



REQUEST FOR PROPOSAL (RFP)

Design and development of a self-paced eLearning course on good standardization practices (GSP)

We are ISO, the International Organization for Standardization, the world's largest developer of voluntary International Standards. Through its 164 national standards bodies (NSBs), it brings together experts to share knowledge and develop voluntary, consensus-based, market-relevant international standards that support innovation and provide solutions to global challenges.

ISO's capacity building programme is delivered under the ***ISO Action Plan for developing countries*** (hereafter referred to as the "Action Plan"), which describes the overall framework of technical assistance that ISO expects to deliver over a five-year period. The 2016-2020 Action Plan aims at supporting the NSBs in developing countries to develop and use international standards more effectively and therefore contribute to the strengthening of their national quality infrastructure (NQI) with a specific focus on the standardization pillar. This support is considered significantly important for the NSBs because standardization is a powerful and strategic tool that can influence economic sectors, and areas of public concern such as the competitiveness of industry, the functioning of international trade, protecting the environment and human health, as well as fostering innovation. The use of standards can help Small and medium-sized enterprises (SMEs) to reduce costs, improve innovative capacity and enhance competitiveness

To strengthen NSBs' capacity to perform their mission effectively and efficiently, ISO provides instructor-led training (ILT) and virtual instructor-led training (VILT) as well as distance mentoring and coaching at the regional and national levels to apply GSP in their organizations for the benefit of stakeholders and the country as a whole. ISO is keen to complement this support package by offering a self-paced eLearning course on GSP to its members and their stakeholders to gain the required knowledge and skills and apply them to drive a change in behaviors and/or performance of the learners.

We are currently looking for a Supplier to develop **a self-paced eLearning course on GSP, with moderate interactivity level (i.e. level 3) and published in HTML5 format and be compliant with SCORM 1.2 standard**, that taps into real needs and solutions for individuals through smart design approaches and empowers learners to make a change. This course will be implemented by ISO and the total value of the Supplier proposal should not exceed **CHF 80'000.**

Qualified Suppliers are invited to participate in this Request for Proposal (RFP). The purpose of this RFP is to allow qualified Suppliers to submit their best proposals for this service. Proposals from individual consultants will not be considered given the complexity of the work to be carried out.

Unless otherwise public, the contents of this document (including ISO training material) and any information obtained through sanctioned discussions with ISO personnel pursuant to the preparation of your response must be treated as confidential and proprietary information of ISO. No contact should be made by your company to any of our suppliers.

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Responses to this RFP are due by **12:00 CET, ~~2020-10-07~~ 2020-10-14** after which time proposals will not be considered without prior written agreement.

Should you have any questions, please do not hesitate to contact the ISO Procurement Manager at tenders@iso.org and copying the responsible ISO Programme Manager at khammash@iso.org.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Erich Kieck', with a stylized flourish at the end.

Erich Kieck
Director, Capacity building
ISO Central Secretariat

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TERMS AND ABBREVIATIONS

Abbreviated term	Description
CAG	Chair's Advisory Group
CBU	Capacity building Unit
COVID-19	Coronavirus Disease
CV	Curriculum Vitae
DEVCO	ISO Committee on developing country matters
GSP	Good Standardization Practices
IDD	instructional Design Documents
ILT	Instructor-Led Training
ISO	International Organization for Standardization
ISO/CS	ISO Central Secretariat
NQI	National Quality Infrastructure
NSB	National Standards Body
QA	Quality Assurance
RFP	Request For Proposal
SDO	Standards Development Organization
SME	Subject Matter Expert
TBT	Technical Barrier to Trade
UAT	User Acceptance Test
WTO	World Trade Organization
VILT	Virtual Instructor-Led Training

1. RFP process, terms and conditions

1.1 ENQUIRIES

Any query regarding the preparation of the proposal must be addressed in writing by e-mail to the ISO Procurement Manager at tenders@iso.org and copying the responsible ISO Programme Manager as indicated below.

Ms. Nesreen Al-Khammash
 Programme Manager
 Capacity building at ISO Central Secretariat (ISO/CS)
 E-mail: khammash@iso.org

1.2 MODIFICATIONS

No officer, agent or employee of ISO is authorized to alter orally, any portion of these documents. During the period prior to the submission of information, any clarification or additions will be issued in the form of a written addenda distributed by ISO. Information submitted shall be final and may not be altered by subsequent offers, discussions or commitments unless the respondent is requested to do so by the responsible ISO Programme Manager in a written form.

1.3 SCHEDULE AND DEADLINES

Activity	Due Date
RFP released to potential Suppliers	2020-09-07
Clarification calls with Suppliers (upon request)	Between 2020-09-09 to 2020-09-30 2020-10-07
Deadline for Suppliers to submit proposal	2020-10-07 2020-10-14
Expected evaluation of proposals	Week of 2020-10-12 2020-10-19
Virtual interview with short-listed Suppliers and contacting customers referenced in the proposals	Week of 2020-10-26
Validation of the selection	Week of 2020-11-02
Award of contract to selected Supplier	Week of 2020-11-09

These dates are a guide to the time frame expected for this evaluation project. Dates may change and the ISO Procurement Manager will advise of any changes.

