD/PDF document (Document C). The technical offer should not be longer than 50 pages. Additional information relevant to the understanding of the response may be presented in annex and will not count against the maximum number of pages.

3.1.4.1 General company/consortium information

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

A. General information

- Company/ies name (and name of group if applicable);
- Structure and organisation

- Contact point name, phone number and email address;

B. Activities

- Company background review;
- Description of major activities related to the subject of this call for tender (development of eLearning modules, design, delivery and evaluation of communication strategies).

C. Experience

- 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) and on communication initiatives carried out at international level.

3.1.4.2 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.

3.1.4.3 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;
- entry prerequisites
- 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 WOAAH Privacy Policy ([Privacy Policy - WOAAH - World Organisation for Animal Health](#));
- 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 WOAHA 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.

3.1.4.4 *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.

An adequate number of human resources must be allocated to guarantee the respect of the project timeline.

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 WOAHA 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. The project manager will also have to lead the design, implementation, and evaluation of the communication strategy.

Requested experience: at least 7 years in the management of eLearning and communication 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 in the design of eLearning courses and the application of training methodologies in eLearning courses destined to professionals of Veterinary Services.

Experts on public health / veterinary public health communication will have to assess the communication needs, and to design, deliver and evaluate a communication strategy to promote WOAHA Training System and the eLearning framework.

Requested expertise: at least 5 years in the design, implementation, and evaluation of international communication strategies in the Public Health and/or Veterinary Public health sectors, with multi-stakeholder targets.

Subject matter experts, with minimum 10 years of relevant expertise in trade training at international level. Experience in the framework of WOAHA context is an added value. Minimum 2 SMEs have to be proposed for the firm tranche; minimum 4 SMEs have to be proposed for the conditional tranche.

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

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".(Annex 5)

3.1.4.5 *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.

3.1.4.6 *Additional information*

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

3.1.5 **FINANCIAL OFFER**

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

3.1.5.1 *Core Components*

The financial offer should be provided filling the document D lot 1, with the following information:

- Overall cost
- For the lot 1, Cost breakdown:

Firm tranche

- Project coordination, management, and administration
- Communication strategy design, delivery and evaluation
- First e-module
 - Authoring & peer-review
 - IT development
 - Graphic design
 - Multimedia development
 - Monitoring, assessment, reporting
 - Localisations in French and Spanish
- Other costs (should show what other consists of)
- Overheads (7 % limit must not be exceeded)

Conditional tranche

- Project coordination, management, and administration
 - Communication strategy design, delivery and evaluation
 - Other e-modules
 - Authoring & peer-review
 - IT development
 - Graphic design
 - Multimedia development
 - Monitoring, assessment, reporting
 - Localisations in French and Spanish
 - Other costs (should show what other consists of)
 - Overheads (7 % limit must not be exceeded)
- Daily rate of Operational team members

3.1.6 ORDER PAYMENT TERMS

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

For the lot 1

Firm tranche:

- One-hundred percent (100%) of the price of the module 1, will be paid after validation by WOAH.

Conditional tranche:

- forty percent (40%) of the remaining price will be paid after validation by WOAH of the batches 2 and 3 in English, French and Spanish (month 9);
- the balance payment will be issued upon reception and validation by WOAH of the final report (month 20).

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

3.2 LOT 2 – PROVISION OF ONE ELEARNING MODULE ON THE KILLING OF REPTILES FOR THEIR SKINS, MEAT, AND OTHER PRODUCTS (WOAH TERRESTRIAL ANIMAL HEALTH CODE, CHAPTER 7.14)

3.2.1 SERVICE DESCRIPTION

Reptile farming is a relatively new form of animal production that began when the demand for their skins could no longer be satisfied by unregulated wild harvesting. Consequently, the international export rate of reptiles and their products have steadily increased over the years. As part of the WOAH mandate and to address the increasing need of ensuring captive and wild reptiles' welfare during the process of killing, a new chapter on killing of reptiles for their skins, meat and other products was adopted by WOAH members during the 2019 WOAH General Session (Chapter 7.14).

The tender procedure referred to **Lot 2** is an invitation for interested service providers to submit a proposal regarding the development of one e-module on the Chapter 7.14. of the WOAHS Terrestrial Animal Health Code, on the “killing of reptiles for their skins, meat and other products”, to be included in the online catalogue of the WOAHS Training Portal, under Competency Package 7 on “Animal welfare”. The table below addresses the level of knowledge, skills, and competencies for the three levels of expertise defined by the WOAHS. For the purposes of this lot, the expert level has to be targeted.

LEVEL	KNOWLEDGE	SKILLS	COMPETENCIES
DAY 1 Graduated level (refer to WOAHS recommendations on the competencies of graduating veterinarians) and starting first work experiences (e.g. internship)	Comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge. It involves a critical understanding of theories and principles	A range of cognitive and practical skills required to accomplish tasks and solve problems, selecting and applying basic methods, tools, materials, and information	Take responsibility of completion of tasks and adapt own behaviour to circumstances in problem-solving. Exercise self-management in contexts of work
DAY 2 Between entry level in Veterinary Services and intermediate expertise	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
EXPERT Head of unit/ head of Department, experienced technical expert	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

The module will have to be uploaded for use and delivery to WOAHS Training Portal (<https://training.WOAH.int>), which operates on a cloud-based hosted Moodle solution and runs on WOAHS hosting servers. This Learning Management System (LMS) used to deliver WOAHS online 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.

3.2.2 PROJECT ORGANISATION AND METHODOLOGY

3.2.2.1 *Planning and implementation schedule*

The requested services will have to be delivered in a 8-month period, starting from the contract signature date, as explained in detail in paragraph 3.2.3. 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.

3.2.2.2 *Governance*

WOAH 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, WOAHP Platform Secretariat, will be the WOAHP project manager and the contact point whom the awarded Tenderer will have to refer to. An internal WOAHP scientific and methodological team will be responsible for the deliverables' validation, as better explained in paragraph 3.2.3. The tenderer will have to appoint a project manager to coordinate the project itself and lead all communications with WOAHP.

3.2.2.3 *Methodological approach*

The tenderer will have to address all the technical specifications described in paragraph 3.2.3.

