REQUEST FOR PROPOSALS
SOCIETAL IMPACTS OF STANDARDS: PILOT PROJECT

We are ISO, the International Organization for Standardization, the world’s largest developer of voluntary International Standards.

ISO has published over 24,000 standards that are being used throughout the world daily to improve people’s lives. However, relatively little is known about the benefits or impacts that standards have in practice. What difference are standards making to people’s lives? To fill that knowledge gap, ISO has launched a multi-year project to assess the impacts that standards have on society (societal impacts).

The first phase of the project involves a pilot study to analyse the societal impacts of three (3) suites of standards in selected developing countries. The research will be based on the 3P framework (people, planet, prosperity). The pilot project will give ISO evidence of a range of societal impacts of specific standards in select countries, in the form of quantitative and qualitative data.

Therefore, we would like to invite you to participate and respond to this Request for Proposal (RFP). The purpose of this RFP is to allow several qualified suppliers to submit their best proposals for this service.

Unless otherwise public, 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.

Please provide comprehensive information to the attached questions by 23:59 PM (midnight) CEST 17 October 2023 after which time further proposals will not be accepted without prior written agreement.

Should you have any questions, do not hesitate to contact me on the e-mail address provided in this document.

Yours sincerely,

Sarah Parker
Manager, Research and Innovation
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1 RFP Process, Criteria, Terms and Conditions

1.1 Enquiries

Except as planned below for clarification calls, any query necessary for the preparation of the response must be addressed in writing by e-mail to the ISO Project Manager at the contact details below, and copying the ISO Procurement Manager at tenders@iso.org, or as otherwise directly notified by the ISO Procurement Manager.

Contact: Sophie Boinnard
Title: Project Manager
Address: Chemin de Blandonnet 8, 1214 VERNIER
Email: boinnard@iso.org

1.2 Modifications

No officer, agent or employee of ISO is authorised 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 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 ISO Procurement Manager in written form.

1.3 Schedule and Deadlines

The project will follow the dates below:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP released to potential Consultants</td>
<td>12 September 2023</td>
</tr>
<tr>
<td>Clarification calls with Consultants (as requested)</td>
<td>02 – 06 October 2023</td>
</tr>
<tr>
<td>Consultants return proposal</td>
<td><strong>17 October 2023 23:59 CEST</strong></td>
</tr>
<tr>
<td>Expected evaluation of proposals (including references)</td>
<td>18 October – 03 November 2023</td>
</tr>
<tr>
<td>Short-List Phase (interviews)</td>
<td>13 – 17 November 2023</td>
</tr>
<tr>
<td>Expected selection of proposal</td>
<td>27 November 2023</td>
</tr>
</tbody>
</table>

Electronic format of all proposals must be received by **17 October 2023 23:59 PM (midnight) CEST** by the Procurement Manager at tenders@iso.org, copying the ISO Project Manager. Proposals not received by this time without prior written agreement will be disqualified.

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

1.4 Format of Submission

Your response 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.

Consultants are encouraged to supply innovative solutions in responding to this RFP, however, Consultants 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 in the paragraph 1.3 above, provided however that, if the deadline set for submission is extended, the ISO Project Manager will also specify the new date and hour for submission which will replace the above deadline.

Any submission received by ISO after expiry of the deadline referred above 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 Consultants should direct any questions arising during the preparation of the response to this RFP, or requests for clarification, in writing by e-mail to the ISO Project Manager, and copying the ISO Procurement Manager.

We have planned for clarification calls. We will accept requests for clarification until 18:00 CEST, 02 October 2023. Please contact the ISO Project Manager by email (boinnard@iso.org) to schedule a call, copying the ISO Procurement Manager at tenders@iso.org.

Where appropriate, ISO reserves the right to circulate questions and the answers thereto to all other Consultants or post these publicly at www.iso.org, without disclosing the source of the questions or revealing the substance of a proposal.

1.8 Validity

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

1.9 Evaluation Process and Criteria

1.9.1 Preliminary screening and requirements

The initial stage will examine whether the proposal submitters have provided all the required information and/or associated documents on a prima facie basis.

In addition, the preliminary examination of the following elements shall be on a pass/fail basis:

- The Consultants must confirm that they accept full responsibility for arranging, such life, health, accident and other forms of insurance covering the performance any agreement granted under this RFP. The Consultants (including any personnel) are not eligible to participate in life or health insurance schemes available to ISO employees.

- The Consultants are also required to confirm that they are solely responsible for their tax status, paying any taxes and statutory contributions applicable in respect of fees and reimbursements received. For individual Consultants residing in Switzerland who seek to be engaged directly, you must provide a copy of your AVS (social insurance) certificate demonstrating your independent contractor status in your proposal documentation.
The proposal shall contain responses to all the RFP questions as described in section 4 below. Proposals not meeting these criteria will not be given further consideration.

