Terms of Reference
Call for tenders for the implementation of a Digital Transformation Plan

1. About the OIV

The International Organisation of Vine and Wine (OIV) is an intergovernmental organisation of scientific and technical nature of recognised competence for its works concerning vines, wine, wine-based beverages, table grapes, raisins and other vine-based products.
In the framework of its competence, the missions of the OIV are the following:

  a) to inform its members of measures whereby the concerns of producers, consumers and other players in the vine and wine products sector may be taken into consideration
  b) to assist other international organisations, both intergovernmental and non-governmental, especially those which carry out standardisation activities
  c) to contribute to international harmonisation of existing practices and standards and, as necessary, to the preparation of new international standards in order to improve the conditions for producing and marketing vine and wine products, and to help ensure that the interests of consumers are taken into account

These missions are laid out in a five-year Strategic Plan (see annex A), which inspires the activity of the OIV for the period 2020-2024 by setting its objectives and priorities. The current Strategic Plan is constructed around 6 main axes:

  - AXIS I: Promote environmentally friendly vitiviniculture
  - AXIS II: Promote economic activity according to principles of sustainable development and of growth and globalisation of markets
  - AXIS III: Contribute to social development through vitiviniculture
  - AXIS IV: Pursue the development of a harmonised regulatory environment
  - AXIS V: Facilitate the digital transition of the sector
  - AXIS VI: Consolidate the role of the OIV as a global scientific, technical, and cultural reference organisation

For a better understanding of the complex structure and functioning of the organisation it is highly recommended that the document "Understanding the OIV" in Annex B is consulted. In addition, the internal structure of the OIV staff based in the Paris headquarters is presented in Annex C.

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2. Project background and scope of work

In an effort to keep up with the pace of the digitalisation process that is currently affecting all sectors of the economy, including the international public sector, the OIV has selected in 2020 an IT consultant to collaborate on the design and planning of a comprehensive and detailed strategy for the digital transformation of the organisation (see annex D for an overview of the methodology and main outcomes of the consultancy).

The final output of the consultancy consisted of a three-year roadmap that will help the OIV in setting up solid basis for its future and becoming a leader in its field. To do so, the OIV needs to augment and optimize its capacity and efficiency in terms of both internal/external communication with its stakeholders and data/information management. At the same time, the image of the OIV as reference body in the sector should be reinforced and the capacity to effectively serve its Member States should be improved.

At the core of this plan, there is an IT that is user centric, connected, able to simplify and rationalise internal processes, and based on secured foundations. The project encompasses, in an organic and structural plan, different areas of intervention that are defined in chapter 3.

It is in this context the General Direction of the OIV has decided to launch a call for tenders to identify and select one or more IT partners that will implement the three-year digital transformation plan. The OIV expects to receive tenders that are complete and which meet the organizational, functional and technical requirements as described in this document, so to select the most suitable candidates after careful assessment.

3. Initiatives portfolio

The expected output of this project is the implementation of all the initiatives that compose the Digital Transformation (DT) Plan of the OIV. Each initiative has been assigned to one of the following 5 modules: (A) digital platforms, (B) data, (C) codification, (D) digitisation, and (E) services.

For each initiative, a summary table has been created with information on the objectives, expected benefits, time and budget restrictions. The full list of initiatives is available below.

Remark: for the rules on how to apply and submit the tenders, please refer to chapter 6 of this document.

A. Digital Platforms

The Digital platforms module aims at connecting all the stakeholders in the vine and wine sector to reach higher impact, facilitating the exchange of information and ideas, and fostering collaboration. It can increase the OIV's operational efficiency and reinforce its image as a leading organisation in the vine and wine sector.

