



**World Organisation  
for Animal Health**  
Founded as OIE

SDI/COS2023/1

## **CONSULTATION OF SUPPLIERS**

### **FORESIGHT PROCESS**

## **WORLD ORGANISATION FOR ANIMAL HEALTH (WOAH)**

whose statutory name is  
“OFFICE INTERNATIONAL DES EPIZOOTIES”

**DEADLINE SUBMISSION : 12 APRIL 2023  
AT 12:00 P.M. (PARIS LOCAL TIME).**

**Bidders are informed that the following information has been modified:**

- **Section 6.2. “schedule” deadline to submit the tenders : 12 April 2023 12 pm (Paris local time)**
- **Section 4.2. “conditional tranche) has been added**
- **Annex 1 “conditional tranche” has been added**

**Contracting authority**

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whose statutory name is

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## **1. GENERAL TENDERING RULES**

### **1.1. GENERAL PURPOSE**

This consultation of suppliers (“tender procedure”) is an invitation for interested service providers to submit a proposal regarding the methodology and approach to employ participatory foresight process involving a diverse group people in the exploration, imagining, and designing of alternative futures.

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

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

### **1.2. CONFIDENTIALITY**

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

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

### **1.3. RESPONSE PROCESS**

WOAHA reserves the right to introduce non-substantial modifications to the tender documents. In the event that WOAHA, 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. WOAHA may extend the deadline for submission of tenders to all tenderers to allow tenderers to take into account these changes.

### **1.4. COSTS OF RESPONSES**

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

### **1.5. CONDITIONS OF PARTICIPATION**

Natural and legal persons as well as consortia (either officially established or constituted specifically for this consultation of suppliers) may apply.

If a consortium is tendering, it must indicate:

- whether it is joint-and-several liability or joint-liability only,
- the member who represents the consortium by providing a power of attorney.

Any change in the composition of the group during the procurement procedure may lead to the rejection of the tender. Any change in the composition of the group after the signature of the contract may lead to the termination of the contract.



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 of suppliers, a tenderer represents and warrants by doing so that:

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

Tenderers undertake to provide documentary evidence related to the items mentioned above upon request by 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.

#### **1.6. 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 of suppliers, 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 of suppliers;
- 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.

#### **1.7. PERIOD OF PROPOSAL VALIDITY**

Tenderers are bound by their proposals for 100 days after the deadline for submission or until they have been notified of non-award. The successful tenderer must maintain its offer for a further 60 days from the date of notification of the award.



## 1.8. DURATION OF THE CONTRACT

The Contract is expected to be performed over a period of 12 months from its signature.

## 1.9. WOAHP THRESHOLD

In accordance with the internal rules of WOAHP, consultation of suppliers' procedure applies to procurement contracts whose total value is less than EUR 100 000.

**Accordingly, any financial offer equal or exceeding this threshold (EUR 100 000) will be rejected.**

## 1.10. BUDGET

WOAHP decided not to communicate the amount of the budget allocated to the project.

However, bidders are invited to propose the financial offer (annex 1) they deem most economically appropriate taking into account that the financial proposal will be assessed as mentioned in section 6.4.

## 1.11. INVOICES

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

- Thirty percent (30%) of the total price will be paid after validation by WOAHP of deliverables from work package 1;
- Thirty percent (30%) of the total price will be paid after validation by WOAHP of deliverables work package 2;
- Twenty percent (20%) of the total price will be paid after validation by WOAHP of deliverables 1-3 from work package 3;
- The balance payment will be issued upon reception and validation by WOAHP of the final playbook.

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

## 2. EXECUTIVE SUMMARY

### 2.1. PROJECT BACKGROUND

In the Director General's presentation of the [Annual Report](#) the 89<sup>th</sup> General Session in May 2022 she referred to the need to "expect the unexpected". Specifically referring to the [Technical Item at the 87<sup>th</sup> General Session in 2019](#) which highlighted challenges that Veterinary Services must prepare for she noted that WOAHP has initiated reflections on future perspectives using foresight and futures literacy methodologies. In putting together the technical item – four scenarios for 2030 were created, although not in detail the scenarios are outlined in the report on the technical item. The awarded contractor will be provided with the questionnaires, responses and results of the foresight process used for the Technical Item for further analysis to support the scope of work outlined in this Consultation of Suppliers.