Proposals must be submitted in an electronic format by **12:00 CET on ~~2020-10-07~~ 2020-10-14** to tenders@iso.org. Proposals received after this without prior written agreement will be disqualified.

1.4 FORMAT OF SUBMISSION

Your proposal should be structured in accordance with the requirements contained in the RFP and should align with each requirement of the RFP by cross-reference to the relevant section number.

Suppliers are encouraged to supply innovative solutions in responding to this RFP. However, Suppliers must strictly adhere, at all times, to the requirements of this RFP. You should include any additional supporting information or alternative proposals as a separate section titled "Alternative Options".

1.5 RESPONSE DEADLINE

Submissions are due as set out in paragraph 1.3 above, provided that, if the deadline set for submission is extended, ISO will also specify the new date and hour for submission which will replace the above deadline on the ISO website.

Any submission received by ISO after expiry of the initial or extended deadline, as the case may be, will not be considered.

1.6 PARTIAL RESPONSES

Partial proposals not meeting the requirements specified in this RFP will not be considered.

1.7 CLARIFICATION ON RFP

The Supplier should direct any questions arising during the preparation of the proposal, or requests for clarification, in writing by e-mail to the ISO Procurement Manager and copying the responsible ISO Programme Manager (see clause 1.1).

Provision will be made for clarification calls (see clause 1.3 for schedule and deadlines). Please contact the responsible ISO Programme Manager to arrange an appointment. Where appropriate, ISO reserves the right to circulate questions and the answers thereto to all other Suppliers without disclosing the source of the questions or revealing the substance of a proposal.

1.8 VALIDITY

The content and pricing of the proposal must remain valid for six (6) months from the date of submission.

1.9 EVALUATION CRITERIA

1.9.1. Pre-qualification criteria

Only bidders who will **pass all** the pre-qualification criteria described below in table 1 would be considered as qualified to move to the next stage of RFP evaluations.

The Suppliers are also solely responsible for their tax status, paying any taxes and statutory contributions applicable in respect of fees and reimbursements received.

Table 1 – Pre-qualification criteria

#	Criteria	Pass/Fail	Required documents
1	A proof of company registration in a professional or trade register or any other official document showing the registration number	Pass/Fail	Copy of company registration document
2	The company has not been blacklisted by any international organizations over the past five years	Pass/Fail	A self-certified letter
3	The company has the necessary economic and financial capacity to perform this contract until its end	Pass/Fail	Latest available audited financial statement or a balance sheet ¹
4	The company has proof of at least three (3) contracts for the provision of eLearning development related services for international organizations/companies. The contracts must be on-going or delivered within the past three (3) years from target contract engagement	Pass/Fail	List of international organizations / companies including the contact details of their focal points with the Supplier
5	The company has an active workforce of at least 5-10 personnel, with skills relevant to the service requirements of the RFP	Pass/Fail	Company organizational chart including list of senior managers and number of staff

1.9.2. Professional and technical capacities criteria

Bidders who will receive an **overall score below 70** will be disqualified from this RFP. Table 2 below describes the professional and technical capacities criteria that will be considered by the evaluation committee.

Table 2 – Professional and technical capacities criteria

#	Criteria	Required documents	Maximum score	Weight
1	Company profile and geographical coverage, including the following: <ul style="list-style-type: none"> ▪ Number of years the company has been involved in the design and development of eLearning courses and services ▪ Number of on-going eLearning development related services as well as the number of delivered courses within the past three (3) 	<ul style="list-style-type: none"> ▪ Company profile ▪ Statistic about the company sales and revenues ▪ Business continuity plan (if available) ▪ Brief description of company 	10	10%

¹ If, for some exceptional reason which ISO considers justified, a bidder is unable to provide the latest available audited financial statement or a balance sheet, it may prove its economic and financial capacity by any other document which ISO considers appropriate.

#	Criteria	Required documents	Maximum score	Weight
	<p>years from target contract engagement for international organizations or companies</p> <ul style="list-style-type: none"> ▪ % of company sales from the design and development of eLearning courses compared to the revenues generated from other products and services provided by the company ▪ Specific technical knowledge and skills that the company has in the area relative to the scope of this RFP ▪ Business continuity plan 	knowledge and expertise areas		
2	Demonstrated capacity to actual service delivery of an eLearning module using the ISO training material provided in Annex A	<ul style="list-style-type: none"> ▪ 2 to 3 minutes e-learning module developed based on the requirements provided by ISO 	20	20 %
3	Demonstrated capacity to develop and deliver eLearning courses/modules simultaneously with level 3 interactivity	<ul style="list-style-type: none"> ▪ At least three samples of eLearning courses/modules ▪ At least three projects sign off documents indicating the start and end dates of the project ▪ At least three courses evaluations/ assessments from clients or end users 	15	15%
4	Proven expertise in instructional designing and development of eLearning courses/modules using a common cloud-based or locally hosted eLearning authoring tool	<ul style="list-style-type: none"> ▪ At least two instructional design documents (IDD) ▪ Access to eLearning modules delivered to clients 	15	15%
5	Effective service delivery methodology demonstrated through presentation of eLearning development approach and process to meet the requirements and scope set in clause 3 of the RFP	<ul style="list-style-type: none"> ▪ Documented service delivery methodology 	10	10%