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Initiative A.1 Digital workplace	
Context	The Secretariat of the OIV uses the current Intranet as a main channel of communication as well as information and documents exchange with its 48 Member States. Several shortcomings have been identified: - Remote working: the current intranet makes the work of experts difficult and it is not based on a truly collaborative method; experts have to complement it with other tools like Outlook (communication through emails), none of which is integrated on the intranet; there is no way of sending informal information or collaborating, sharing and downloading documents easily - Contact management: there are difficulties in the contact management, contacts are managed separately on different platforms (Outlook, Intranet, Meltwater, Access contacts database) - Information flow and documents: there is no information flow between the documents' contributors, they need to download the document and insert their comments; documents have to be compiled and reviewed manually; difficulties in finding the right information and the right documents on the intranet - Traceability and project control: there is no system for keeping traceability of the contributions including changes/amendments to working documents; no project management information such as deadlines management and control, automatic reminders; there is no way of monitoring the evolution of the different projects. - Meetings platform: the current intranet is only a repository of documents and information for the participants, but they are not able to upload information or communicate; lack of integration with other platforms and tools such as Spotme or websites especially developed for OIV Congresses and other meetings
Objective	Generate a tailored Digital Workplace to replace the current Intranet, allowing the OIV Secretariat and the OIV delegates to work online in a collaborative environment on the development of documents with project-contribution traceability and definition of a system with automated alerts. All the main shortcomings of the current intranet should be overcome.
Initiative description	**O365 Digital Work Place:** Platform that facilitates OIV Secretariat and Experts' work by providing the necessary means to oversee and manage the information flow and enhance the working and communications flow **Phase I: Design** • Analysis of the OIV workflows and structure • Definition of the detailed functional requirements: workflow, traceability and alerts definition, directory and contacts information, user accesses, roles, passwords, etc. • Definition of the desired user experience in the Digital Workplace **Phase II: Implementation** • Development and parametrisation of the OIV SharePoint • Power Automate implementation for the generation of workflows • Directory development & Integration with Teams and the rest of the IT

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	framework
	• Customisation of the Digital Workplace front to OIV image and defined user experience **Phase III: Testing and Go Live**
Expected benefits	• Streamline processes and information flow • Increase staff productivity • Improve experts' satisfaction • Improve traceability over the process • Enhance collaboration within the platform • Integrated framework • Scalability
Time	Strategic Design: 2-4 weeks Implementation: 3-4 months Testing: 2 weeks
Budget	No more than 160 000€. *Please note that the indicated amount does not include the cost of potential licences, but it is inclusive of all applicable taxes, commissions, bank charges, and other fees as may be incurred in the process.*
Additional information	Please refer to annex E for more details and additional information on this initiative. Please also note that an additional tool in the form of a collaborative intelligence platform to be integrated in the digital workplace might be an initiative of a future development; the decision about the implementation of this additional initiative will be taken not before 2022 and the provider will be selected through a competitive selection process.

Initiative A.2 New OIV Website	

Context	The current OIV website has several limits and the following shortcomings have been identified:
	
	- Structure and navigation
	    o Web **design and structure** can be **complicated** for new users and makes the navigation difficult
	    o Currently it is **not possible to perform any change** as OIV does not have contract with the provider that built the website
	    o There is **no** possibility to implement **web analytics** or install any plugin to track traffic or even to improve any aspect of the website
	
	- Information and resources
	    o While the OIV has plenty of information, the website does **not**