Also, in presentation on the Annual Report, the DG highlighted that the future also entails preparing to celebrate the organisation's 100<sup>th</sup> anniversary showcasing that the organisation is able to evolve to meet challenges (and identify opportunities) with enthusiasm. This is reflected in current communications



activities and in the rebranding of the organisation. The desire for WOAH is to be recognised as a dynamic organisation ready to enter another century of work.

For over a century the Organisation has been guided by a clear purpose: to improve animal health and welfare globally. WOAH can recount many stories from its 100-year history<sup>1</sup>, however, what stories can be told about and from the organisation in many years from now?

As part of WOAH's anniversary, it is proposed that a foresight process be implemented to engage 'WOAH key stakeholders'<sup>2</sup> to look at the opportunities and challenges along with some emerging ones to consider how these may impact animal health and welfare many decades from now and what sort of strategies we should consider today to meet the challenges of tomorrow.

## 2.2. PROJECT OBJECTIVES

The objectives are to use foresight methods (processes and frameworks) in an inclusive and participatory manner to further cultivate situational awareness of what changes, opportunities or disruptions are present and/or emerging both inside and outside of the animal health and welfare domains to inform decision making and strategies for WOAH and Veterinary Services.

More specifically:

- Mapping trends and drivers directly (micro-environment) and indirectly (macro-environment) impacting animal health and welfare domain that are shaping the future of Veterinary Services and WOAH's mandate,
- Co-design and co-facilitate workshops on the creation of alternative futures (scenario building) to consider possible strategies,
- Engage users and readers of the scenarios to write "day in the life" stories about the people, the technologies, the animals and environments involved in these futures as well as the role of Veterinary Services, WOAH and other actors and how they have adapted, mitigated issues and thrived in these futures,
- Writing reports and developing a "playbook" for the foresight process for WOAH and its Members' use.
- Contribute to communication products and publications on the outputs and results of the phases (work packages) of the foresight process.

The foresight process should be aligned with the values set out in the out in the 7<sup>th</sup> Strategic Plan to achieve the mission of WOAH, namely:

- **recognising value in diversity:** encouraging different points of view and seeking opportunities to leverage geographical, generational, cultural, gender and professional diversity,
- **promoting fairness and inclusion:** ensuring everyone works under the same rules and has the same opportunity to grow and succeed,

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<sup>1</sup> Twenty-eight States obtained an "international agreement" on 25 January 1924; the ratification of this agreement created the Office International des Epizooties (OIE).

<sup>2</sup> The stakeholder group is large: 182 Members (represented by Delegates of national governments; categorized in 5 regions: Africa, Americas, Asia and the Pacific, Europe and the Middle East), focal points which support the Delegates (for disease notification, aquatic animal health, veterinary products and antimicrobial resistance, wildlife, animal welfare, laboratories and communications), reference laboratories, collaborating centres, members of Specialist Commissions and Working Groups, WOAH staff (HQ and 13 Regional and sub-Regional offices, a staff complement of 250 people) and finally other partner organisations. WOAH is currently conducting a stakeholder mapping exercise to identify the "key" stakeholders to involve in this process.



- **encouraging trust:** empowering everyone to take responsibility and holding oneself and others accountable to put words into action,
- **instilling purpose:** building pride in contributing to the mission of the Organisation and committing one's best efforts to effect change.

### 3. PROJECT ORGANISATION

#### 3.1. PLANNING AND IMPLEMENTATION SCHEDULE

The total duration of the contract will be 12 months.

November 2023, the contents of the trend/driver book, and the scenarios are ready for use and to be published, launched for comms materials for the 100<sup>th</sup> anniversary celebrations starting in January 2024 and for the General Session in May 2024.

April 2024, the contents of the “day in the life stories” and the playbook are ready for use and to be presented at the General Session in May 2024.

