



World Organisation for Animal Health

Founded as OIE

Call for Expression of Interest	
Title	Evaluation of WOAHP Platform on Animal Welfare for Europe
Internal reference	RMO-SBU/CFEOI2023/1
Type of contract	Consultancy contract
Location	Remote (home-based)
Starting date	March 2023
Expected working days (approximate)	22 working days
Expected duration	March to September 2023 at the latest.
CFEOI launching date	24 January 2023
Submission deadline	08 February 2023 at 12:00 Brussels (local time)



1. CONTEXT

a. BACKGROUND

World Organisation for Animal Health (WOAH), with its statutory name “Office International des Epizooties”, was created on the 25th of January 1924. Currently organisation comprises 182 Members and maintains permanent relations with over 70 international and regional Organisations. WOAHH headquarters is based in Paris, organisation is represented by 13 regional offices around the globe.

WOAH as an intergovernmental organisation is a subject to public international law. It is responsible for improving animal health worldwide. The standards it develops for the trade of live animals and products of animal origin are recognized by the World Trade Organization as reference international sanitary rules ([Home - WOAHH - World Organisation for Animal Health](#)).

WOAH has set up five Regional Commissions to reflect the varying challenges facing its members in the different regions of the world. The Regional Commissions for Europe is composed of 53 Members. WOAHH provides regionally adapted services and technical expertise through the Regional Representation in Moscow, and two Sub-Regional Representation, in Astana and in Brussels.

The need for a regional mechanism aimed at improving animal welfare in Europe and enhancing regional dialogue was raised on several occasions by WOAHH Member countries during WOAHH regional Focal Points seminars for animal welfare and meetings of WOAHH Regional Commission for Europe.

This progressively led to the preparation of a Concept Note for WOAHH Platform on Animal Welfare for Europe (hereafter referred as the ‘AW Platform’), which was discussed during the 25th Conference of WOAHH Regional Commission for Europe in Fleesensee (Germany, 2012) and then unanimously adopted by WOAHH Regional Commission for Europe during the 81st General Session of the World Assembly of WOAHH Delegates in Paris (France, 2013). The Concept Note include provisions for the establishment of the AW Platform governance (Steering Group, and Secretariat held by WOAHH Sub-Regional Representation in Brussels) and the development of a 3-year Action Plan which would be mainly funded by the European Union. In addition, Regional Commission for Europe during 29th Regional Conference in 2020) adopted Terms of Reference of WOAHH Platform on Animal Welfare for Europe further defining functioning of the AW Platform. The long-term objective of the AW Platform is to improve animal welfare in Europe through activities which will assist Member Countries of the Regional Commission for Europe, particularly in Eastern Europe, to progressively comply with WOAHH standards on animal welfare and, where relevant, animal health. The activities of the AW Platform are targeting sets / groups of WOAHH Members in Europe according to the specific countries' need and relevance of the priority topic.

The AW Platform already completed implementation of the first Action Plan (2014-2016) and second Action Plan (2017-2019). Currently WOAHH implements the third Action Plan for 2021-2023. The desired impact of the third Action Plan is to improve animal welfare in Europe through the identified priority topics: slaughter, transport, stray dog population control, the welfare of animals in disasters and working equids. The outcome objective is to progressively improve the compliance of WOAHH Members from the region of Europe with WOAHH Animal Welfare standards as well as guidance on emergency preparedness. The third Action Plan ensures the continuity with the two previous Action Plans by building upon their achievements and focuses on strengthening the WOAHH Members involvement in the development of standards and the regional collaboration towards its implementation. The Action Plan is however a living and flexible document and adaptable to evolving animal welfare priorities and need of WOAHH Members in the region.

After eight years of existence, WOAHH AW Platform is now a well-established mechanism, well recognised in the whole region, fully in operation and benefitting from regular funding from a growing pool of donors. In this favourable context, WOAHH is aiming at continuing the mechanism and developing a fourth Action Plan (2024-2026), leveraging the successes from the previous ones and with a clear continuity between AW Platform's Action Plans.



b. PURPOSE

Considering the political and financial interest and support that the AW Platform generates, and the favourable outcome of the first evaluation done in 2019, it was deemed timely by WOAHA to launch an evaluation of the parts of the second Action Plan that were not evaluated by the 2019 evaluation and of the third Action Plans and more broadly of the functioning of WOAHA Platform on animal welfare for Europe, to take stock of what worked well, what did not towards achieving the goals, and to provide recommendations for the development and implementation of the fourth Action Plan of the AW Platform. This evaluation also goes along with the WOAHA Seventh Strategic Plan 2021–2025 which puts emphasis on result-based performance measurement.