#	Criteria	Required documents	Maximum score	Weight
6	Having a sufficient number of qualified eLearning professionals to be assigned to the ISO project, namely: <ul style="list-style-type: none"> ▪ Project Manager ▪ Instructional Designer ▪ Graphic Designer ▪ E-learning Developer ▪ Quality Assurance officer 	<ul style="list-style-type: none"> ▪ Complete set of Curriculum Vitae (CVs) submitted demonstrating required skills and experience 	15	15%
7	Experience in providing eLearning development services to international organizations including those with multicultural staff and stakeholders, operating in multi-cultural settings	<ul style="list-style-type: none"> ▪ List of international organizations provided with eLearning development services including the scopes and types of these services ▪ Engagement letter or client certificate 	10	10%
8	Demonstrated professional development and upskilling/reskilling of the Supplier staff through training and certification programs	<ul style="list-style-type: none"> ▪ Training programme of the Supplier staff 	5	5%
Total score			100	100%

1.9.3. Financial criteria

Bidders who will receive an **overall score below 70** will be disqualified from this RFP. Table 3 below describes the financial criteria that will be considered by the evaluation committee.

Table 3 – Financial criteria

#	Criteria	Required documents	Maximum	Weight
1	Clarity and completeness of the financial proposal	<ul style="list-style-type: none"> ▪ Clear pricing mechanism 	40	40%
2	Cost competitiveness (i.e. the most financially advantageous for ISO will be awarded the maximum score of 60 points. The other offers will then be marked proportionally to the best financial offer) the most economically advantageous tender	-	60	60%
Total score			100	100%

1.10 PRE-AWARD REVIEW AND VALIDATION

The ISO team committee shall evaluate the responses to the RFP and all supporting documents / documentary evidence as per the criteria and requirements specified in this document. Inability to submit requisite supporting documents / documentary evidence, may lead to rejection.

The ISO evaluation team may request online meetings with the Bidders to seek clarifications on their responses. **The maximum total of professional, technical and financial scores is 200.** The three highest scored Suppliers will be short-listed and invited to virtually present their proposals in front of an evaluation committee from the ISO/CS.

The recommendations of the ISO evaluation team will be submitted to the ISO validation panel to assess that due process and proper protocols have been followed and take the final decision concerning the winner Supplier.

Following the decision of the ISO validation panel, the Supplier who has the highest combined technical and financial scores will be awarded the contract.

1.11 GENERAL CONDITIONS

By submitting a proposal, the Supplier agrees to all conditions and terms stated in this RFP. If the Supplier does not agree with particular terms, such terms must be discussed in detail with the ISO Procurement Manager before a proposal is submitted.

The working language for all communications is English.

Except for this RFP and otherwise public information, information or communications obtained in relation to this RFP (including clarification calls) may not be released without the express written consent of ISO.

By responding to this RFP, applicants agree that the decision of ISO is final and binding, including any decision to withdraw this RFP or disqualify any proposal. ISO shall not in any way be responsible for any costs incurred in the preparation and presentation of the Supplier's information.

ISO reserves the right to negotiate all terms and conditions in order to enter a formal contract with the Suppliers, including regarding ultimate pricing. The ultimate decision regarding the awarding of a bid is subject to said negotiation. Inability to accept any required contractual term from ISO can result in disqualification of a proposal, without regard to any prior communication, shortlisting or process. This RFP document, the Supplier's response and written addenda may form part of the contract.

ISO is not bound to give any reason for rejecting any responses or part thereof.

Unsolicited telephone calls or visits to ISO or ISO staff during the RFP process to obtain proposal status information are prohibited and may result in the Supplier being disqualified from the application process. News releases pertaining to this RFP or the award of any contract related to this RFP may not be made without the prior written permission of ISO.

All work and materials shall comply with all applicable provincial and federal laws, municipal ordinances, regulations, applicable building leases, and directions of inspectors appointed by proper authorities having jurisdiction. Where proof of certifications is required by ISO, the Suppliers shall make all such certificates available for inspection.

The Suppliers shall at all times act impartially and shall refrain from any relationship which would compromise its independence or that of its personnel. If the Suppliers fails to maintain independence, ISO on the basis of its sole discretion reserves the right immediately disqualify the application. The Suppliers shall include a conflict of interest statement in its proposal.

1.12 DISCLAIMER

This RFP and its attachments contain all information the Supplier may require preparing a proposal as requested by ISO.

The Supplier is advised that if confirmation or clarification of the contents or any further information is required, it should contact the ISO Procurement Manager by e-mail at tenders@iso.org and copying the responsible ISO Programme Manager.

The acceptance of a submission to this RFP is not to be construed as representing or creating any binding obligation on ISO to enter into any legal commitment whatsoever. Furthermore, in responding to this RFP, the Supplier is deemed to specifically acknowledge the following:

- Notwithstanding any representation by or on behalf of ISO or any estimate of quantities by ISO shown in this RFP or otherwise given to the Supplier (now or in the future) ISO shall be under no obligation to purchase any particular quantity of products or services, except as otherwise formally agreed in with written and signed contractual agreement.
- The Supplier places no reliance on any such representation or estimates and will place no reliance upon any future representation or estimate that may be provided unless that representation or estimate is noted in the written and signed contractual agreement.
- ISO shall have no liability to the Supplier whether in contract, tort or otherwise with respect to the giving of any such representation or estimate.