In addition, 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);
- WOAHP Platform for the Training of Veterinary Services. Guidelines for the development of WOAHP online modules: core requirements ([Course: Guidelines for the development of WOAHP e-modules: core requirements](#))
- WOAHP standards and guidelines as relevant for the achievement of the established Learning Objectives;
- WOAHP Standard Operating Procedure for e-Modules' Development (to be provided by WOAHP to the awarded tenderer)
- WOAHP Brand manual (to be provided to the awarded tenderer)
- WOAHP e-modules visual identity (to be provided to the awarded tenderer)
- Any other reference provided by the Secretariat of WOAHP Platform for the Training of Veterinary Services

3.2.3 SCOPE OF THE SERVICES

3.2.3.1 *Main outputs, target audiences, learning objectives, technical specifications*

The provider is requested to develop one e-module on the Chapter 7.14. of the WOAHP Terrestrial Animal Health Code, on the "killing of reptiles for their skins, meat and other products", to be included in the online catalogue of the WOAHP Training Portal, under Competency Package 7 on "Animal welfare".

Reptiles include those ranging from wild collection to ranching to farming, and therefore their killing can take in various 'slaughter places', from well-equipped and managed slaughterhouses to the forest directly; as a result, there are many differences in practices and perceptions of animal welfare at the time of killing the reptiles and this module should bring consistent AW considerations, and allow the VS staff – especially in the field – to detect any AW problems and have the tools to educate professionals working in the field.

The e-module will be destined to VS Staff **at expert level**, working with reptiles during the process of killing them for their skins, meat and other products at central and field level, and border posts (including Delegates and WOAHP Animal Welfare Focal Points).

Baseline documents

The tenderers will have to consider, but not limited to, the following technical documents to develop the requested e-module, all available online:

- Chapter 7.1. on Introduction to the recommendations for animal welfare
- Chapter 7.5. on Slaughter of animals
- Chapter 7.6. on Killing for disease control purposes
- Chapter 7.14. on Killing of reptiles for their skins, meat and other products
- Chapter 3.4 on Veterinary legislation
- CITES Convention (more as a background document)

Learning outcomes

At the end of the e-module, learners should be able to develop and implement a proper control programme for the implementation of the Chapter 7.14. "Killing of reptiles for their skins, meat and other products" of the WOAHA Terrestrial Animal Health Code (TAHC). Therefore, in the context of the Veterinary Services (VS) competencies, the following learning outcomes are expected to be achieved:

VS competencies
- The VS legislate for the effective implementation of Chapter 7.14 of the WOAHA TAHC by the professionals (central level) - The VS exercise regulatory and administrative control over for the effective implementation of Chapter 7.14 of the WOAHA TAHC by the professionals (regional and local level)
Learning outcomes
Central level <ul style="list-style-type: none">• Describe the basics of reptile's taxonomy, anatomy, and physiology• Explain the main provisions of WOAHA Chapter 7.14• Ensure that the provisions of Chapter 7.14 are properly reflected in national VS/AW legislation/regulations and in the national AW strategy• Design, put in place, and monitor a national control programme for the effective implementation of Chapter 7.14 in relevant facilities (reptile slaughter places)
Field level and border posts <ul style="list-style-type: none">• Describe the basics of reptile's taxonomy, anatomy, and physiology• Explain the main provisions of WOAHA Chapter 7.14• Identify the main resource and management-based measures useful for assessing the implementation of the recommendations of Chapter 7.14.,• Identify the main animal-based measures useful for assessing the implementation of the recommendation of Chapter 7.14.• Control the implementation of chapter 7.14 / national AW legislation/regulations, namely:<ul style="list-style-type: none">○ Assess the relevance of the facility AW plan○ Assess the relevance of the personal training programme and thereby the competencies of the personal○ Verify the origin/traceability of the animals to be slaughtered○ Assess if the restraint methods and equipment are appropriate and efficient○ Assess if the stunning methods and equipment (where relevant) are appropriate and efficient○ Assess if the killing methods and equipment are appropriate and efficient

Pre-requisites

The tenderer will have to identify the pre-requisites necessary to the target audiences (expert level) to attend the e-module and assess them through an entry test. They should notably include:

- Knowledge of the basic of reptile's taxonomy, anatomy, and physiology (not strictly necessary as the module will include an introduction on this, but recommended)
- Good command of the principles of animal welfare (at all steps and applicable to all species)
- Awareness of CITES requirements
- Knowledge of the reptile skin trade circuit /chain for different species and geographical areas (especially for wild caught animals)

Duration, format, structure and localization specifications

Duration: the module will have an overall duration of minimum 3 hours and maximum 4 hours (including videos, exercises, readings, etc.), divided into units.

Structure, format: the e-module will need to be developed according to the **WOAH Guidelines on WOAH e-modules development: core requirements** (format, structure, and process) which provide for high professional and academic standards. More specifically, an entry-test will assess the learner requirement to access the e-module, the introduction will present the module and its general learning objectives. Each unit will be composed of an introduction which includes the specific learning outcomes, a central part, a recap part, and an exercise to strengthen the learning and measure progresses, coherent with the defined objectives. A final assessment exercise will have to also be developed to evaluate learning. 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.

The tenderer must also respect **WOAH e-module visual identity**. Specific instructions will be provided to the awarded tenderer.

Localisation: the e-module will be offered to learners 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 consider multiculturalism and gender diversity. The pilot module will be developed in English. Localisations will be carried out in the other two WOAH official languages, French and Spanish. Localisation has to be 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).

Others:

In preparation of the pilot delivery, an enrollment procedure to guarantee global access to the e-module, should be implemented in collaboration with the WOAH. 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 WOAH. Answers should be provided within two working days in the three WOAH Official Languages (EN, FR, SP).

Upon validation of the e-module in the three languages by the WOAH, all source files have to be delivered in unencrypted version. The WOAH 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 standard authoring languages used on the market. Possible costs for product licenses (e.g. software) required for the development of the e-module must be included in the proposal. No out-of-date technologies should be used (e.g. Flash).

The eLearning module 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 WOAH who may wish to appoint other providers for these tasks.

Development steps and timeframe

The tenderer will have to propose their own work plan timeline according to the following template. The contract will last 8 months, during which the following mid-term and final deadlines will have to be respected:

3.2.4 RESPONSE STRUCTURE

E-module elaboration steps and timelines	M1	M2	M3	M4	M5	M6	M7	M8
Kick-off meeting, presentation of the eLearning modules' design and customisation of the visual identity								
eLearning modules' design and visual identity validated by WOAH								
Authoring and harmonization of the training contents in English								
Peer-review of the training contents and English proof-reading								
Implementation of the peer-reviewers improving suggestions								
Training contents validated by WOAH								
Storyboarding								
Storyboarding validated by WOAH								
Production of the e-learning modules in English								
Light demo production								
Light demo validated by WOAH								
Test by the authors and pedagogical peer-review								
eLearning modules validated by WOAH								
Debug, release and go-live in EN								
Translation of the storyboard in FR and ES								
Review of the translated storyboards by mother tongue experts								
Localisation of the learning objects in FR and ES								
eLearning modules in FR and ES validated by WOAH								
Debug, release and go-live in FR and ES								
Enrollment of participants								
EN learning modules pilot delivery								
FR and ES learning modules pilot delivery								
Refinement and maintenance								
Hand-over								
Hand-over validated by WOAH								
Final report								
Final report approved by WOAH								

The tender response should be provided in a WORD/PDF document (Document C). The technical offer should not be longer than 50 pages. Additional information relevant to the understanding of the response may be presented in annex and will not count against the maximum number of pages.