The overarching objective of the evaluation is to provide (i) WOAHA authorities (General Assembly; Council, regional Commission for Europe) and Management (WOAHA Director General, Deputy Directors General and Heads of Departments and Regional and Sub Regional Representations of the Region), (ii) current and future donors, and (iii) AW Platform members and stakeholders with a reasoned and analytical assessment of the initiative as a basis to guide the future development of the AW Platform.

The Third AW Platform's Action Plan contains a Theory of Change that present the outcomes, outputs and impact and a comprehensive Result Framework that present the objectives, indicators for each objective, indicators details, and key assumptions and risks, for all activities of the AW Platform. The recommendations of the evaluation of the first Action Plan and part of the second Action Plan conducted in 2019 should be used as a baseline to measure progress made.

The AW Platform has a website (<https://awp.oie.int/>) that displays a lot of information on the activities of the Platform and can provide a better understanding of the work carried out.

The evaluation will be principally based on the information obtained from:

- Desk review of secondary data sources (Annex 3: provisional list of documents),
- Interviews with selected stakeholders and partners,
- Consultation of selected beneficiary countries (WOAHA Delegates and National Focal Points on Animal Welfare) of the AW Platform activities,
- Consultation of representatives of the business operators' organizations, civil society and independent experts from the beneficiary countries,
- Survey addressed to the focal points on animal welfare.

2. DUTIES AND RESPONSIBILITIES

a. OBJECTIVES OF THE ASSIGNMENT AND SCOPE OF WORK

The evaluation will assess the implementation across Europe at the end of the second Action Plan and the third Action Plan as currently underway. It will review both technical activities carried out as well as the general management and functioning of the AW Platform. While concrete outputs will be assessed to measure short and medium-term results, it will also review for further long-term implications such as, improvement at the national level (e.g. evolution/new animal welfare legislation, procedures document/fact sheets on animal welfare aspects). Considering that behavioural changes take time and animal welfare management is a complex and a multifactorial issue therefore it may be still difficult to assess long-term impact properly.

The evaluation aims at:

- i. Assessing the relevance, effectiveness and efficiency, and contributions towards the impact of implementing the second and third action plans of the WOAHA AW Platform to date. The effectiveness of the WOAHA AW Platform will be measured based on the general and specific objectives of the AW platform. An example of the impact at country level will be investigated through case studies. The assessment of the efficiency will be measured in relation to time delivery and cost efficiency.



- ii. Reviewing the implementation of the previous evaluation recommendations.
- iii. Providing recommendations for the preparation of the fourth Action Plan, identifying areas of further improvements both in terms of effectiveness and efficiency as well as management, scope and monitoring of activities.
- iv. Reviewing the current AW Platform theory of change and results framework to evaluate how they align to the current context and ensure the theory of change and results framework are fit for purpose of guiding effective and efficient monitoring and evaluation of the platform activities and results.

The evaluation will be managed by WOAHA Headquarters jointly with WOAHA AW Platform Secretariat, responsible for the conduct of the evaluation process (i.e. identifying the Evaluation Expert, finalising the methodology with the latter, and organizing the work) as well as for the delivery of the final report (i.e. quality control of the draft and final reports according to agreed-upon criteria). They will also either assist or advise the Evaluation Expert with administrative, logistical and financial issues relevant to the Evaluation. The AW Platform Secretariat will provide technical and operational input to the Evaluation Expert during the evaluation process, ensuring access to all documentation, sources of data and information, coordinating comments on the draft report and preparing a consolidated management response to the evaluation.

The Evaluation Expert will be responsible for co-developing the methodology and conducting the evaluation. In consultation with WOAHA, the Evaluation Expert will be free to review and expand the evaluation questions as well as to develop their own evaluation tools and framework, within the available timeframe and resources. The Evaluation Expert is responsible for providing all deliverables according to the agreed-upon structure within the validated schedule.

WOAHA Director General will be responsible for ensuring the dissemination of the evaluation and its management response.

b. EXPECTED OUTPUTS AND DELIVERABLES

This should follow the main evaluation phases and general deliverables as described below.