1.13 FRAUD AND CORRUPT PRACTICES

The Bidders and their respective employees shall observe the highest standard of ethics during the Selection Process.

ISO will not award a procurement contract to a winning bidder that has directly or indirectly engaged in any corrupt, fraudulent, collusive or coercive practice in competing for the contract in question.

1.14 PENALTIES

Should the Supplier fail to deliver satisfactory eLearning course according to the deadline in the project plan/timeline, agreed by both ISO and Supplier, ISO may use it as basis for termination or non-renewal of the service contract.

ISO will communicate service level violations to the Supplier immediately. The Supplier should provide written confirmation and action plan the next business day.

1.15 CONFIDENTIALITY

All information disclosed in connection with this RFP is confidential (where so indicated) and the property of ISO. This information must only be released to the Supplier's personnel to whom release is required in order to prepare a response to this RFP.

Any information obtained through related discussions with ISO personnel pursuant to the preparation of your response must be treated as confidential and proprietary information of ISO. No contact should be made by your company to any of our suppliers.

2. Background information

2.1 ISO

a) History

ISO is the world's largest developer of voluntary International Standards. International Standards give state of the art specifications for products, services and good practice, helping to make industry more efficient and effective. Developed through global consensus, they help to break down barriers to international trade.

ISO was founded in 1947, and since then have published more than 22'000 International Standards and standard-type documents covering almost all aspects of technology and business. From food safety to computers, and agriculture to healthcare, ISO International Standards impact all our lives.

b) Today

Today, ISO is a not-for profit Membership organization with Members from 164 countries and thousands of technical bodies responsible for standards development. For more detailed information on our organization, including a description of our key projects and an organization chart, please visit our website: www.ISO.org.

c) Membership structure of ISO

Through its Members, ISO brings together experts to share knowledge and develop voluntary, consensus-based, market relevant International Standards that support innovation and provide solutions to global challenges.

Our Members are the foremost NSBs in their countries and there is only one Member per country. Each NSB represents ISO in its country. Individuals or companies cannot become ISO Members. The list of ISO Members can be found on our website: www.iso.org/Members.

2.2 CAPACITY BUILDING UNIT AT ISO/CS

The ISO Strategy 2016-2020 calls for a significant strengthening of the competencies of ISO and its members (including the NSBs' staff and the stakeholders that they engage), in a variety of areas. This demand has to be met by making the best use of resources from the ISO member network and of services from the ISO Central Secretariat. The capacity building unit (CBU) is the ISO/CS unit primarily concerned with this task.

Currently, the capacity building unit manages mainly the following areas:

1. Implementing the ISO Action Plan for developing countries 2016-2020. The activities carried out under the Action Plan are funded by Sida, ISO Council allocations and member contributions to the ISO Funds-in-Trust. The implementation of the Plan is monitored by the ISO Committee on developing country matters (DEVCO) and its Chair's Advisory Group (CAG).
2. Undertaking significant efforts to develop a proactive and professional approach to raising funds to support the successful implementation of the Action Plan and other proposed technical assistance activities.
3. Supporting DEVCO by providing:
 - Secretariat services – i.e. development and circulation of documents, communication with and notifications to DEVCO members, exchange of information, response to enquiries, etc.
 - Organization of the annual DEVCO meeting.
 - Organization and management of the DEVCO CAG activities.
4. Developing and disseminating high-quality education and training materials that ISO Members can re-use to support their training and consulting activities.
5. Organizing training courses of interest to ISO members (at ISO/CS or at ISO members' premises).

3. Project description and requirements

3.1 SETTING THE CONTEXT

International standards support international trade, protect the environment and human health as well as fostering innovation. The implementation of ISO standards goes beyond solving technical problems to delivering positive results in the economic, environmental and societal dimensions of sustainable development. Therefore, this requires the active participation of the global standards community through ISO's national standards bodies and their experts. Recognizing the constraints on developing countries to take part effectively in standardization, ISO delivers capacity building support through an overall framework of development assistance – the ISO Action Plan for developing countries.

The current Action Plan aims to support ISO members to fully benefit from International Standards by applying internationally recognized standardization practices, developing standardization plans that address national priorities, support the public and private sectors with the use of International Standards and participating more effectively in the standards-setting process. Within the framework of the Action Plan, a set of regional and national activities are put in place to strengthen the operational and technical capabilities of the NSBs and transfer knowledge and skills to the participants in order to apply GSP and conduct self-assessments of the national standardization systems for the benefit of stakeholders and the country as a whole.

In response to the needs expressed by ISO's developing countries members, the CBU at ISO/CS has prepared a publication on GSP together with a diagnostic tool in 2019. It includes information relevant to the standards development process contained in the World Trade Organization Technical Barrier to Trade (WTO TBT) Agreement as well as the collective experience from many NSBs that have aimed to enhance their effectiveness and efficiency. It uses the concept of a "value chain" that is often used by organizations to optimize their strategic and operational activities.