#### 3.2. GOVERNANCE

Most if not all work (planning, discussions for the foresight process) with the WOAHS Foresight Advisor will take place remotely (virtually). However, as part of the proposal the tenderer should include at least one physical kick off meeting in at WOAHS Headquarters in Paris for planning purposes, as such the related travel costs must be detailed in the proposal. WOAHS does not have the funds to pull together face to face workshops (most workshops will be conducted online); however, the tenderer should include related travel costs and other facilitation related costs for themselves for at least one physical workshop in Paris to either develop or exploit the scenarios.

The main contact for this project is Tianna Brand, Foresight Advisor; she will work with other departments and units in WOAHS to coordinate on elements of the foresight process that may require their input or collaboration.

Logistics for online meetings or workshops (invitations, registration of participants, online meeting platform) will be organised by WOAHS and co-facilitation support will be provided. The participants list(s) will be generated by WOAHS in consultation with the awarded contractor. The awarded contractor will be expected to moderate meetings/workshops with the Foresight Advisor, and prepare the agenda in consultation with WOAHS, prepare report templates to collect key information from the workshops, and prepare briefing materials (pre- and post- workshop) to be provided to participants.

During the contract for the foresight process, regular meetings (frequency to be determined) between the Foresight Advisor and the awarded contractor will also take place.

Tenderers are informed that all Deliverables, including draft and final work products, are “works made for hire” exclusively for WOAHS. The awarded tenderer will assign to WOAHS all rights, title and interest in and to all such Deliverables. WOAHS may use or pursue all Deliverables without restriction or additional compensation.



## 4. SCOPE OF THE SERVICES

### 4.1. FIRM TRANCHE

The awarded contractor will allow for close cooperation through regular (frequency to be determined) virtual meetings with the Foresight Advisor at WOAH and propose a team of experts to carry out the following, partly overlapping work packages:

#### 4.1.1. WORK PACKAGE # 1: UNDERSTANDING WHERE WE ARE TODAY – TREND AND DRIVER IDENTIFICATION AND ANALYSIS TO REDUCE BLIND SPOTS

For reference, over the past year, WOAH has started to collect scans on trends, issues and events through a basic scanning process looking at the push and pull of the future and considering point of impact questions. Furthermore, trends and challenges in the [7th Strategic Plan](#) trends and challenges were identified. In addition, the list of “external factors” identified in the 2019 Technical Item is another source information to consider in mapping out what is taking place and changing today.

In addition, WOAH is conducting a literature review of other foresight processes and studies conducted to date across the globe related to agriculture, livestock production, aquaculture, animal health and welfare, antimicrobial resistance to identify drivers and trends shaping the future of Veterinary Services and the delivery of WOAH’s mandate.

The awarded contractor should use the information mentioned above as part of the sources for analysing where we are today as well as describe/propose a method to scan for and map out emerging trends and drivers directly (micro-environment) and indirectly (macro-environment) impacting animal health and welfare domain<sup>3</sup> and that are shaping the future of Veterinary Services and WOAH’s mandate.

In addition, the tenderer is expected to identify and collect sources of “game-changing” information or ideas such as visions, wild cards that go beyond the mainstream literature, media and thinking. The sources and methodology for the collection and criteria for the selection of the game-changing information will be determined in cooperation with WOAH.

As part of this work package and to prepare for the work package involving scenario building for futures representing 2050, the tenderer is expected to conduct (moderate) a process to identify and select the most uncertain and relevant drivers. WOAH does not have the funds to pull together face to face workshops; however, desires that the process of selection involves ‘WOAH key stakeholders’ and be as interactive and inclusive as possible to leverage diverse perspectives. Depending on how the interactive processes are set up, there may be sessions (or break- out rooms) where French and/or Spanish will be the language for facilitation.

The purpose of this task is also to gather additional relevant information and knowledge (possibly other important game changers not captured in tasks 1a and 1b) and stimulate other insights, ideas, and views (from geographic and/or cultural perspectives).