3.2.4.1 General company/consortium information

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

a. General information

- Company/ies name (and name of group if applicable);
- Structure and organisation
- Contact point name, phone number and email address;

b. Activities

- Company background review;
- Description of major activities related to the subject of this call for tender (development of eLearning modules, design, delivery and evaluation of communication strategies for recruitment and delivery).

c. Experience

- 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) and on communication initiatives carried out at international level for recruitment and delivery.

3.2.4.2 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.

3.2.4.3 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;
- entry prerequisites
- 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 WOAHP Privacy Policy (<https://www.WOAH.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 WOAHP 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.

3.2.4.4 *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.

An adequate number of human resources must be allocated to guarantee the respect of the project timeline.

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 WOAHP 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. The project manager will also have to lead the design, implementation, and evaluation of the communication strategy.

Requested experience: at least 10 years in the management of eLearning and communication 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 in the design of eLearning courses and the application of training methodologies in eLearning courses destined to professionals of Veterinary Services.

Subject matter experts, with minimum 7 years of relevant expertise in the area of production and killing of reptiles for their skin, meat and other products. The inclusion in the team of subject matter experts with such expertise, will guarantee the consistency of the learning contents to the reference context. Experience in the framework of the WOAAH 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 well as the development of the communication tools.

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".

3.2.4.5 *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.

3.2.4.6 *Additional information*

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

3.2.5 FINANCIAL OFFER

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

3.2.5.1 *Core Components*

The financial offer should be provided filling the document D lot 2, with the following information:

- Overall cost
- Cost breakdown:
 - o Project coordination, management, and administration
 - o Communication
 - 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 (7 % limit must not be exceeded)
- Daily rate of Operational team members

3.2.6 ORDER AND PAYMENT TERMS

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

- fifty percent (50%) of the price will be paid after validation by WOAAH of the storyboard;
- the balance payment will be issued upon reception and validation by WOAAH of the final report (month 8).

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

3.3 LOT 3 – PROVISION OF ONE E-MODULE ON AFRICAN SWINE FEVER IN WILD BOAR, BIOSECURITY MANAGEMENT AND PRACTICE AND OF ONE TOOLBOX ON PRACTICAL RECOMMENDATIONS FOR ASF BIOSECURITY DURING HUNTING

3.3.1 SERVICE DESCRIPTION

African swine fever (ASF) is a deadly pig disease that affects domestic and wild pigs. It is not a risk to human health, but affects animal welfare, causes severe production and economic losses, and can threaten food security worldwide.

For the purposes of this call, some considerations are reported below about the European context. In 2007 African Swine Fever (ASF), was introduced in the Caucasus and since then spread over several countries of Eastern and Northern Europe. The large-scale epidemic went thousands of kilometres away from its original incursion point in Georgia and, in addition to endemic establishment in domestic pigs, the disease eventually invaded populations of wild boar. In 2014-15 it became evident that circulation of this virus in the natural ecosystems developed into a self-sustained epidemiological cycle. By now, the disease already became endemic in wild boar populations in several countries and continues to expand its range in Europe, causing very serious concerns. Controlling this sylvatic epidemic of ASF is a very challenging task for the Veterinary Services, given complexity of disease epidemiology, lack of previous experience, unprecedented geographical scope of the problem, its transboundary and multi-sectoral nature.

As demonstrated in January 2022 by outbreaks in two new European countries, ASF is currently still spreading westward in Europe, and wild boars play a substantial role in transmission, spread, and as a reservoir. In Europe, wild boars are traditionally hunted, but hunters may not be sufficiently proficient in biosecurity rules when hunting to prevent the spread of ASF. On another hand, Veterinary Services may be knowledgeable of biosecurity in general, but may benefit from improved practical knowledge of wild boar biosecurity when hunting; they may also benefit from better engagement with the hunter community and its umbrella organizations. The engagement of both hunters and Veterinary Services is therefore essential in controlling the disease.

In order to promote best biosecurity practices during hunting operations and thereby limit and, if possible control the spread of ASF, the service provider is requested to develop an e-module associated with an information tool-box, to ensure the good understanding and implementation of biosecurity measures related to wild boar hunting operations in the context of ASF surveillance and control.

The module and the toolbox will have to be uploaded for use and delivery to WOAAH Training Portal (<https://training.WOAH.int>), which operates on a cloud-based hosted Moodle solution and runs on WOAAH hosting servers. This Learning Management System (LMS) used to deliver WOAAH online 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.

3.3.2 PROJECT ORGANISATION AND METHODOLOGY

3.3.2.1 *Planning and implementation schedule*

The requested services will have to be delivered in a 8-month period, starting from the contract signature date, as explained in detail in paragraph 3.3.3. 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.

3.3.2.2 *Governance*

WOAH 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, WOA Platform Secretariat, will be the WOA project manager and the contact point whom the awarded Tenderer will have to refer to. An internal WOA scientific and methodological team will be responsible for the deliverables' validation, as better explained in paragraph 3.3.3. The tenderer will have to appoint a project manager to coordinate the project itself and lead all communications with WOA.

3.3.2.3 *Methodological approach*

The tenderer will have to address all the technical specifications described in paragraph 3.3.3.