3.2 THE SITUATION TODAY

Standardization occupies a special place as the other organizations involved in the national quality infrastructure (such as metrology, accreditation ...etc.), base much of their work on the standards published by an NSB. Hence, an NSB serves as a cornerstone of the national quality infrastructure and carries out the following core functions: 1) Standards development and/or management; 2) Information provision for broader stakeholder participation; 3) International, regional and sub-regional liaison, which include representing the national interests and harmonizing national standards with international standards, and 4) Raising awareness on the benefits of standards. However, in view of the rapidly changing environment brought about by the growth of international trade and the increasing role that standardization plays in facilitating trade and enhancing the quality, safety, health and environmental soundness of goods, services and processes, ISO's developing country members have to optimize the efficiency and effectiveness of their national standardization systems. This enables them to comply with their WTO commitments and to apply GSP to better meet the standardization needs in their countries, in particular to combat and recover from the current COVID-19 crisis.

As a result of the COVID-19 pandemic, developing countries are likely to face even more significant challenges in responding and recovering from it. For developing countries, international trade is a powerful, cost-effective tool to mitigate the devastating effects of COVID-19. This crisis underscored the importance of quality infrastructure and standardization to combat the pandemic. Hence, the ISO/CS CBU remains fully committed to continue investing in the trade capacity of developing countries at this time. If not, there is a risk that the gains made in economic growth through trade could slow or reverse.

Moreover, the travel restrictions and confinement measures are compelling us to adapt the way in which we work and support ISO's developing country members. Hence, we are keen to provide digital learning solutions to ISO members to support them in the implementation of GSP and operate the essential core-activities needed to develop and publish standards in their countries in an effective and efficient manner.

3.3 PURPOSE OF THE RFP

The purpose of this RFP is to enter into an Agreement with a professional Supplier to design and develop a self-paced eLearning course on the implementation of GSP by the ISO members and their stakeholders following the best practices in learning and development.

Bidders are requested to propose the best and most cost-effective solution to meet ISO's requirements, while ensuring a high-quality product.

3.4 OBJECTIVES OF THE ELEARNING COURSE

The self-paced eLearning course on GSP aims to achieve the following objectives:

- a) To achieve a deeper understanding of the implementation of GSP and improve the overall performance of NSBs, focusing on the following key topics:
 - Fundamentals of standardization;
 - Standardization in the light of the World Trade Organization Agreement on Technical Barriers to Trade (WTO TBT);
 - Internationally agreed principles for the development of standards;
 - Value chain for the development of standards by an NSB; and
 - Assessment of the national standardization system to see whether it achieves the key principles of GSP using the ISO GSP diagnostic tool
- b) To support the NSBs in developing solutions for common challenges of standardization through knowledge dissemination, while allowing flexibility for country-level interventions based on specific needs.
- c) To assist learners to transform the knowledge acquired into long-term memory and expertise and be prepared to actually apply what they have learned.
- d) To offer a forum for exchange of experiences and to promote discussion among the ISO members and their stakeholders.

3.5 TARGET AUDIENCE

The self-paced eLearning course on GSP should address the following:

- a) The NSB staff who are involved in the standardization work and its related activities.
- b) The experts of the national technical committees who are responsible for the development and review of standards. The membership of technical committees includes representatives from the industry and commerce, government, academic and research bodies ...etc.
- c) Any standards development organization (SDO) around the world whose primary activities are developing, coordinating, promulgating, revising, and producing standards that are intended to address the needs of a specific sector.

3.6 SCOPE OF SERVICES

The selected Supplier will have to perform the tasks described below.

3.6.1. In-scope services

- a) The Supplier will be responsible for all the activities associated with eLearning instructional design and course development using the content materials established and provided by ISO in the English language (see Annex A). Here are the highlighted features of the self-paced eLearning course:
 - Intuitive, user-friendly and easy to understand,
 - Using a mix of interactive formats for content presentation to address varied learner profiles and learning styles,
 - Tailoring learning experiences to meet individual learners' needs and interest (i.e. personalized learning),

- Beating the forgetting curve and improves retention of knowledge acquired, and
 - Helping to drive targeted behavioral change and performance improvements.
- b) The Supplier shall create a project plan for the eLearning course including a timeline and milestones.
- c) The eLearning course shall be developed using a common cloud-based or locally hosted eLearning authoring tool. At the end of course development, the Supplier is required to turn over to ISO the final SCORM package and the editable version of the course, as well as all the visual and audio assets used throughout the course.
- d) The eLearning course shall have at least **Level 3 interactivity** as defined below in table 3, depending on the course owner's requirements. This is the preferred level of interactivity because it optimizes the trade-off between active learning and development time.

Table 3 – eLearning interactivity levels

Level	Description
Level 1: Passive	The learner acts solely as a receiver of information. Content is presented linearly through text, video or audio. This level of e-learning is not generally as effective as those with more interactivity. Level 1 e-learning is best used to communicate procedural knowledge or to raise awareness of simple topics.
Level 2: Limited	The learner controls the presentation of the content and can progress in a nonlinear sequence through the course. Interactions are relatively simple and may include practice scenarios, interactive exercises, multiple choice questions and clickable graphics. Feedback on these interactions is used to reinforce the learning. Level 2 e-learning is best used for training that requires low level problem solving, knowledge acquisition and comprehension, routine practice or topic refreshers
Level 3: Moderate	The learner interacts with the content through flexible, nonlinear controls. Multiple responses to instructional cues are made using a variety of techniques that focus on applying knowledge and making decisions. This level may include animated videos, customized audio, complex drag and drop interactions, scenario-based challenge questions, simulations, stories and branching scenarios and multimedia.
Level 4: Full immersion	The learner is directly involved in real-time, discovery-based learning. The eLearning experience provides an authentic simulation of job performance. Level 4 activities provide opportunities for real-time problem solving, assessment, feedback and remediation. Examples include simulated environments, serious games, complex branching scenarios and other advanced media.