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	integrate access to scientific publications and other **information** (Bulletin OIV, EdP science…)
	○ **Documents are disseminated** and are not easily found on the website, as they are located in different subpages
	○ The **search engine is not practical** and users have difficulties in finding resolutions or technical documents
Objective	Develop a new web platform, more attractive and easier to use for the public and stakeholders, that supports the dissemination of the OIV's work and activities with a clear organisation of the content and a powerful web search engine. Integration of a data visualisation solution in order to provide the sector with quality, accurate, and timely data.
Initiative description	**Proposal to migrate the OIV portal using the Drupal CMS (or other platform) and applying a new modern and friendly look & feel.** **Strategic design:** 1. Categorisation of the documentation on the website. Requirements analysis and definition of a category tree. 2. Definition of the look & feel and the graphic aspects of the website by UX experts. Support and oversee the implementation to ensure it follows the lines defined in the design. **Implementation:** 1. Construction of the website. Front architect and Drupal consultants. 2. Testing and quality assurance. 3. Training session for web managers and administrators. 4. Integration of data visualisation using frame. **The team** Multidisciplinary team with specialised experts in the different technologies and parts of the website implementation
Expected benefits	The new portal will provide a system for classifying content and will facilitate its thematic treatment. The portal will be built with the aim of allowing the autonomy of OIV editors. The portal will include the generation of a new design for the portal, with responsive capabilities. Overall improved user experience and reinforced image of the OIV
Time	Strategic Design: 1 month Implementation: 2 months
Budget	No more than 75 000 €. *Please note that the indicated amount does not include the cost of potential licences, but it is inclusive of all applicable taxes, commissions, bank charges, and other fees as may be incurred in the process.*
Additional information	Please refer to annex F for more details and additional information on this initiative.

Organisation Internationale de la Vigne et du Vin
Organisation Intergouvernementale
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www.oiv.int   5/16

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B. Data

In the current context, data has become one of the main assets of leading IGOs, which are rapidly evolving their analytical capabilities. Offering a valuable service by presenting statistics on the sector based on quality and reliable data has become a priority. In this context the OIV seeks to improve its data collection, normalisation and harmonisation process as well as the dissemination of information via better data visualisation tools.

Initiative B.1 Data Service	
Context	The OIV's main data source are the MS Excel questionnaires and surveys sent from the different OIV areas to the experts of the different Member States: these questionnaires are filled out manually in Excel files and emailed. Inputs typed in manually from the questionnaires to the OIV database. The current process implies a manual data normalisation and harmonisation work to achieve a coherent output.
Objective	Improve the data gathering process by promoting a more efficient and secure data collection, normalisation and harmonisation, within a common architecture that must be flexible enough to evolve data management and analysis capabilities and scale in the future.

Initiative description	Construction of a **data warehouse**, where the information from different sources will be normalised and consolidated
	Analysis & Functional design
	  • Collection of functional requirements, analysis and identification of data sources, and the definition of conceptual model. Support for the acquisition by the OIV of the required software, hardware, licenses and subscriptions (Power BI, Azure Data factory…)
	Configuration and technical design
	  • Configuration of the required environment for the development of the model: Azure SWL server and Data factory and Power BI
	  • Technical design of ETL processes and the data warehouse model and data migration strategy
	  • Data entry solution through SharePoint
	Construction of the model: ETLs (extract, transform and load) and Construction of the Datawarehouse,
	  • Development of the data intake processes required for normalisation of the data, carrying out the necessary transformations to transfer the information between the layers defined in the architecture ensuring data quality
	  • Construction of the data warehouse which will validate and consolidate the ingested data from the different origins

Expected benefits	• Reduced burden on the respondents of questionnaires • Ensure data consistency during the gathering process • Scalable data architecture adapted to current and future OIV needs • Normalisation rules through Azure Data Factory

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Organisation Intergouvernementale
Créée le 29 Novembre 1924 • Refondée le 3 Avril 2001

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	• Reduce manual tasks
Time	Data assessment data: 1 month Implementation: 3 – 4 months
Budget	No more than 80 000 €. *Please note that the indicated amount does not include the cost of potential licences, but it is inclusive of all applicable taxes, commissions, bank charges, and other fees as may be incurred in the process.*
Additional information	Please refer to annex G for more details and additional information on this initiative.

Initiative B.2 Data visualization	
Context	The official OIV website gives access to information and data on the sector at country level. With the current system there are limitations on data visualisation preventing the comprehensive overview of the information and the overall browsing experience could be more user friendly.
Objective	Develop an improved data visualization system that can improve the user experience. Integration in the OIV's website of an interface enabling users to interact with the published information. Access to country profiles through visual maps, generation of charts, tables and graphs, providing free timely and accurate data on the sector in a modern, compact and visual format.