1. **Revised Evaluation Schedule:** this will include a revised schedule of planned activities as well as for the development of the report (validation of the structure, draft report submission, final report submission, comments integration).
2. **Inception Report:** based on the desktop review, this should include a detailed definition of the scope, a refined list of target stakeholders to interview and a detailed evaluation matrix of the evaluation questions, including the proposed source of data and relevant collection methodology. This should also include a detail definition of the case study(ies). A reviewed schedule of activities and deliverables should be included, as well as a preliminary report structure.
3. **First draft of the Final Report (draft report):** the draft report will be reviewed by the AW Platform secretariat and the Steering Group to ensure compliance with the evaluation TORs and circulated for comments among key stakeholders. The evaluation expert will be in charge of incorporating all relevant comments and suggestions.
4. **Final Report:** the final report will be prepared in English, following the validated structure (provide more detail if necessary), and provide evidence in response to the evaluation questions and in line with the evaluation TORs. It will include a set of recommendations to guide the development of the fourth Action Plan and, depending on time constraints, a set of straightforward and effective output and impact indicators. Major findings should also be provided in the form of a comprehensive PowerPoint presentation.



It is envisaged that the assignment will last 22 working days and take place over March to September 2023 at the latest, with a presentation of the result to the Steering Group in October 2023

* *Relevant stakeholders, including donors, will be given a minimum of one working week to provide comments on the draft report*

Deliverables	Deadline (prov.)	Days of work (prov.)
Kick-off meeting	20.03.2023	0,5
Background documentation review	24.04.2023	6
Interim meeting	24.04.2023	
Inception report	24.04.2023	0,5
Stakeholder consultations	22.05.2023	13
Two case studies	22.05.2023	
Draft report ready for circulation*	28.08.2023	
Final report and presentation format presented to WOA	25.09.2023	1,5
Presentation of results at the Steering Group meeting	10.2023 (TBD)	0,5

3. QUALIFICATIONS AND EXPERIENCE

The Evaluation Expert shall have had no previous direct involvement in the management or delivery of WOA AW Platform, and should respond to the following minimal requirements:

- Proven experience (at least 5 years) in evaluating projects at regional or international level;
- Experience in evaluating multi-donor programmes;
- Strong analytical and research skills (document review, ability to synthesize solid evaluative findings out of raw evidence);
- Excellent command of written and spoken English;
- Excellent communication skills both orally and in writing;
- Working experience in evaluations related to the veterinary sciences and institutional strengthening, in particular to animal welfare related issues (not limitative but considered as important asset);
- Working experience in the Balkans and West Eurasia countries will be considered as an asset.

4. WORK ARRANGEMENTS

a. ORGANISATION OF THE WORK

The main interlocutors for the evaluation will be the major stakeholders and persons who are either directly or indirectly involved in the Platform activities, namely:

- Selected beneficiary countries in Europe
- WOA Council Members and Bureau of the Regional Commission for Europe
- WOA senior management and Headquarter staff
- WOA AW Platform Secretariat
- WOA AW Platform donors
- Members and Observers of the Platform Steering Group
- Relevant key stakeholders in beneficiary countries such as business operator and civil society associations



- Others as needs arise.

An indicative of category of stakeholders to interview and the number of interviews planned by category is proposed in Annex 4.

For budget constraints, travel to the field will be limited; the evaluation structure will be the following:

- A preparatory phase, to finalise the evaluation TORs and schedule (through a kick-off video-conference workshop with WOA);
- A desktop review, which should ensure the delivery of an inception report to ensure understanding of the context and alignment with the TORs. An interim meeting (video-conference) will be scheduled before entering the next phase.
- An interview and analysis phase, which should ensure the delivery of a draft report to be circulated for comments to relevant stakeholders, including donors. Interviews will be conducted through phone or video-conference;
- Case study – input for the case study to be conducted through phone or video-conference and documents desk review; The finalisation of the report, incorporating comments deemed appropriate and developing, along with the finalised report, a short summary of main findings in presentation format (e.g. PowerPoint).

English will be the working language for written report and oral presentations / discussions. The work will be led by the AW Platform secretariat (RSR Brussels).

b. PAYMENT SCHEDULE

Payment will be issued by WOA upon validation of the deliverables and upon receipt of an invoice:

- Twenty percent (20%) of the contract value will be paid upon delivery of the background documentation review
- Fifty percent (50%) of the contract value will be paid upon reception and validation of the draft of report.
- Thirty percent (30%) of the contract value will be paid upon reception and validation of the final report.

WOAH will proceed to the payment of undisputed invoices within 45 days of their reception by bank transfer or cheque. The invoice should indicate the activities carried out.

5. STRUCTURE OF THE RESPONSE

Interested bidder(s) are invited to submit an Expression of Interest (EOI) including the following:

- CV
- Cover letter (1 page maximum)
- Sample of consultant's previous work, redacted if necessary
- Concept note describing the understanding of the context and the proposed methodology (maximum 5 pages)
- Annex 1 "Financial offer" duly completed and signed;
- Annex 2 "Declaration of integrity" duly completed and signed;



6. EVALUATION OF PROPOSALS AND AWARD OF THE CONTRACT

WOAH will proceed to an evaluation of all final proposals according to the criteria described below:

- criteria 1: technical criteria (60%)
 - Expertise (30%)
 - Demonstrated understanding of the context (30%)
 - Relevance and quality of the proposed methodology (40%)
- Criteria 2 : financial criteria (40%)
 - Global cost (100%)

Up to three bidders who will receive the best score according to the technical criteria will be invited to an interview to discuss his/her expertise and experience relevant to the call for expression of interest and expectations.