1.9.2 Selection process

Stage 1: Proposals deemed to have sufficiently responded to this RFP will be thoroughly reviewed by an evaluation committee. Any necessary clarification or further information required to inform a selection decision will be requested from the Consultants by the Project Manager. A shortlist of possible providers will be prepared.

Stage 2: Shortlisted providers will be invited to present their proposal to the ISO evaluation committee. The presentations will take place via videoconferencing. The presentation sessions will include time for the Consultants to present their proposed solution and time for discussion and questions from the evaluation committee.

No new information should be introduced in the presentation sessions – all information about the Consultant’s proposal is to be included in the proposal submitted in response to this RFP. The purpose of the presentation sessions will be to discuss the proposal.

1.9.3 Evaluation criteria

In evaluating the complete proposals received, ISO will seek the most appropriate offer based on the following weighted criteria. The evaluation will be based on a scoring system as shown in the table below.

<table>
<thead>
<tr>
<th>Domain</th>
<th>Criteria</th>
<th>Weight</th>
<th>Section #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal suitability</td>
<td>Demonstrates clear understanding of the project objectives including what the project will achieve and why it is needed</td>
<td>25%</td>
<td>4.1</td>
</tr>
<tr>
<td></td>
<td>Demonstrates clear understanding of the project deliverables</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Consistency of proposed methodology with the needs outlined in the RFP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultant’s Profile and General Experience</td>
<td>Ability to conduct business or to source relevant expertise to communicate in international contexts</td>
<td>20%</td>
<td>4.2</td>
</tr>
<tr>
<td></td>
<td>Demonstrated ability in analytical report-writing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Demonstrated ability in delivering complex information in a format understandable by lay audiences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Written communication skills: clarity of message, structure and logical flow of proposal materials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall viability of the Consultant organization (business continuity, company ownership, and bankruptcy)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrated commitment to sustainability as well as diversity and inclusion</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experience within Project Area</th>
<th>Demonstrates understanding of international standardization</th>
<th>25% 4.3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Experience in data collection and statistical analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Experience in designing and implementing surveys and conducting qualitative research interviews</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Experience in assessing societal impacts/conducting impact studies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Proposed team members have the requisite skills and experience to deliver the project</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Client communication</th>
<th>Willingness to work collaboratively with ISO project team and other stakeholders</th>
<th>5% 4.4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Willingness to report to ISO on a bimonthly basis</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implementation plan</th>
<th>Demonstrates a clear understanding of the activities needed to complete the project, including the steps to be taken to obtain the information and documentation needed to complete the analysis</th>
<th>15% 4.5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Provides logical sequencing of activities likely to result in timely completion of the project</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial proposal</th>
<th>Financial proposal is detailed and comprehensive</th>
<th>10% 4.6</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Financial proposal is cost-effective and cost estimates are reasonable</td>
<td></td>
</tr>
</tbody>
</table>

|  | Total | 100% |

<table>
<thead>
<tr>
<th>Stage 2</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbal communication skills</td>
<td>40%</td>
</tr>
<tr>
<td>Communication and relationship management</td>
<td>Consistency between written proposal material and proposal presentation (content, tone, project outline, etc)</td>
</tr>
<tr>
<td>-</td>
<td>Clarity of information provided to ISO in any communication beyond the proposal</td>
</tr>
<tr>
<td>-</td>
<td>Willingness to work effectively with the ISO Project Team</td>
</tr>
</tbody>
</table>
| Quality and suitability of proposal | Quality of approach to project management | 20%  
| Project team | Quality and suitability of provider project team | 20%  
| Organizational issues | Practical convenience of working with provider – accessibility, communication options, etc. | 20%  
| Total | | 100%  

1.9.4 Pre-award Review and Validation

The evaluation committee as led by the Project Manager will score each proposal. The ISO Procurement Manager shall ensure the validation of compliance to the ISO Procurement Policy and Procedures in this RFP process leading to the selection of the successful Consultant.

1.10 Health and Safety

The Consultants are expected to follow legislative health and safety directives, as dictated by the appropriate country.

1.11 General Conditions

By submitting a proposal, the Consultant agrees to all conditions and terms stated in this RFP. If the Consultant does not agree with particular terms, such terms must be discussed in detail with the ISO Project 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 Consultant’s information.

ISO reserves the right to negotiate all terms and conditions in order to enter a formal contract with the Consultants, 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 Consultant’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 Consultant 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 are required by ISO, the Consultants shall make all such certificates available for inspection.

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

1.12 Disclaimer

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

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

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 Consultant 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 Consultant (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 Consultant 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 Consultant whether in contract, tort or otherwise with respect to the giving of any such representation or estimate.

1.13 Confidentiality

Unless otherwise public, all information disclosed in connection with this RFP is confidential and the property of ISO. This information must only be released to the personnel of the Consultant to whom release is required in order to prepare a response to this RFP.
2 Background Information

2.1 ISO – History

ISO (International Organization for Standardization) 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 24,400 International Standards covering almost all aspects of technology and business. From food safety to computers, and agriculture to healthcare, ISO International Standards impact all our lives.