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<sup>3</sup> In the context of WOAH’s mandate, animals are aquatic animals, and terrestrial animals (typically livestock including bees) raised for food or raised for their products as well as wildlife



Tasks and Deliverables will include at a minimum:

| Tasks  | Deliverables  | Timeframe for Completion   |
|--|---|--|
| <p>1a. Using existing knowledge and other sources map out the emerging trends and drivers directly and indirectly impacting the animal health and welfare domain.</p> <p>1b. Identification and collection of game-changing visions, trends, wild cards and “what if” questions/scenarios that reveal other challenges and opportunities, uncertainty, contradictions not considered before (or even ignored).</p> | <p>Synthesis and analysis of the elements from Task 1a. and 1b in an interim trend and driver report. The report includes the sources consulted, and an overview of the methods used.</p> | <p>1.5 months after signing the contract (week 6 of the contract)</p>                                    |
| <p>2. Define a methodology and process for the selection of key uncertainties and relevant signals of change.</p>  | <p>An agenda, briefing materials (pre &amp; post) workshops, a concept note that describes the selection method to be employed and identifies how it will be employed.</p>                | <p>Week 8 of the contract, approx.</p>   |
| <p>3. Develop online interactive workshops using the methodology above in task 2. for the selection of key uncertainties and relevant signals of change with WOAH contacts for scenario building described in work package 2.</p>  | <p>Conduct online interactive workshops using the methodology above in task 2.<br/>Written report(s) that outlines the method(s) used and that capture the results of the workshops.</p>  | <p>Workshops:<br/>Weeks 9-17 of the contract<br/><br/>Report(s)<br/>Weeks 18-19 of the contract</p>      |
| <p>4. The writing of a Trend and Driver book based on the results of the tasks and deliverables.</p>   | <p>First draft of trend/driver book.<br/><br/>Final draft of trend/driver book.</p>   | <p>First draft:<br/>Week 20-21 of the contract<br/><br/>Final draft:<br/>Week 22-23 of the contract.</p> |



#### 4.1.2. WORK PACKAGE # 2: SCENARIO BUILDING

There is no one official future or set of predetermined futures before us. WOAHA has several scenarios representing alternative futures generated thru strategic foresight methods<sup>4</sup> and through Futures Literacy Laboratories<sup>5</sup> co-designed with UNESCO; along with a set of scenarios created by students in the d.futures course at the EmLyon Business School<sup>6</sup>. The awarded contractor will be provided with the details of the scenarios and is welcome to incorporate them into their proposed foresight process.

For the foresight process, the tenderer will propose and facilitate an interactive process(es) (online) for the development of scenarios that uses the insights from Work Package 1 tasks and deliverables and that are representative of the insights, perspectives, and realities of WOAHA and its 182 Members (Members are identified in the 5 geographical regions – Africa, Americas, Asia and the Pacific, Europe and the Middle East). Depending on how the interactive processes are set up, there may be sessions (or break- out rooms) where French and/or Spanish will be the language for facilitation. Keeping in mind that the scenarios are to be used to consider possible strategies, the overall outcome of the building scenarios is informed narratives or stories about alternative futures for decision making and enhancing the learning and imagination of the participants and the Organisation.

| Tasks  | Deliverables   | Timeframe  |
|--|--|--|
| 1. Define the scenario building process to be employed and provide an outline for the facilitation and implementation of workshops.  | An agenda, briefing materials (pre & post) workshops, concept note that describes the scenario building process to be employed.  | Weeks 20-25 of the contract  |
| 2. Conduct online interactive workshops using the methodology outlined for task 1 above.   | A written report(s) that identifies the methodology and steps involved to build the scenarios and capture the results of the process in a written report(s).   | Weeks 26-30 of the contract  |
| 3. Write up the scenarios that meet the following requirements: <b>plausible</b> (what might happen), <b>different</b> (scenarios should not be variations of one another), <b>useful</b> (in decision making and in generating strategies), <b>challenging</b> (stretches the thinking, challenges assumptions) | Convert the workshop outputs into fleshed out scenarios; the scenarios should describe what is happening in 2050, keeping in mind that the scenarios will be used in work package 3 below for use in strategy development and “day in the life” stories. | Weeks 31-33 of the contract<br><br>Note that the scenarios are intended to be used for the 100 <sup>th</sup> anniversary celebrations starting in January 2024, hence they must be completed in November 2023. |