In addition, 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);
- WOA Platform for the Training of Veterinary Services. Guidelines for the development of WOA online modules: core requirements ([Course: Guidelines for the development of WOA e-modules: core requirements](#))
- WOA standards and guidelines as relevant for the achievement of the established Learning Objectives;
- WOA Standard Operating Procedure for e-Modules' Development (to be provided by WOA to the awarded tenderer)
- WOA Brand manual (to be provided to the awarded tenderer)
- WOA e-modules visual identity (to be provided to the awarded tenderer)
- Any other reference provided by the Secretariat of WOA Platform for the Training of Veterinary Services

3.3.3 SCOPE OF THE SERVICES

3.3.3.1 *Main outputs, target audiences, learning objectives, technical specifications*

For the development of the two activities, the provider will have to consider (but not limited to) the following

Baseline documents:

- [FAO-OIE Handbook on African swine fever in Wild boar: ecology and biosecurity](#). Following the recommendations of GF-TADs³ Standing Group of Experts on African swine fever, this handbook was designed in cooperation between WOA, FAO, and the EU. It is a technical, but, at the same time, practically usable, document containing a compendium of information about hunting management, biosecurity, and wild boar carcass disposal.
- Chapter 15.1 of the WOA Terrestrial animal health Code
- Section 4 of the WOA Terrestrial animal health Code

³ GF-TADs : Global Framework for the control of Transboundary Animal Diseases

ACTIVITY 1: e-module on African swine fever in wild boar - biosecurity management and practice

The provider is requested to produce one e-module on African swine fever in wild boar - biosecurity management and practice. It will be located in the e-catalog of the WOAHA Training Portal, under the Competency Package on Animal Health management (CP5); however, it will be complementary to several e-modules belonging to other Competency Packages such as CP7 on Animal Welfare, CP16 on wildlife and CP6 on emergency management.

This module will provide an opportunity for the Veterinary Services to gain a full understanding of ASF surveillance and control in the wild boar population and help the hunters implement responsible biosecurity and disposal practices in forest. Overall, it is about facilitating the implementation of the FAO-WOAH Handbook 'African swine fever in wild boar ecology and biosecurity' (in particular sections 1, 4, 5 and 7), as well as Chapter 15.1 on ASF and other relevant standards of the WOAHA Terrestrial Code as regards prevention and control of ASF in wild boar.

The primary audience of this eLearning module will be the Veterinary Services (in their public and private component according to WOAHA definition), who are expected, through their frequent contacts with hunters and hunter's associations, to disseminate the biosecurity knowledge and practices that they will have acquired thanks to the e-module. It is however proposed that the e-module be accessible on the WOAHA Training Portal via self-registration and enrolment, so as to also encourage the Hunters and their associations (secondary audience) to complete the e-module themselves. The communication strategy for the use of the e-module will therefore be instrumental to getting the right audience.

Learning outcomes

The E-module will contribute to the development of the following **competences** by the target audience, which is expected to achieve the following **learning outcomes**:

Module on ASF biosecurity in wild boars
<u>VS competences:</u> <ul style="list-style-type: none">- The VS have effective passive surveillance for ASF in wild boar. There are high levels of awareness and compliance with the need for prompt reporting from the field VS and the hunters- The VS undertake full epidemiological disease investigations with tracing and active follow-up with the support from the hunters- the VS communicate in an effective, transparent and timely manner with the Hunters and their associations to improve surveillance and biosecurity practices during hunting operations and at hunting places
Learning outcomes
Define: <ul style="list-style-type: none">• ASF epidemiology in wild boar (including their carcasses)• The characteristics of a surveillance system for ASF in wild boar• the main ASF control measures in wild boar (including wild boar population management and depopulation)
Explain: <ul style="list-style-type: none">• the main elements of a national strategy for carcass finding (passive surveillance) and disposal (rendering plants, incineration, burning, burial, etc)• the main biosecurity measures to implement in affected forests by ASF, including biosecurity measures to minimize the risk of mechanical transport of ASF virus outside the forest during the human exploitation of forest resources
Describe: <ul style="list-style-type: none">• the main components of a basic biosecurity management plan to be developed in each hunting ground in affected areas• a wild boar dressing area, offal and wild boar storage facilities of a hunting ground• the identification/traceability method to individually identify and store safely in the hunting ground all hunted wild boars until tested ASF-negative• the measures to take when a hunted wild boar is tested ASF positive• the procedure to re-authorized hunting, after a hunted wild boar is tested ASF positive
<ul style="list-style-type: none">• Identify the main ways and means to organize effective communication channels with the hunters and their associations, and raise their awareness on responsible biosecurity and disposal practices during hunting operations

Pre-requisites

The tenderer will have to identify the pre-requisites necessary to the target audiences to attend the e-module and assess them through an entry test. They should notably include:

- To have a good level of knowledge on ASF epidemiology, prevention and control measures
- To know the basis for epidemiology (descriptive, analytical, etc.)
- To know the main principles of biosecurity for disease prevention and control
- To have a good understanding of the hunting practices

Duration, format, structure and localization specifications

Duration: The module will have an overall duration of three hours (including videos, exercises, readings, etc.), divided into units.

Structure, format: the e-module will need to be developed according to the **WOAH Guidelines on WOA e-modules development: core requirements** (format, structure, and process) which provide for high professional and academic standards. More specifically, an entry-test will assess the learner requirement to access the e-module, the introduction will present the module and its general learning objectives. Each unit will be composed of an introduction which includes the specific learning outcomes, a central part, a recap part, and an exercise to strengthen the learning and measure progresses, coherent with the defined objectives. A final assessment exercise will have to also be developed to evaluate learning. 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.

The tenderer must also respect WOA **e-module visual identity**. Specific instructions will be provided to the awarded tenderer.

Localisation: Although primarily meant for users based in Europe, the e-module will be offered to learners 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 consider multiculturalism and gender diversity. The pilot module will be developed in English. Localisation will be carried out in French, Spanish and Russian.

Localisation has to be developed in the same source file of the pilot course. Every modification carried out in the pilot screens, should be reported to the other **three** languages automatically. Eventual necessary updates and mistakes in the **four** languages reported during the delivery phase, should be corrected (evolutive maintenance).

Others:

In preparation of the pilot delivery, an enrollment procedure to guarantee global access to the e-module, should be implemented in collaboration with the WOA. 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 WOA. Answers should be provided within two working days in the three WOA Official Languages (EN, FR, SP), and Russian.

Upon validation of the e-module in English, French, Spanish and Russian, all source files have to be delivered in unencrypted version. The WOA 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 standard authoring languages used on the market. Possible costs for product licenses (e.g. software) required for the development of the e-module must be included in the proposal. No out-of-date technologies should be used (e.g. Flash).

The eLearning module shall have to be developed in a way that allows easy update of its contents in English, French, Spanish and Russian, even after the contract conclusion. For this reason, the necessary software tools will have to be provided to the WOA who may wish to appoint other providers for these tasks.

The service provider will include an online learning assessment to measure learning progresses. A badge or certificate system will be delivered to participants passing the learning assessment, upon criteria to be defined by the Tenderer.

A **comprehensive communication strategy** to raise awareness of Veterinary Services and hunting Associations in Europe on the e-module and associated Toolbox will be provided.