- e) ISO expects a course development process, as described below in table 4, and in full collaboration and consultation with the responsible ISO Programme Manager and the ISO Subject Matter Expert (SME).²

² Some tasks in table 2 above could be adjusted or skipped as long as the Supplier provides solid justifications to ISO for doing so as part of the planning process.

Table 4 – eLearning development processes

Process	Description of tasks
Planning	<ul style="list-style-type: none"> ▪ Understand the business need, review the course objectives and scope, target learners, target duration and discuss course requirements.
Analysis	<ul style="list-style-type: none"> ▪ Gather and review available course materials and conduct learning needs analysis to determine the learning gaps. ▪ Create target audience profile (technical capability, accessibility needs, learning environment, etc.). ▪ Determine tasks or topics to address through training (content focus). ▪ Prepare project timeline.
Design	<ul style="list-style-type: none"> ▪ Utilize Instructional strategies that facilitate the required behavioral change and provide sticky learning. ▪ Review and update (if needed) the existing learning objectives based on desired performance outcomes. ▪ Determine a sequence of learning modules and topics. ▪ Decide on the best delivery medium for every course module. ▪ Design learner knowledge assessments throughout the course modules including a final test at the end of the eLearning course. ▪ Storyboard and prototype the eLearning interface and interactions. The prototype should be signed off by the responsible ISO Programme Manager prior to proceed to the development stage. ▪ Capture formative review and make revisions.
Development	<ul style="list-style-type: none"> ▪ Make curation of the content using an authoring tool approved by the responsible ISO Programme Manager. ▪ Repurpose or integrate existing content, when needed. ▪ Collaborate with SME to capture specific information and draft or update learning materials. ▪ Curate, design and/or edit associated media (images, audio, video, etc.) based on approved prototype and apply revisions upon receiving feedback. ▪ Follow the branding guidelines and color schema of ISO for the visual design. ▪ Program and author courseware interface. ▪ Develop and/or use templates where possible.
Implementation	<ul style="list-style-type: none"> ▪ Perform functional testing, browser compatibility and resolve issues encountered during testing. Coordinate with the ISO for issues outside the SCORM package (if needed).

Process	Description of tasks
	<ul style="list-style-type: none"> ▪ Provide the required support to roll out eLearning course to the learning management system (LMS) or other delivery platform. ▪ ISO performs user testing and provides feedback or change requests. Change requests and fixes should be addressed by the Supplier. ▪ ISO reviews if fixes are applied. The Supplier coordinates with LMS administrator for the uploading of the final version of the eLearning course. ▪ Identify areas for improvement through formative evaluation.
Evaluation	<ul style="list-style-type: none"> ▪ ISO conducts summative assessment to gauge training effectiveness and decides on revisions to training design, content, or delivery in consultation with the Supplier that might be carried out through a new project if the type and volume of changes are substantial.

f) The Supplier shall deliver all the project related services remotely.

3.6.2. Timeline

The approximate timeline for the development of the self-paced eLearning course is described below in table 5.

Table 5 – Project timeline³

Milestone	Number of weeks
Planning	0.5 – 1 week
Analysis	0.5 – 1 week
Design	4 – 5 weeks
Development	7 – 8 weeks
Implementation	3 – 4 weeks
Total	15 – 20 weeks

3.6.3. Deliverables breakdown

Table 6 below describes the project deliverables.

³ The Supplier could propose a shorter timeline provided that his/her project team is able to meet all the RFP requirements and deliver a high-quality eLearning course.

Table 6 – Project deliverables

Deliverable type	Description	Responsibility
Project plan	A document which contains course development activities and a timeline.	Supplier ISO sign-off
Instructional Design Document (IDD)	<p>IDD provides a framework that guides all key individuals involved in the eLearning development process. It answers questions such as:</p> <ul style="list-style-type: none"> ▪ What is the purpose of the course? ▪ What are learners expected to know/do at the end of the course? ▪ Who is the audience? ▪ How will the course be accessed? ▪ What will be the instructional strategy adopted? ▪ What are the interactive elements used? ▪ How will learners be assessed? 	Supplier ISO sign-off
Storyboards	Storyboards and prototypes for ISO sign off prior to development stage.	Supplier ISO sign-off
Editable eLearning course file	The editable file should be accessible using an eLearning authoring tool approved by the ISO.	
SCORM 1.2 package	<p>This package includes:</p> <ul style="list-style-type: none"> ▪ The eLearning course delivered by the selected Supplier shall be published in HTML5 format and be compliant with SCORM 1.2 standard. ▪ A SCORM package that contains all the information to upload the course into a SCORM compliant LMS (i.e. Moodle platform). 	Supplier ISO sign-off
Visual and audio assets	<p>A ZIP folder containing all visual and audio assets used in the course.</p> <ul style="list-style-type: none"> ▪ Visual assets include but not limited to fonts, icons, graphics, images, and animations. ▪ Audio assets include but not limited to voice recordings, music, and sound effects. 	Supplier ISO sign-off
Project sign-off document	A document that signifies ISO acceptance of all project deliverables, primarily the final version of the eLearning course.	Supplier ISO

3.6.4. Supporting documents

The responsible ISO Programme Manager will provide the Supplier with an access to further supporting documents besides the annexed PowerPoints to develop the eLearning course.