<sup>4</sup> Technical Item 2019, four Future Scenarios for 2030 which include a “business as usual” scenario, a preferred or desired future (Green Growth with Equity), and two “wildcard” scenarios (The No-meat World and The Coming Plague), were created to engage WOAHA Members to explore issues characterized by uncertainty and complexity in the context to assess preparedness of Veterinary Services.

<sup>5</sup> “Reframe scenario” – an undesirable, implausible scenario created for the Futures Literacy Laboratory “Climate Response in 2040”. Details of the scenario are published here <https://bulletin.woah.org/?p=22026> The report from this laboratory is set to be published in early 2023. Other scenarios for a Futures Literacy Laboratory in October 2022 on the “Futures of Collaboration, Partnership and Multilateralism” that were based on the four scenarios identified in point b. above and on OECD’s [Global Scenarios 2035](https://www.oecd.org/futures/global-scenarios-2035/)

<sup>6</sup> Four scenarios for 2030 (PhilanthropOIE, Nature Backed into a Corner, Big Farma, DIY Animal Health) inspired by Oxford Scenario Programme and UNESCO Futures Literacy Laboratories. <https://www.linkedin.com/pulse/future-animal-health-human-joshua-polchar/?trackingId=qhLXRg%2F7sD1M4JSF7iEu%2FQ%3D%3D>



#### 4.1.3. WORK PACKAGE # 3: ENGAGING WITH MULTIPLE FUTURES

The purpose of the scenarios (created in work package 2) is to generate strategies. More specifically, use the scenarios to explore and think about what could change, use these insights from the scenario building to consider possible generic strategies (i.e., what might the scenarios mean at a high level for organisations or a group people) in the context of improving animal health and welfare. In this regard, online interactive workshops to engage WOA key stakeholders with scenarios to generate strategies is expected.

In addition, to support the communications aspects for 100<sup>th</sup> anniversary, the tenderer will propose means for engaging people to write stories about what the role of WOA, Veterinary Services and other actors are, and how they have adapted, mitigated issues, and thrived etc. in the futures described in the scenarios.

Finally, the awarded contractor will in close cooperation with the Foresight Advisor, write a “playbook” for the foresight process used as a set of publicly available guidelines that can be used by WOA and its Members to apply these methods in their planning and futures thinking processes.

| Tasks   | Deliverables  | Timeframe  |
|---|---|--|
| 1. Design interactive online workshops to generate generic strategies arising from the conditions of the scenarios with the aim to explore the future, thinking about what could change and what would need to be put in place today for tomorrow.  | An agenda, briefing materials (pre & post) workshops, concept note that describes the process to be employed.   | Weeks 34-36 of the contract  |
| 2. Conduct online interactive workshops using the methodology outlined for task 1 above.  | Conduct workshops & written report(s) that identifies the methodology and steps involved to create strategies and capture the results of the process in a written report(s).  | Weeks 39 – 45 of the contract  |
| 3. Design a process to engage people to write stories about what the role of WOA, Veterinary Services and other actors are, and how they have adapted, mitigated issues, and thrived etc. in the futures described in the scenarios.  | An agenda, briefing materials (pre & post) workshops, concept note that describes the process to be employed.<br><br>Conduct a workshop with selected WOA key contacts to test out this process, draft the stories that arise from this workshop and a workshop report. | Agenda & briefing material:<br>Weeks 34-36 of the contract<br><br>Workshop, report and stories:<br>Weeks 46-49 of the contract |
| 4. Develop a playbook (guidelines) of 50 – 100 pages which outlines the foresight process and includes examples of the results from the activities and deliverables.<br><br>The playbook should be written in a manner that allows anyone to repeat the process from start to finish. It should also include other practical exercises such a means of monitoring signals (e.g., uncertainty dashboards) that point to elements of or the scenarios coming to fruition.<br><br>Ideas for the playbook should be included in the offer. The publication will be shaped and agreed upon with WOA. | Draft playbook<br><br>Final playbook  | Draft playbook:<br>Weeks 39 – 45 of the contract<br><br>Final playbook:<br>Weeks 49 - 52                                       |



## 4.2. CONDITIONAL TRANCHE

Should time and budget permit, WOAHA may request to the awarded contractor additional physical meetings in at WOAHA Headquarters in Paris or in any other [WOAHA Regional or Subregional representations](#).