Initiative description	• Build an architecture where the general secretariat is able to **generate different dashboards that can be uploaded to the OIV's website** through an interface; once published on the website, **the general public will be able to interact with the information** through the website
	• These interactive dashboards **will include country profile and information through visual maps**, and will give the possibility to the website user to **filter** information, generate **tables, charts** and **graphs** in a **user-friendly** way
	• For the development of this initiative, an **Agile methodology** will be applied. The initiative will consider **three sprints of one month each.** Each sprint will devote **3 weeks for the analysis and development and 1 week for testing and improvements**.
	• This initiative will consist of the **construction and development of several reports**:
	    o **Construction of a dashboard,** with the OIV's main data KPIs
	    o **Development of automated reports**
	    o **10 "posts" that will be shared on the website**

Expected benefits	• Cover the **need for open data** in the vine and wine sector • **Maximise the value of the current data** available in the OIV database • **Enhance the OIV's perception** as an up-to-date and benchmark

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Organisation Intergouvernementale
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	organisation worldwide • **Improved user experience**
Time	No more than 3 months
Budget	No more than 50 000 €. *Please note that the indicated amount does not include the cost of potential licences, but it is inclusive of all applicable taxes, commissions, bank charges, and other fees as may be incurred in the process.*
Additional information	Please refer to annex G for more details and additional information on this initiative.

Initiative B.3 Data room	
Context	• **MS Excel is the main tool** used for data analysis • The degree of **adoption of simulation and prediction tools is low** given the current volume, frequency and amount of the data and the data architecture • The organisation **aims to increase the value extracted from data** and become the go-to open data source in the wine and vine sector • Sophisticated analyses require **advanced data competencies,** which are **not available** in several areas
Objective	Evolving the OIV's new data architecture and capabilities (once "Data service" and "Data visualisation" initiatives have been accomplished) as well as enhancing its capabilities and tools to analyse data, to ultimately maximise value from data.
Initiative description	The Data Room offers a collaboration service to the OIV for **enhancing its data management capabilities** in two ways: • **Evolutionary support of the developed Data platform**: new functionalities, staff training, new reports for secretariat users or OIV's website users, new collected data fields and addition to the questionnaires & database. Demand management will be carried out through a ticketing tool to prioritize tasks. These capabilities will be covered with data warehouse and by data visualisation consultants. • **Enrich OIV's data value proposition enhancing its data analytics internal capabilities**: conducting new analysis and discovering new insights with the existing data, creation of new KPIs and correlations between OIV's data, identify the areas of action around the data with maximum impact. These capabilities will be covered with IA consultants.
Expected benefits	• Guarantee the support & evolution of the developed data platform • New insights from data analytics to maximize its value • Enriching OIV collected and reported data with new fields or new reports
Time	No more than 12 months.

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Budget	No more than 70 000€ (based on an estimated cost for data consultants 40€/h and AI consultants 60€/h). *Please note that the indicated amount is inclusive of all applicable taxes, commissions, bank charges, and other fees as may be incurred in the process.*
Additional information	Additional developments to the data block might be identified via the data room. The decision to implement one or more of these initiatives will be taken not before 2022 and the provider will be chosen through a competitive selection process.

C. Codification

The codification module consists of one unique initiative on the codification and categorization the great amount of valuable digitised documentation that the OIV dispose.

Initiative C.1 Documents codification and categorization	
Context	The OIV has a wealth of digital **resources and documents** but they are **scattered in different places** (university, research websites, OIV website). **Documentation is not fully categorised** which makes it difficult to relate topics and perform searches. **No metadata** is included when uploading the files, which results in a lack of categorisation and a complex search process. Resolutions are under continuous evolution and undergo modifications. At present, the **versions of documents are not traced** nor featured as part of the OIV public information.
Objective	Achieve document classification, standardisation and categorisation to ease the searching process through the definition of categories and tags, developing standardised indexation and procedures, the use of metadata for advanced searches and codification methodologies, and developing links and dependencies between documents and resolutions.