The oral presentation format will be the following:

- Self-Introduction: 5'
- Presentation of the understanding of the context and the proposed methodology: 15'
- Questions and answers: 10'.

7. RESPONSE PROCEDURE

a. Response process

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

b. Costs of Responses

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

c. Conditions of Participation

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

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

In participating to this consultation, a tenderer represents and warrants by doing so that:

- is not bankrupt or under mandatory liquidation, is not having its affairs administered by the courts, has not entered into an arrangement with creditors, is not the subject of proceedings concerning its business activities, or is not in any similar situation arising from a procedure provided for in national legislation or regulations;
- it or a person having powers of representation, decision-making or control over it or a member of an administrative, a management or a supervisory body has not been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal



organization, money laundering, offences linked to terrorist activities, child labour, human trafficking, creating or being a shell company or any other irregular or illegal activity ;

- it or persons having powers of representation, decision-making or control over it have not been guilty of professional misconduct, including misrepresentation.
- it is in compliance with all its obligations relating to the payment of social security contributions and of taxes in accordance with the national legislation or regulations of the country in which the Tenderer is established;

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

The REFINITIV WORLD-CHEK ONE global compliance screening platform will be consulted. In accordance with WOAHA's internal rules, the identification of a tenderer by this platform may lead to its exclusion.

d. Conflicts of Interest

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

In participating to this consultation, a tenderer represents and warrants that:

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

e. Bid submission

WOAHA places high value on a multicultural and positive work environment and seeks gender and geographical balance in its international consultants. WOAHA welcomes proposals of all qualified candidates, irrespective of their ethnic origin, gender, opinions or beliefs.

If you are interested in this call for expression of interest, please complete your bids online by clicking on the link below.

[APPLY HERE](#)

WOAHA, as a data controller, will process the personal data you provide in the bidder for the purposes of identifying a suitable Consultant, to support its work.



The data collected will be processed internally for the aforementioned purposes and for the resulting administrative acts, it shall be kept for the duration of the contract with you and in an intermediate archive for a duration of 10 during the audit period.

You have rights to access and rectify your personal data, as well as to request erasure and obtain data portability under certain circumstances.

To exercise these rights or if you have any questions about the processing of your data, you can contact our data protection officer at dpo@woah.org. For more information check our [Privacy Policy - WOA - World Organisation for Animal Health](#).

Should you have any questions, please contact rsr.bruxelles@woah.org.

To comply with disclosure requirements and enhance transparency, WOA shall publish on its [website](#) the following information about the Contract which shall be concluded with the awarded contractor: (i) the nature of the contract (ii) year of award (iii) name and locality of the Consultant; (iv) the title, purpose of the Consultant; and (v) the amount of this Agreement. WOA will not release or publish information that could reasonably be considered confidential or proprietary.

8. ANNEXES

Annex 1: The financial offer to be returned dully completed and signed

Annex 2: The declaration of integrity to be returned dully completed and signed

Annex 3: Provisional List of Documents

1. WOA AW Platform Concept Note
2. WOA AW Platform First Action Plan (2014-2016)
3. WOA AW Platform Second Action Plan (2017-2019)
4. WOA AW Platform Third Action Plan (2021-2023)
5. WOA AW Platform Advocacy Document
6. WOA AW Platform Steering Committee minutes
7. WOA AW Platform Activity Reports ()
8. Donor Reports (World Animal Health and Welfare Fund)
9. WOA AW Platform website
10. Report of the first evaluation of WOA AW platform (carried out in 2019)
11. WOA Seven Strategic Plan
12. WOA Global Website (animal welfare portal)

All the documentation will be provided by WOA AW Platform Secretariat.

Annex 4: List of categories of Stakeholders to Interview and number of interviews planned

- WOA senior management and Headquarters and RR/SRR (4)
- Members of WOA Council (1) and the Bureau of the Regional Commission for Europe (2)
- Platform Secretariat/ SRR Brussels (3)
- Platform donors (5)
- Members and Observers of the Platform Steering Group (5)
- Selected beneficiary countries in Europe (5)
- Platform key stakeholders (4)
- Previous Platform Secretariat (1)
- Others, as needs arise