Activity 2 - To elaborate a Toolbox on practical recommendations for ASF Biosecurity during hunting

This toolbox will host tools to help understand and reproduce best practices in biosecurity around the hunting process, with resources such as videos, posters, and other on line resources, and practical recommendations available on the web and published by the WOA and qualified WOA partners. It accompanies the e-module on African swine fever in wild boar - biosecurity management and practice but could also be used separately.

The toolbox is destined to the Veterinary Services and the hunters of Europe; it will have to be available in English, French, Spanish and Russian.

In addition to the baseline documents mentioned above, the Toolbox aims to include all relevant material from WOA, FAO, GF-TADs, and other provided of interest in the context of ASF prevention and control during hunting operations (a minimum list will be shared with the tenderer in due time). The provider is also expected to establish an inventory of existing resources via different ‘circles’, starting with WOA Collaborating Centers, to be proposed for integration in the Toolbox.

It is expected that the provider describe in the proposal the Toolbox format/structure (e.g., an interactive table – like a board game with several boxes – in which materials can be opened, downloaded, used, also translated if necessary).

The Toolbox will be designed to accommodate any kind of material format (MP4, PPT, PDF, etc).

An ‘expandable’ format is requested, for the WOA to populate it in a coherent way with new resources; therefore a full handover should be foreseen.

The Toolbox framework will have to allow users to switch language, including English, French, Spanish, and Russian. Only existing resources will be used therefore no translation is requested.

Development steps and timeframe

The tenderer will have to propose their own work plan timeline according to the following template. The contract will last 8 months, during which the following mid-term and final deadlines will have to be respected:

Kick off and final report	M1	M2	M3	M4	M5	M6	M7	M8
Kick-off meeting, presentation of the eLearning module and toolbox design and customisation of the visual identity								
Final report								
Final report approved by WOA								
E-module elaboration steps and timelines						M6	M7	M8
eLearning module design and visual identity validated by WOA								
Authoring and harmonization of the training contents in English								
Peer-review of the training contents and English proof-reading								
Implementation of the peer-reviewers improving suggestions								
Training contents validated by WOA								
Storyboarding								
Storyboarding validated by WOA								
Production of the e-module in English								

Light demo production								
Light demo validated by WOH								
Test by the authors and pedagogical peer-review								
eLearning modules validated by WOH								
Debug, release and go-live in EN								
Translation of the storyboard in FR, SP, and RU								
Review of the translated storyboards by mother tongue experts								
Localisation of the learning objects in FR, SP, and RU								
eLearning modules in RU validated by WOH								
Debug, release and go-live in FR, SP, and RU								
Enrollment of participants								
EN learning module pilot delivery								
FR, SP, and RU learning modules pilot delivery								
Refinement and maintenance								
Hand-over								
Hand-over validated by WOH								
Toolbox elaboration steps and timelines	M1	M2	M3	M4	M5	M6	M7	M8
Toolbox' design and visual identity validated by WOH								
Presentation of the Toolbox structure								
Toolbox's structure validated by WOH								
Toolbox development in EN, FR, SP, and RU								
Toolbox test								
Toolbox validation by WOH								
Refinement and maintenance								
Hand-over								
Hand-over validated by WOH								

3.3.4 RESPONSE STRUCTURE

The tender response should be provided in a WORD/PDF document (Document C). The technical offer should not be longer than 50 pages. Additional information relevant to the understanding of the response may be presented in annex and will not count against the maximum number of pages.

3.3.4.1 *General company/consortium information*

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

a. General information

- Company/ies name (and name of group if applicable);
- Structure and organisation
- Contact point name, phone number and email address;

b. Activities

- Company background review;
- Description of major activities related to the subject of this call for tender (development of eLearning modules and of communication strategies for recruitment and delivery, design and development of electronic tools for training and communication).

c. Experience

- 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) and on communication initiatives carried out at international level.

3.3.4.2 *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.

3.3.4.3 *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;
- entry prerequisites
- 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 WOAAH Privacy Policy [Privacy Policy - WOAAH - World Organisation for Animal Health](#);
- 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 WOAHA 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.

3.3.4.4 *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.

An adequate number of human resources must be allocated to guarantee the respect of the project timeline.

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 WOAHA 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. The project manager will also have to lead the design, implementation, and evaluation of the communication strategy.

Requested experience: at least 10 years in the management of eLearning and communication 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 in the design of eLearning courses and the application of training methodologies in eLearning courses destined to professionals of Veterinary Services.

Subject matter experts with minimum 10 years of relevant technical expertise in the area of African swine fever surveillance, prevention and control, especially in wild boar. A good understanding of the WOAHA knowledge system – in particular WOAHA standards and guidelines on disease prevention and control – is also required. The inclusion in the team of subject matter experts with expertise in the

previously mentioned areas will guarantee the consistency of the learning contents to the reference context. Experience in the framework of the WOAHA 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 well as the development of the communication tools.

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".

3.3.4.5 *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.

3.3.4.6 *Additional information*

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

3.3.5 FINANCIAL OFFER

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

3.3.5.1 *Core Components*

The financial offer should be provided filling the document D lot 3, with the following information:

- Overall cost
- Cost breakdown:
 - o Project coordination, management, and administration
 - o Toolbox
 - o eModule
 - o Authoring & peer-review
 - o IT development
 - o Graphic design
 - o Multimedia development
 - o Monitoring, assessment, reporting
 - o Localisations in French and Spanish, and Russian
 - o Other costs (should show what other consists of)
 - o Overheads (7 % limit must not be exceeded)
- Daily rate of Operational team members

3.3.6 ORDER AND PAYMENT TERMS

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

- fifty percent (50%) of the price will be paid after validation by WOAH of the storyboard and toolbox structure;
- the balance payment will be issued upon reception and validation by WOAH of the final report (month 8).

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

3.4 LOT 4 – PROVISION OF FIVE ELEARNING MODULES ON THE RESPONSIBLE USE OF ANTIMICROBIALS IN TERRESTRIAL AND AQUATIC ANIMALS

3.4.1 SERVICE DESCRIPTION

While the massive use of antimicrobials has taken place in human and animal health over recent decades, the world is confronting an accelerated increase in the emergence of antimicrobial resistance (AMR). AMR poses a worldwide health threat: its consequences, direct and indirect, can damage both human, animal, plant health and the environment. Furthermore, globalisation of the trade in food products, together with traditional and medical tourism, is allowing existing or future resistant bacteria to colonise the entire planet with ease, especially in the absence of preventive measures. Risks taken by one sector, by one country are thus liable to endanger the effectiveness and availability of antibiotics for all sectors across the whole planet. For all these reasons, antimicrobial agents constitute a global public good, and protecting their efficacy remains crucial.