Initiative description	**Phase I: Categorisation and classification**
	• Mapping of all the information available
	• Definition of the categorisation model and a standardised categorisation system:
	    • Design of the documents' categorisation frame: resolutions, scientific publications...
	    • Workshop session for the identification of the required categories tags, and metadata fields for document classification
	    • Determine the different categories and tags to classify the documents
	Phase II: Codification & Documents' dependencies
	• Detailed reading of the official resolutions of the OIV
	• Identification of the dependencies between official resolutions

Organisation Internationale de la Vigne et du Vin
Organisation Intergouvernementale
Créée le 29 Novembre 1924 • Refondée le 3 Avril 2001

35, rue de Monceau • 75008 Paris
www.oiv.int   9/16

OIV

	• Registration and validation with OIV Secretariat of all the identified dependencies
Expected benefits	Common guidelines for the categorisation and codification of documents Digital and physical search efficiency Able to improve searches by tags and metadata with search engines Improved documents dependencies Enhance efficiency and service to experts and other stakeholders
Time	No more than 3 months
Budget	No more than 10 000 €. *Please note that the indicated amount is inclusive of all applicable taxes, commissions, bank charges, and other fees as may be incurred in the process.*

D. Digitisation

The digitisation module includes one initiative that aims at increasing the accessibility of its very valuable archive of historic paper documents that are currently neither used nor shared with the public.

Initiative D.1 Digitisation of the OIV's archive and library	
Context	Archive of 40m3 of publications and documentation not organised Library with 6000 books Organisation and classification of all books and documents is pending
Objective	The OIV has a very valuable archive of historic paper documents that are currently not used or shared with the public (information in external warehouse and physical library at OIV). A digitalisation initiative of all these documents will make them available, sharing a part of the OIV's history. All documents should be integrated in a virtual library, including their associated metadata.
Initiative description	**Initiative to organise and perform the digitisation of all physical documentation in the OIV:** **Phase 1 (40m3 of documents):** • Manual analysis and classification of the physical archive • Classification of the documentation in order to create indexed electronic files that make it possible to search for the documents in a quick and efficient way. • Prioritisation and planning of the digitisation • Document digitisation • Make documents available in digital format through the OIV's virtual library **Phase 2 (library of 6k books):** • Manual analysis and classification of the library

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	• Prioritisation and planning of the digitisation • Inclusion of digitised books in the OIV virtual library
Expected benefits	• Easier access to all physical historical documents • Indexed archive
Time	Phase 1: no more than 1 month Phase 2: no more than 1 month
Budget	Phase 1: no more than 50 000 € Phase 2: no more than 130 000 € *Please note that the indicated amount is inclusive of all applicable taxes, commissions, bank charges, and other fees as may be incurred in the process.*

E. Services

The Services block include three initiatives that can be defined as consulting/advisory services. Main areas of intervention include the project management of the DT plan via a TMO, the creation of a DT Observatory, and the development of innovative OIV services for its Member States via what we called a Digital Garage.

Initiative E.1 Transformation Management Office (TMO)	
Context	The OIV does not comprise internally of any IT expert or expert in digital project management and it therefore needs some support on the implementation of the digital transformation plan.
Objective	The TMO will set up the basis for the Digital Transformation Plan and will guarantee the efficient implementation of it throughout all its phases. The TMO will also play the role of advisor in any IT related matter, even outside the scope of work of the initiatives listed in this document.