However, the implementation of this conditional tranche of work will depend on a decision by WOAHA which will be notified to the awarded contractor under conditions set out in the Contract.

If WOAHA determines that additional physical meeting is required, the following rules will apply, including:

- Air or train tickets (economy class) will be provided by WOAHA, or will be purchased by the awarded contractor and reimbursed by WOAHA (on the basis of a capped amount which shall be communicated in due course by WOAHA to the awarded contractor), whichever option is most convenient and economical.
- Terminal expenses will be reimbursed on the basis of original receipts and bank statements justifying claimed expenses and charges.

WOAHA will reimburse a daily subsistence allowance based on a per-diem of EUR 160, as follows, subject to the presentation of evidence of the number of nights spent (hotel invoice):

- the number of per diems is equal to the number of nights;
- a round trip made the same day gives entitlement to half a per-diem;

The awarded contractor shall be reimbursed within a reasonable time after receipt of the relevant documentation.

Tenderer should complete the financial offer (annex 1) with a daily rate for physical meetings.

## 5. PROPOSAL STRUCTURE

While it is understood that the methodology, approach and timeline will be finalised with the awarded contractor(s) and constitute an important deliverable of the project once started, responses to this consultation should cover the following elements to provide sufficient background to the evaluation of the offers and ensure homogenous assessment.

Please note that the participants in the foresight process will be sourced from 'WOAHA key stakeholders' which are the Delegates (of which there are 182), focal points which support the Delegates (for disease notification, aquatic animal health, veterinary products and antimicrobial resistance, wildlife, animal welfare, laboratories and communications), reference laboratories, collaborating centres, members of Specialist Commissions and Working Groups, WOAHA staff (HQ and 13 Regional and sub-Regional offices, a staff complement of 250 people) and finally other partner organisations. The tenderers are also welcomed to suggest other participants that could bring other perspectives to the table during the foresight process.

For the implementation of the foresight process, the proposal should describe the foresight methods to be used in the work packages including the number of and format (virtual, remote) and length (hours, days) of workshops, kick off events (including ideal number of participants) or other methods (e.g., real-time or asynchronous delphi surveys) to engage 'WOAHA key contacts' in the work packages.

### 5.1. TECHNICAL RESPONSE

The tender response should be provided in a PDF document, no longer than 10 pages.



### **5.1.1 General information**

This section should include information on the tender(s). The tenderer may be a company that offers foresight services or a consortium of foresight practitioners.

The minimum information required is:

- Company OR consortium; members name and website (if any);
- Structure;
- Contact point name, phone number and email address;
- Background and description of experience in designing and implementing participatory foresight processes. Ideally, the tenderer has designed foresight exercises and processes on a global scale and for a diverse group of participants in the Americas (North America, Latin America and the Caribbean), Africa, Asia and the Pacific, Middle East, and Europe (Western and Eastern).
- Description of other strengths and distinguishing features such as language capacities (written and spoken English, French and Spanish are a must, other languages are assets), cultural and gender diversity of its professionals.

### **5.1.2 Methodology for work packages**

This section should provide a description of the envisioned methodology and approach (foresight frameworks, sets of foresight methods and/or individual foresight methods) for each of the work packages (Section 4).

Where there is engagement of WOAH key stakeholders, this section should also include the number of, format (as well identify online platform and other technologies to be used) and length (hours, days) of workshops (and other activities) for participants (including the ideal number of participants).