The WOAH advocates the responsible and prudent use of antimicrobial agents (AMU), under the supervision of veterinarians who have been well trained and well supervised by veterinary statutory bodies. In this context, the Organisation publishes intergovernmental standards, guidelines and recommendations aimed at the Veterinary Services of its Members, working together with other competent authorities under a One Health approach.

The tender procedure referred to **Lot 4** is an invitation for interested service providers to submit a proposal regarding the development of five e-modules on the responsible use of antimicrobials in terrestrial and aquatic animals in compliance with WOAH standards and guidelines, to be included in the online catalogue of the WOAH Training Portal, under Competency Package 8 on “the responsible use of veterinary products”.

The table below addresses the level of knowledge, skills, and competencies for the three levels of expertise defined by the WOAH. For the purposes of this lot, all three levels will be targeted.

LEVEL	KNOWLEDGE	SKILLS	COMPETENCIES
DAY 1 Graduated level (refer to WOAH recommendations on the competencies of graduating veterinarians) and starting first work experiences (e.g. internship)	Comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge. It involves a critical understanding of theories and principles	A range of cognitive and practical skills required to accomplish tasks and solve problems, selecting and applying basic methods, tools, materials, and information	Take responsibility of completion of tasks and adapt own behaviour to circumstances in problem-solving. Exercise self-management in contexts of work

DAY 2 Between entry level in Veterinary Services and intermediate expertise	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
EXPERT Head of unit/ head of Department, experienced technical expert	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

The modules will have to be uploaded for use and delivery to the WOAHA Training Portal (<https://training.WOAH.int>), which operates on a cloud-based hosted Moodle solution and runs on WOAHA hosting servers. This Learning Management System (LMS) used to deliver WOAHA online 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.

3.4.2 PROJECT ORGANISATION AND METHODOLOGY

3.4.2.1 *Planning and implementation schedule*

The requested services will have to be delivered in a 10-month period, starting from the contract signature date, as explained in detail in paragraph 3.4.3. 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.

3.4.2.2 *Governance*

WOAHA 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, WOAHA Platform Secretariat, will be the WOAHA project manager and the contact point whom the awarded Tenderer will have to refer to. An internal WOAHA scientific and methodological team will be responsible for the deliverables' validation, as better explained in paragraph 3.4.3. The tenderer will have to appoint a project manager to coordinate the project itself and lead all communications with WOAHA.

3.4.2.3 *Methodological approach*

The tenderer will have to address all the technical specifications described in paragraph 3.4.3.

In addition, 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);

- WOAAH Platform for the Training of Veterinary Services. Guidelines for the development of WOAAH online modules: core requirements ([Course: Guidelines for the development of WOAAH e-modules: core requirements](#))
- WOAAH standards and guidelines as relevant for the achievement of the established Learning Objectives;
- WOAAH Standard Operating Procedure for e-Modules' Development (to be provided by WOAAH to the awarded tenderer)
- WOAAH Brand manual (to be provided to the awarded tenderer)
- WOAAH e-modules visual identity (to be provided to the awarded tenderer)
- Any other reference provided by the Secretariat of WOAAH Platform for the Training of Veterinary Services

3.4.3 SCOPE OF THE SERVICES

3.4.3.1 Main outputs, target audiences, learning objectives, technical specifications

The provider is requested to develop five e-modules on the responsible use of antimicrobials (AMU) in terrestrial and aquatic animals, to be included in the online catalogue of the WOAAH Training Portal, under Competency Package 8 on “the responsible use of veterinary products”. While being offered in the CP8, the e-modules can be combined and be complementary with other resources available in other competency packages (notably CP3 on risk analysis, CP5 for alternative prevention and control methods to the use of antimicrobials and CP11 on One Health), allowing learners to build their own customized learning plan.

Objectives: The e-modules aim to facilitate the implementation of the relevant AMR chapters under Section 6⁴ of the WOAAH terrestrial and aquatic animal health Codes (and other relevant guidelines or documents from WOAAH and when necessary from other international organisations) under a One Health approach. Arising from its mandate for the protection of animal health and food safety, WOAAH developed these chapters to provide guidance to Members in regard to risks in all animal sectors.

Audiences: the 5 e-modules are specifically geared for **Veterinary Services** and **Aquatic Animal Health Services** (as per WOAAH definition), whether at central, district or field level; some e-modules are for both veterinarians and VPPs, some are for veterinarians only.

The e-modules will also be made available to other national services (human, environmental), as needs be, as this is a One Health topic.

The tenderer will have to identify the pre-requisites necessary to the different target audiences to attend each e-module and assess them through an entry test.

Topics: five topics have been selected in priority, to already offer a training solution to respond to gaps in the responsible use of antimicrobials in terrestrial and aquatic animals; these are:

- E-module 1 – General introduction to AMR, with WOAAH's lens
- E-module 2 – Stewardship on AMR under One Health approach
- E-module 3 – Stewardship on AMR in terrestrial animals
- E-module 4 – Stewardship on AMR in aquatic animals
- E-module 5 – Building a OH national AMR Action Plan (with a focus on actions pertaining to the terrestrial and aquatic animal health sector)

Levels of education: the three levels (refer to table in section 3.4.1) are targeted as such:

Education levels	Terrestrial animals	Aquatic animals
Day 1 and VPP level e-module	General introduction to AMR, with WOAAH's lens	

⁴https://www.woah.org/en/what-we-do/standards/codes-and-manuals/terrestrial-code-online-access/index.php?id=169&L=1&htmlfile=titre_1.6.htm

https://www.woah.org/en/what-we-do/standards/codes-and-manuals/aquatic-code-online-access/index.php?id=169&L=1&htmlfile=titre_1.6.htm

	Stewardships on AMR under One Health approach	
Day 2 level e-modules	Stewardships on AMR in terrestrial animals	Stewardships on AMR in aquatic animals
Expert level e-modules	Building a national AMR Action Plan focused on the terrestrial and aquatic animal health sector	

Learning outcomes and pre-requisites

This set of e-modules will help learners understand the role of Veterinary Services and Aquatic Animal Health Services (AAHS) in the management of AMR and AMU, including in the framework of the One Health approach. Overall this is about improving VS and AAHS competency to regulate or control AMR and promote responsible AMU. Learners will also understand how contributing to the development of National Action Plans on the use of antimicrobials in animals, in a “One Health” approach and the interconnectedness of the health of humans, animals, plants and ecosystems, in line with WOAHS standards and guidelines and international AMR Frameworks.