3.6.5. Training on authoring tool

The staff of the ISO capacity building unit would need to receive a minimum training on the authoring tool used to develop the content so that they can update the modules when required.

3.6.6. Out of scope services

The following services are out of scope:

- a) Major revisions to the e-learning course after sign-off – ISO may opt to seek the Supplier's expertise again should there be major updates or revisions to the completed course.
- b) Development of eLearning courses on subject areas other than GSP.
- c) Translation of eLearning course into other languages. However, this may occur in future as a complementary project.

3.7 SERVICE LEVEL REQUIREMENTS

3.7.1. Service levels

The Service Level Agreement (SLA) with the Supplier will cover service quality, availability and resolution of change requests and delivery of eLearning course. The service level requirements are described below in table 7.

Table 7 – Service levels

Item	Service level
Email correspondence	Turnaround time: within 24 hours
Application of fixes and change requests	Turnaround time: within 48 hours
Delivery of eLearning course	Delivered according to project plan/timeline
User acceptance testing (before launching the course online)	80% positive feedback from users during (UAT)
Course assessment by the learners (after launching the course online)	80% positive feedback from learners

3.7.2. Reporting

The Supplier shall prepare and submit the following reports:

- a) Project plan (see 3.6.3);
- b) Instructional design document (see 3.6.3); and
- c) Biweekly report on the progress of eLearning course development.

3.8 SUPPLIER TEAM DELIVERING THE PROJECT SERVICES

The success of this project is largely defined by the quality of the Supplier team involved in the development of the eLearning course. The Supplier shall provide five (5) core staff with a minimum of five (5) years of relevant experience in instructional design or e-learning development. The Supplier shall submit to ISO the detailed CVs of these five staff:

- a) **Project Manager** – This person is responsible for tracking the progress of the project and ensuring that the deliverables will be delivered according to the agreed timeline and Service Level Agreement with ISO/CS.
- b) **Instructional Designer** – This person is responsible for conducting the learning needs analysis, instructional design strategy as well as storyboarding and audio scripting.
- c) **UX / Graphic Designer** – This person is responsible for the production of all visual assets, such as photos, icons, graphics, infographics and animations.
- d) **eLearning Developer** – This person is responsible for course authoring and programming of user interactions, graphic animations and transitions. The developer is also in charge of publishing the eLearning course to SCORM package ready for upload in the LMS.
- e) **Quality Assurance Officer (QA)** – This person is responsible for reviewing and testing the functions and interactivity of the course after the development stage. The QA officer also ensures the consistency and accuracy of text, visuals and narration.

The Supplier will facilitate knowledge transfer among team members when there are changes to the team composition during the entire contract period. Once resources are assigned to the project, they may not be substituted or replaced without the approval of ISO.

The Supplier is expected to have a succession plan in place in case of a team member's resignation or termination, so as not to affect the project schedule. ISO must approve any change that might affect the composition of the project team. The Supplier shall provide replacement within 5 working days after the team member's resignation or termination while maintaining the same selection criteria applied on the initial team member.

3.9 FINANCIAL AND PAYMENT TERMS

The total value of the Supplier proposal should not exceed **CHF 80'000**. The Supplier proposal is not paid. No reimbursement of expenses related to the preparation of any proposal will be made by the ISO/CS.

All prices should be expressed in Swiss francs. The proposed contract payment modalities shall be as follows:

- a) **20%** at the acceptance and sign-off of the planning and analysis processes deliverables (i.e. project plan and instructional design document);
- b) **50%** at the acceptance and sign-off of the design and development processes deliverables (i.e. storyboards and prototypes including an editable eLearning course file); and
- c) **30%** at the acceptance and sign-off of the implementation and evaluation processes deliverables (i.e. SCORM 1.2 package, visual and audio assets and project sign-off document).

The contract price shall not vary from the price that the Supplier quoted in its Bid, except for any change resulting from a Change Order issued by ISO.

The invoices shall be sent to ISO only after confirmation given in writing of acceptance of the deliverables and payment can be expected within 30 days of the receipt of the correctly detailed invoice.

4. Notifications of bid result

After submitting a proposal, but within the time limit for receipt of bids, the Supplier may still submit a new version of their proposal. The Supplier shall formally notify ISO that the previous proposal is withdrawn.

Following the decision of the validation committee at the ISO/CS, notification emails are simultaneously sent to all bidders; letters to unsuccessful bidders will state the grounds for rejection. The receipt of such notification letter does not imply any contractual relationship which will exist only upon signature of the contract by ISO and the successful bidder.

5. Supplier's proposal

The Supplier shall sign the bid declaration form in Annex B and provide comprehensive responses to all the items listed below as part of the proposal.

5.1 PROPOSAL DESCRIPTION

The Supplier shall describe in a maximum of three pages their understanding of this project and how should be delivered.