### **5.1.3 General project management methodology and proposed schedule**

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

### **5.1.4 Allocated human resources**

This section should identify the professional profiles (field of expertise, seniority etc.) of at least three experts proposed throughout the project and according to each stage of the methodology established in the previous section.

It should include a rationale for the team set-up and clearly underline how the team members skill sets are applicable to implementation and completion of the work packages outlined in Section 4 above provide a short biography of the identified consultant and justification of his/her role in the project.

A short CV for each consultant (no longer than 2 pages) with reference to relevant experience should be annexed to the main response document.



### **5.1.5 Success – risk factors**

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

### **5.1.6 Additional information**

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

## **5.2. FINANCIAL OFFER**

The financial offer (annex 1 to be completed and signed by the tenderers) should be provided in EURO and quoted free of all duties, taxes, VAT and other charges.

### **5.2.1 Core Components**

The financial offer should provide:

- An overall cost for the entire project;
- A detail of the budget per work package.

### **5.2.2 Travel and Accommodation**

Most if not all work (planning, discussions for the foresight process) with the WOAHA Foresight Advisor will take place remotely (virtually). However, as part of the proposal the tenderer should identify in person at WOAHA premises (preference in Paris at WOAHA HQ) planning meetings, as such the related travel costs must be detailed in the proposal.

### **5.2.3 Order and payment terms**

Tenderers should detail expected terms of payment and settlement periods (if they differ from WOAHA conditions set out in section **1.7 Invoicing** of this document).

## **6. RESPONSE PROCEDURE**

### **6.1. WOAHA CONTACT POINT**

Tianna Brand, Foresight Advisor

International Standards and Science Directorate

Tel: (33) 01 44 15 18 88

Email: t.brand@woah.org



## 6.2. SCHEDULE

|   |  |
|---|--|
| <b>Launching date of this Consultation of suppliers</b> | 21 March 2023  |
| <b>Documents of the Consultation modified</b>           | <b>27 March 2023</b>                                   |
| <b>Response reception</b>                               | <b>12 April 2023 at 12 :00 p.m. (Paris local time)</b> |
| <b>Contract award and supplier selection</b>            | <b>8 May 2023</b>                                      |

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

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

## 6.3. RESPONSE FORMAT

If you are interested in this consultation of suppliers, please complete your bids online by clicking on the link below.

[APPLY HERE](#)

Bids must be submitted in English.

WOAHA, as a data controller, will process the personal data you provide in the response 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](mailto:dpo@woah.org). For more information check our Privacy Policy: [Privacy Policy - WOAHA - World Organisation for Animal Health](#)".

Should you have any questions, please contact Tianna Brand: [t.brand@woah.org](mailto:t.brand@woah.org) .

To comply with disclosure requirements and enhance transparency, WOAHA 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 Service provider; (iv) the title, purpose of the Service provider; and (v) the amount of this Agreement. WOAHA will not release or publish information that could reasonably be considered confidential or proprietary.

Tenders should include:

- The technical offer (valid for 100 days from the day of tender submission)
- The financial offer (valid for 100 days from the day of tender submission)

Please make specific reference in the response to any legitimately and appropriately confidential or proprietary material contained in the response. Such information included in the responses to the consultation of suppliers will be kept confidential by WOAHA.

**Reminder:** responses should be submitted by **12 April at 12:00 pm(Paris local time)**. Any proposal received past this deadline will be excluded from the consultation of suppliers process.



#### **6.4. EVALUATION OF PROPOSALS AND AWARD OF THE CONTRACT**

WOAH will proceed to an evaluation of all offers according to the criteria described below.

##### **Criteria 1 : technical criteria (70%):**

- Demonstrated understanding of the context and experience in participatory foresight process working in a multicultural context and with the public sector (40%)
- Relevance and quality of the proposed methodology and associated work plan (30%)
- Relevance and quality of the proposed project team (30%)

##### **Criteria 2 : financial criteria (30%):**

- Global cost (100%)

Up to three tenderers who will receive the best score according to the above mentioned criteria will be invited to an interview to discuss and present its tender.

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

WOAH will award the contract to the most economically advantageous proposal, based on the above criteria.

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



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## 7. 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