More specifically for each e-module, learners are expected to achieve the following learning outcomes:

Learning outcomes	Pre-requisites
<p>The tenderer will have to identify the pre-requisites necessary to the target audiences (and their education level) to attend each e-module and assess them through an entry test. They should notably include:</p>	
<p>– E-module 1 – General introduction to AMR, with WOAHS's lens (day 1 and VPP)</p>	
<ul style="list-style-type: none"> • Understand the mechanisms leading to the development of antimicrobial resistance in common pathogens • Retrieve and interpret up-to-date and reliable information regarding the link between the use of antimicrobials in food animals and the development of antimicrobial resistance in pathogens of human importance • Identify the risks for animal and human health linked to the misuse of antimicrobials in terrestrial and aquatic animals • Describe the role of VS/AAHS in the prescription and delivery of antimicrobials • Define professional ethics and the principles of good governance of the Veterinary Services/AAHS as regards AMU and AMR • Understand the importance of biosecurity, good animal husbandry and alternatives to antibiotics in the prevention and control of animal diseases • Explain WOAHS's knowledge & systems on AMU and AMR, both for terrestrial and aquatic animals (including the ANimal antiMicrobial USE Global Database and the WOAHS list of Antimicrobial Agents of Veterinary Importance) <p><i>(this module will also include references to anti-parasitics and associated resistance)</i></p>	<ul style="list-style-type: none"> – Describe how to use common veterinary products in the appropriate manner (species, route of administration, dosage, etc.), including appropriate record keeping – Explain and utilise the concept of drug withdrawal time as a means to prevent drug residues in products of animal origin meant for human consumption, and know how to find up-to-date and reliable information regarding specific withdrawal times – Know the appropriate use of drugs and biologicals to ensure the safety of the food chain and the environment (e.g. proper disposal of biological waste).
<p>– E-module 2 – Stewardships on AMR under One Health approach (day 1 and VPP)</p>	
<ul style="list-style-type: none"> • Describe the impact of AMR on animal health, public health and the environment • Explain how the improper use of drugs can have adverse effects on public health, 	<ul style="list-style-type: none"> • Understand the One Health concept / approach • E-module 1

<p>notably how the improper administration of antimicrobials may contribute to the development of antimicrobial resistance</p> <ul style="list-style-type: none"> • Describe the principles for responsible management of antimicrobials and for their use's optimization in humans, plants and animals, as well as their impact in the environment • Understand the need for alignment and coordination of policy and advocacy initiatives aimed at combatting AMR across the human, animal and environmental health sectors • Understand the international Quadripartite framework to combat AMR under the One Health approach 	
<p>– E-module 3 – Stewardships on AMR in terrestrial animals (day 2)</p>	
<ul style="list-style-type: none"> • Apply the principles for a careful and responsible management of antimicrobials and for their use's optimization in animals, , as well as their impact in the environment • Understand the respective responsibilities of all actors (competent authorities, veterinarians, food animal producers, whole sale and retail distributors, etc.) in the use of antimicrobial agents in veterinary medicine • Describe the key requirements for VS to fight AMR (presence of adequate legislation on the use of antimicrobials; a veterinary profession which is well trained and supervised by law; allocation of the necessary resources to exercise the appropriate controls, etc.) • Contribute to the development of an AMR risk-assessment associated with antimicrobial agents and use in animals • Describe how to monitor the use of antimicrobial agents in animals at national level • List the key components of a national AMR Action Plan under a OH approach 	<ul style="list-style-type: none"> • E-modules 1 and 2
<p>– E-module 4 – Stewardships on AMR in aquatic animals (day 2)</p>	
<ul style="list-style-type: none"> • Apply the principles for a careful and responsible management of antimicrobials and for their use's optimization in aquatic animals, as well as their impact in the environment • Understand the respective responsibilities of all actors (competent authorities, veterinarians, and other aquatic animal health professionals, aquatic animal producers, whole sale and retail distributors, etc.) in the use of antimicrobial agents in aquatic animals • Describe the key requirements for VS and Aquatic Animal Health Services to fight AMR (presence of adequate legislation on the use of antimicrobials; a well trained workforce and supervised by law; allocation of the 	<ul style="list-style-type: none"> • E-modules 1 and 2

<p>necessary resources to exercise the appropriate controls, etc.)</p> <ul style="list-style-type: none"> • Contribute to the development of an AMR risk-assessment associated with antimicrobial agents and use in aquatic animals • Describe how to monitor the use of antimicrobial agents in aquatic animals at national level • List the key components of a national AMR Action Plan under a OH approach 	
<p>– E-module 5 – Building a national AMR Action Plan (NAP) focused on the terrestrial and aquatic animal health sector (expert level)</p>	
<ul style="list-style-type: none"> • Define the key components of a National Action Plan on AMR for terrestrial and aquatic animal health • Adopt the guiding principles for the development of a NAP • Elaborate a relevant process for the development of a NAP • Put in place the governance and the other necessary measures for the successful development, implementation and assessment of a NAP • Showcase best practices in NAP and define monitoring and assessment indicators <p><i>Note: for the development of this eModule, existing good and best practices for AMR NAP design and development will have to be considered. The tenderers are requested to describe how to incorporate them in the eModule design. WOAHA will facilitate the identification of such good and best practices.</i></p>	<ul style="list-style-type: none"> • Modules 1, 3 and/or 4 • Deep understanding and practical experience in cross-sectoral work under the One Health approach • Understanding of the Global Action Plan on AMR • Understanding and practical experience in monitoring & evaluation

Baseline documents

The tenderers will have to consider, but not limited to, the following technical documents to develop the requested e-modules, all available online:

Terrestrial Animal Health Code (section 6):

- Chapter 6.7. Introduction to the recommendations for controlling antimicrobial resistance
- Chapter 6.8. Harmonisation of national antimicrobial resistance surveillance and monitoring programmes
- Chapter 6.9. Monitoring of the quantities and usage patterns of antimicrobial agents used in food-producing animals
- Chapter 6.10. Responsible and prudent use of antimicrobial agents in veterinary medicine
- Chapter 6.11. Risk analysis for antimicrobial resistance arising from the use of antimicrobial agents in animals

Aquatic Animal Health Code (section 6)

<u>Chapter 6.1.</u>	Introduction to the recommendations for controlling antimicrobial resistance
<u>Chapter 6.2.</u>	Principles for responsible and prudent use of antimicrobial agents in aquatic animals
<u>Chapter 6.3.</u>	Monitoring of the quantities and usage patterns of antimicrobial agents used in aquatic animals
<u>Chapter 6.4.</u>	Development and harmonisation of national antimicrobial resistance surveillance and monitoring programmes for aquatic animals
<u>Chapter 6.5.</u>	Risk analysis for antimicrobial resistance arising from the use of antimicrobial agents in aquatic animals