Initiative description	Phase 1 – project set up:
	Setting the basis for the implementation of the DT Plan:
	• **KPI's definition and dashboard development** to ensure the right evolution of the project
	• Performance **control over deadlines, milestones and** project schedule
	• **Control of Project managers**: costs, resources, alignment …
	• Definition of the **Communication program** for the DT project launch
	• **Definition of roles and responsibilities**
	• Set up the **governance model**:
	    – Follow-up meetings
	    – Manage the relationship between OIV and the stakeholders
	    – Risk identification process and definition of contingency measures
	
	Phase 2 - Project monitoring

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Organisation Intergouvernementale
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	Follow-up sessions with the team involved in the conception of the DT Plan: • **Strategic mentoring and advice** regarding Digital Transformation initiatives, their evolution and scaling ways, and ideation of risk mitigation measures • **KPIs & dashboard analysis** of the Digital Transformation initiatives implementation • Participation in **communication sessions to Member States** and internal staff, and promotion of the new implemented initiatives
Expected benefits	Efficient implementation of the Digital Transformation Plan Time and budget constraints respected
Time	1-year contract, renewable for a maximum of 3 years in total
Budget	No more than 80 000 € / year *Please note that the indicated amount is inclusive of all applicable taxes, commissions, bank charges, and other fees as may be incurred in the process.*

Initiative E.2 Digital Transformation Observatory Hub	
Context	Currently, the OIV does not regularly monitor trends or offer its Member States support in innovative knowledge sharing related to digital innovation.
Objective	Create a specialised team in charge of monitoring and sharing digital transformation knowledge and trends and identify opportunities for the vitivinicultural sector. This should be a first step towards the creation of an integrated structure within OIV composed by international experts from OIV Member States.
Initiative description	Create a specialised team to carry out the following activities at the OIV: • **Monitoring the technological trends** that can be applied to the vitivinicultural sector • **Publishing periodical reports** with the main points and conclusions of the research carried out • Support the OIV in the holding of seminars for the **dissemination of digital initiatives** and technological trends applied to the sector • Define and provide details of several technological initiatives applicable in the wine and vine sector (objective, impact and cost, schedule and methodologies, target audience, main stakeholders involved...), and promote them among Member State **Phase I:** Exploration and market research of disruptive technologies in the sector **Phase II:** Identification of initiatives and preparation of reporting **Phase III:** Support in knowledge dissemination, holding of seminars and evaluate potential collaboration agreements
Expected benefits	Improve OIV's image as a leader for digital transformation in the vine and wine sector.

Organisation Internationale de la Vigne et du Vin
Organisation Intergouvernementale
Créée le 29 Novembre 1924 • Refondée le 3 Avril 2001

35, rue de Monceau • 75008 Paris
www.oiv.int   12/16

	Accelerate digitisation in the vine and wine sector throughout the value chain
Increase productivity and efficiency in the sector
Time	No more than 10 weeks
Budget	No more than 60 000 €
Please note that the indicated amount is inclusive of all applicable taxes, commissions, bank charges, and other fees as may be incurred in the process.
Additional information	Please refer to annex H for more details and additional information on this initiative.

Additional initiatives might be identified via the Digital Transformation Observatory Hub. The decision to implement one or more of these initiatives will be taken not before 2022 and the provider will be chosen through a competitive selection process. |

Initiative E.3 Digital Garage	
Context	The OIV is in a privileged position to foster networking and collaboration among the vine and wine sector community but more could be done to exploit full advantage of its role to provide innovative services.
Objective	Build the digital innovation function to inspire creative solutions for new digital products, experiences, operative models and services —and shorten the time needed to create and implement innovative initiatives.
Initiative description	**Phase I Discovery:** Create and analyse a knowledge base related to OIV main activities and challenges to define its the innovation objectives for the OIV
  • Internal interviews and identification of opportunities
  • Analyse existing bibliographic information on the subject
  • Define a first hypothesis on digital innovation objectives and roles and innovation areas
  • Prepare design thinking sessions (agenda, creative support material, etc...)