5.2 SUPPLIER'S PROFILE

a) History

The Supplier shall provide brief history of the company and general presentation regarding its products, services and solutions.

b) Key strengths

- Specific technical knowledge and skills that the company has in the area relative to the scope of this RFP
- Competitive advantage
- Formal certification / accreditation

c) Supplier Business Continuity

The Supplier should provide details of the business continuity planning process he/she have in place. The Supplier may wish to include corporately developed documentation and brochures on the subject. The Supplier should indicate whether he/she has ever invoked the business continuity plan.

5.3 EXPERIENCE AND RESOURCES WITHIN PROJECT AREA

a) Previous projects

The Supplier shall describe three previous similar projects in the scope of this RFP that are on-going or delivered within the past three (3) years from target contract engagement for international organizations/companies including:

- Why those projects are relevant to the scope of this RFP.
- Major issues or problems that may have occurred and how they were resolved.
- When those projects were delivered.

b) Knowledge of ISO and ISO members

The Supplier shall describe any previous experience with ISO and its members. The Supplier shall provide contact person(s) and location.

The Supplier shall mention if any of the employees in his/her company related, either personally or professionally, to a person currently employed by ISO or its members.

The Supplier shall mention to the best of his/her knowledge if any ISO employee or contractor previously employed by his/her company.

c) References

The Supplier shall provide three relevant current clients references including:

- Project short description
- Company name
- Location
- Contact person and position
- Email or phone

The references provided above may be directly contacted by ISO during the evaluation phase of the Supplier's proposal.

5.4 BANKRUPTCY

The Supplier shall mention if his/her company has ever filed for bankruptcy. If yes, the Supplier should explain in detail the reasons why, the filing date and the current status.

5.5 ADDITIONAL RELEVANT INFORMATION

The Supplier shall provide any additional information which is useful for ISO to know in the context of this RFP.

5.6 PROJECT SPECIFIC QUESTIONS

a) Qualification and expertise

- The Supplier shall describe in detail how the proposed eLearning content development approach answers the scope of services described in the RFP.

- The Supplier shall describe in detail the proposed solution to ensure the most adequate pedagogical approach in line with the eLearning objectives and the diverse target audience.
- The Supplier shall describe the specific processes intended to put in place to respond to the requirements as set out in the RFP.
- The Supplier shall describe the proposed quality assurance approach with regard to the different types of service requirements as referred to in the RFP.
- The Supplier shall provide examples on the instructional design skills and pedagogical approach of the team who will be assigned to work on this project as well as their abilities to work with a remote team in an international context and deal with people of different cultures.

b) In scope items, deliverables

The Supplier shall describe the services which will be provided as part of this project.

c) Out of scope items

The Supplier shall describe all items or requirements of this RFP that won't be addressed in the company proposal.

d) ISO involvement

The Supplier shall describe the support required from ISO to perform this project successfully.

e) Project management approach

The Supplier shall describe how the assigned team will manage this project.

f) Implementation plan

The Supplier shall provide an implementation plan and timeline for this project. See clause 3.6.2.

g) Resources, including the specific competencies and resumes

The Supplier shall describe the human resources that will be assigned to work on this project including their qualifications and experiences. The detailed CVs of the Supplier team should be attached with the proposal.

5.7 COMPLIANCE WITH THE PRE-QUALIFICATION, PROFESSIONAL AND TECHNICAL CAPACITIES CRITERIA

The Supplier shall complete the bid forms in Annexes C and D and submit them as part of the proposal.

5.8 PROJECT FINANCIALS

The proposed charging mechanism must:

- Incentivize the Consultants/Suppliers both to reduce costs and to improve performance
- Be simple to administer and monitor
- Reduce processing costs involved

All prices should be expressed in Swiss Francs. Recurring expenses should be shown monthly.

The Supplier shall submit the most suitable pricing structure that gives ISO a full picture of all detailed expenses or costs. ISO will assume that all provided costs are exhaustive and thus will not allow further costs to be introduced during contract negotiations, should the Supplier be selected.

In case of discrepancies between price given in words and that given in figure for the same item, the prices given in words shall prevail.

ISO will expect any selected Supplier to provide consolidated invoices on a monthly basis to include all charges for that month.

ISO payment terms are 30 days from the date a correctly detailed invoice is received (see clause 3.9). The Supplier should confirm his/her agreement with those terms.

5.9 LEGAL DOCUMENTS

The Supplier shall refer to the ISO's general terms and conditions in clause 1 and provide ISO with their view on any clauses that would entail issues on their side.

ISO will use its own service level agreement template for any ultimately chosen proposal.

Without express permission from ISO, Suppliers are not permitted to use or display the trademarked ISO logo, during or after the RFP process.

Annex A

ISO resource and training material on GSP

The ISO resource and training material on GSP can be accessed via the link below.

<https://drive.google.com/drive/folders/15nwVeK3ZY6hqWLMdx-zM3qhW-ttmzuyV?usp=sharing>

Annex B

Bid declaration form

The Supplier shall sign the bid declaration form and submit it as part of the proposal.



Annex C

Compliance sheet for pre-qualification criteria

The documents mentioned in this compliance sheet along with this form, should be a part of the pre-qualification proposal.



Annex D

Compliance sheet for professional and technical capacities criteria

The documents mentioned in this compliance sheet along with this form, should be a part of the professional and technical capacities proposal.