[WOAH list of Antimicrobial Agents of Veterinary Importance](#)

All WOA (and FAO-WHO-UNEP) documents available on the [WOAH AMR Portal](#)

For e-module 5 specifically: [Antimicrobial resistance: a manual for developing national action plans](#) (FAO, WHO, WOA)

Duration, format, structure and localization specifications

Duration: the modules will have an overall duration of 2 to 3 hours for day 1 and day 2 levels and 4 to 6 hours for the expert level (including videos, exercises, readings, etc.), divided into units

Structure, format: the e-modules will need to be developed according to the **WOAH Guidelines on WOA e-modules development: core requirements** (format, structure, and process) which provide for high professional and academic standards. More specifically, an entry-test will assess the learner requirement to access the e-module, the introduction will present the module and its general learning objectives. Each unit will be composed of an introduction which includes the specific learning outcomes, a central part, a recap part, and an exercise to strengthen the learning and measure progresses, coherent with the defined objectives. A final assessment exercise will have to also be developed to evaluate learning. 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.

The tenderer must also respect WOA **e-module visual identity**. Specific instructions will be provided to the awarded tenderer.

Localisation: the e-modules will be offered to learners 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 consider multiculturalism and gender diversity. The pilot module will be developed in English, however WOA may decide to develop at least one pilot module in Spanish. Localisations will be carried out in the other two WOA official languages (French and Spanish), and Portuguese. Localisation has to be developed in the same source file of the pilot course. Every modification carried out in the pilot screens, should be reported to the other **three** languages automatically. Eventual necessary updates and mistakes in the **four** languages reported during the delivery phase, should be corrected (evolutive maintenance).

Others:

In preparation of the pilot delivery, an **enrolment** procedure to guarantee global access to the e-modules should be implemented in collaboration with the WOA. 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 WOAAH. Answers should be provided within two working days in the three WOAAH Official Languages (EN, FR, SP), and Portuguese.

Upon validation of the e-modules in the four languages by the WOAAH, all source files have to be delivered in unencrypted version. The WOAAH 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 standard authoring languages used on the market. Possible costs for product licenses (e.g. software) required for the development of the e-module 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 four languages, even after the contract conclusion. For this reason, the necessary software tools will have to be provided to the WOAAH who may wish to appoint other providers for these tasks.

Development steps and timeframe

The contract will last 11 months, during which the following timeline will have to be respected (red: provider; blue: WOAAH; green: includes both). Please note that the workplan and timeline will be validated at the kickoff meeting and some adaptations, modifications may be required:

E-module elaboration steps and timelines	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11
Kick-off meeting, presentation of the eLearning modules' design and customisation of the visual	Red										
eLearning modules' design and visual identity validated by WOAAH	Red										
Authoring and harmonization of the training contents in English	Red	Red	Red								
Peer-review of the training contents	Red	Red	Red	Red							
Implementation of the peer-reviewers improving suggestions		Red	Red	Red							
Training contents validated by WOAAH			Blue	Blue	Blue						
Storyboarding and English proof-reading				Red	Red	Red					
Storyboarding validated by WOAAH							Blue				
Production of the e-learning modules in English							Red	Red			
Test by the authors and pedagogical peer-review							Red	Red			
eLearning modules validated by WOAAH								Blue			
Debug, release and go-live in EN								Red	Milestone		
Translation of the storyboard in FR, ES, P								Red	Red		
Review of the translated storyboards by mother tongue experts									Red		
Localisation of the learning objects in FR, ES, P									Red	Red	
eLearning modules in FR, ES, P validated by WOAAH										Blue	
Debug, release and go-live in FR, ES, P										Red	
Enrollment of participants							Red	Red	Red		
EN learning modules pilot delivery										Red	Red

E-module elaboration steps and timelines	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11
FR, ES, P learning modules pilot delivery											
Refinement and maintenance											
Hand-over											
Hand-over validated by WOAH											
Final report											
Final report approved by WOAH											

3.4.4 RESPONSE STRUCTURE

The tender response should be provided in a WORD/PDF document (Document C). The technical offer should not be longer than 50 pages. Additional information relevant to the understanding of the response may be presented in annex and will not count against the maximum number of pages.

3.4.4.1 General company/consortium information

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

a. General information

- Company/ies name (and name of group if applicable);
- Structure and organisation
- Contact point name, phone number and email address;

b. Activities

- Company background review;
- Description of major activities related to the subject of this call for tender (development of eLearning modules, design, delivery and evaluation of communication strategies for recruitment and delivery).

c. Experience

- References related to international eLearning projects carried out in the last 5 years in the veterinary domain and/or public health, and/or One Health domains, including links to developed e-modules or demos (maximum 5 per company) and on communication initiatives carried out at international level for recruitment and delivery.

3.4.4.2 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.

3.4.4.3 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;
- entry prerequisites
- 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 WOAHA Privacy Policy (<https://www.WOAH.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 WOAHA 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.

3.4.4.4 *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.

An adequate number of human resources must be allocated to guarantee the respect of the project timeline.

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 WOAAH 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. The project manager will also have to lead the design, implementation, and evaluation of the communication strategy.

Requested experience: at least 10 years in the management of eLearning and communication 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 in the design of eLearning courses and the application of training methodologies in eLearning courses destined to professionals of Veterinary Services.

Subject matter experts, with minimum 7 years of relevant expertise in the area of responsible use of antimicrobials in humans, plants, animals and the environment, under a one health approach. The inclusion in the team of a minimum of three subject matter experts with such expertise, will guarantee the consistency of the learning contents to the reference context. Experience in the framework of the WOAAH context is an added value, as well as the international AMR framework under the Quadripartite.

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

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".

3.4.4.5 *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.

3.4.4.6 *Additional information*

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

3.4.5 **FINANCIAL OFFER**

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

3.4.5.1 Core Components

The financial offer should be provided filling the document D lot 4, with the following information:

- Overall cost
- Cost breakdown:
 - o Project coordination, management, and administration
 - o Communication
 - 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 (7 % limit must not be exceeded)
- Daily rate of Operational team members

3.4.6 ORDER AND PAYMENT TERMS

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

- Thirty percent (30%) of the price will be paid after validation by WOAAH of the training contents (month 5);
- Thirty percent (30%) of the price will be paid after the WOAAH validation of the eLearning modules in English (month 8);
- the balance payment will be issued upon reception and validation by WOAAH of the final report (month 11).

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