Phase II Brainstorming: Design thinking sessions that empower the OIV's internal staff with knowledge and inspiration, to answer the OIV's needs and opportunities regarding the selected topic
  • Identify innovation fields and opportunities across different areas to face future challenges for the OIV
  • Define and prioritize specific actions to evolve OIV's current operative model

Phase III Convergence: Synthesis and conclusions
  • Identification of best ideas and connection with organization's reality
  • Description of innovation initiatives
  • Definition of the implementation roadmap |

Organisation Internationale de la Vigne et du Vin
Organisation Intergouvernementale
Créée le 29 Novembre 1924 • Refondée le 3 Avril 2001

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www.oiv.int   13/16

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	• Define the governance model for innovation
Expected benefits	Empower the OIV's internal staff with knowledge and inspiration, and accelerate the time of creation and implementation of new ideas that will impact on the vine and wine sector and support OIV's objective of leading a community around the sector
Time	No more than 5 weeks
Budget	No more than 45 000 €. *Please note that the indicated amount is inclusive of all applicable taxes, commissions, bank charges, and other fees as may be incurred in the process.*
Additional information	Please refer to annex I for more details and additional information on this initiative. Additional initiatives might be identified via the Digital Garage. The decision to implement one or more of these initiatives will be taken not before 2022 and the provider will be chosen through a competitive selection process.

4. Duration of the work

The implementation of the whole Digital Transformation Plan should take no more than three years and it is expected to start in February 2021. The table below shows an indicative timeline of each initiative.

Modules	Initiatives	2021	2022	2023
A	A.1 Digital Workplace	▓		
A	A.2 Website		▓	
B	B.1 Data service	▓		
B	B.2 Data visualization		▓	
B	B.3 Data room		▓	
B	New initiatives via Data room			▓
C	C.1 Documents codification and categorization	▓		
D	D.1 Archive and library digitisation			▓
E	E.1 TMO	▓	▓	▓
E	E.2 DT Observatory Hub			
E	New initiatives via DT Observatory			▓
E	E.3 Digital Garage (DG)		▓	
E	New initiatives via DG		▓	

5. Selection Criteria

The following is a non-exhaustive list of criteria that will be applied during the selection process:

▪ Eligibility and shortlisting criteria

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a) Appropriateness of the agency for the assignment
b) Extent of network of the agency
c) Number of similar projects completed in the last 5 years
d) Years in existence
e) Projects handled in last 5 years

- Technical bid/proposal selection criteria
    a) Expertise and capability of the company
    b) Quality of personnel to be assigned to the project
    c) Plan of approach and methodology

6. Submission of proposals

Tenderers can apply to one or more modules. For each module, all initiatives must be implemented and must respect the time and budget restrictions as specified in chapter 3.

Please note that:
1) the initiatives' descriptions that are in the tables in chapter 3 and in the related annexes are means of examples and constitute an indication only; other IT solutions may be accepted if the same objectives can be met and the expected benefits remain unchanged (or can be improved).
2) for each module tenderers may propose (optionally) one or more initiatives that are not listed in chapter 3 by specifying objective, initiative description, estimated time and budget as well as expected benefits.

All proposals must be addressed to the OIV Director General, Mr. Pau Roca, and sent to stats@oiv.int, **no later than Monday, 25 January 2021 at 18.00 CET**.

Proposals must be written in one of the following languages: English, French or Spanish.

A maximum of three short-listed bidders for each module will be then invited to an online interview to briefly present their proposals.

Should you need any further clarification please contact Mr. Giorgio Delgrosso (stats@oiv.int), Chief Digital Transformation Officer that will coordinate the DT plan over the whole implementation period.

Organisation Internationale de la Vigne et du Vin
Organisation Intergouvernementale
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35, rue de Monceau • 75008 Paris
www.oiv.int   15/16

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Annex A

http://www.oiv.int/public/medias/7156/en-oiv-strategic-plan-2020-2024-web.pdf

Annex B

http://www.oiv.int/public/medias/6350/en-understanding-the-oiv-print.pdf

Annex C

http://www.oiv.int/public/medias/7204/organigramme-oiv-sg-2020.pdf

Annex D

OIV DT Plan - Summary

Annex E

OIV DT Plan - A.1 Digital workplace

Annex F

OIV DT Plan - A.2 Website

Annex G

OIV DT Plan - B.1 and B.2 Data

Annex H

OIV DT Plan - E.2 DT Observatory

Annex I

OIV DT Plan - E.3 Digital Garage

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