2.2 ISO – Today

Today ISO is a non-profit membership organization with members from 169 national standards bodies (NSBs) and thousands of technical bodies to take care of standard development.

For more detailed information on our organisation, including a description of our key projects and an organisation chart, please visit our website: www.iso.org.

2.3 Business unit owning this RFP

The project will be overseen and managed by the Research and Innovation Unit, with the support of the Capacity Building Unit.

About the ISO Research and Innovation Unit (R&I)

ISO has set an ambitious goal to see international standards used everywhere. To realize this goal, the organization must work to demonstrate the benefits that international standards bring. The ISO Research and Innovation unit leads ISO’s research activities, which aim to understand and communicate how standards support economic growth, social progress, and environmental sustainability.

The R&I unit promotes and conducts research to better understand the impacts of standards and to maximize their benefits. From the results of this research, materials are produced to help communicate key findings to businesses, learning institutions and the wider public. The goal is not only to foster a better understanding of the advantages that standards bring to both organizations and society, but also to build interest in using standards and taking part in international standardization.

About the ISO Capacity Building Unit (CBU)

ISO’s most important resource is its member organizations and their networks of experts. This is the reason why ISO invests in strengthening the skills of its members, both at the human and the organizational level, through extensive training and technical assistance programmes. These programmes support members in achieving the United Nations Sustainable Development Goals (SDGs) by maximizing the benefits of international standardization and ensuring the uptake of ISO standards.
Technical assistance is delivered under the ISO Action Plan for developing countries. Specific programmes help ISO members get the most out of International Standards so they may fully participate in global trade and achieve sustainable development.

Training courses covering a wide range of subjects related to the international standardization process aim to help members participate effectively in the development of international standards.

3 Project Description and Requirements

3.1 Situation today/context

ISO has published over 24,400 standards that are being used throughout the world daily to improve people’s lives. The notion that standards are beneficial is taken as a given. However, relatively little is known about the benefits or impacts that standards have in practice. What difference are standards making to people’s lives?

Some research has been conducted on the economic impacts of a stock of standards on a country’s economy over time, including by ISO. For example, in 2021, the ISO Research & Innovation (R&I) Unit published a paper entitled: “Standards & economic growth: ISO members’ research on the impact of standards on their national economies”, bringing together the results of research conducted by ISO members to explore these questions in a selection of countries. Using economic modelling, researchers were able to suggest the amount of economic growth that could be explained by the increase in the stock of standards.

In 2022, the R&I Unit published a companion document entitled: “Economic impact of standards - Methodological guidance”. The document provides guidance to standards organizations on how to apply the methodology, which involves building a model of how changes in a stock of standards over time cause an increase in total factor productivity. The methodology has been successfully employed by a number of ISO members to estimate the economic benefits of standards.

However, we only have anecdotal evidence of the other types of benefits or impacts that specific standards or suites of standards have in practice. To fill that knowledge gap, ISO has launched a multi-year project to explore the impacts that standards have on society (societal impacts).

3.2 Future Situation/scope

3.2.1 Purpose and objectives

The first phase of the project involves a pilot project to analyse the societal impacts of three (3) suites of standards in selected developing countries. This RFP relates only to this pilot study and does not imply further involvement from the consultants in the project beyond the terms expressed in this document.

The purpose of this pilot project is to analyse the types of societal impacts that specific standards have had in the target countries and to measure the extent of those impacts. As a corollary, the pilot project will help ISO explore and identify the different types of societal impacts that standards can have and elaborate methodologies for measuring them.

The suites of standards were selected under the 3P framework:

- People: Management systems for food safety
The full list of relevant standards is included in Annex 1.

Through the pilot project, ISO/CS would like to obtain information on at least three (3) different types of impacts (see Section 3.2.4) that each of the suites of standards has for the user and/or the community where it is being used. For example, in the context of the food safety standards, it could be assumed that the use of the standards by companies involved in the food chain would have health impacts (e.g., food produced would be free of bacteria and parasites that can cause diseases), economic impacts (e.g., safer food products means fewer recalls of unsafe products and more sales as consumer trust increases), and social impacts (e.g., quality of life of consumers is improved as they have products they can trust/safely eat).

Consultants are invited to include the following information in their proposals:

- **The types of users** they would target for each suite of standards (e.g., large companies, SMEs, Government agencies), and the rationale for the choice;
- An estimate of **how many users** they could study or analyse in the project timeframe (see Section 3.2.5);
- **The types of impacts** they would assess for each suite of standards (see Section 3.2.4), and the rationale for the choice;
- A general description of the **methodological framework** they would employ to assess the types of impacts selected (note: since the development of a methodological approach to assessing different types of impacts is one of the project deliverables, Consultants are only expected to give a general description of the methodological approach they will explore to assess different impacts, to be further developed and tested through the project).

### 3.2.2 Expected deliverables

For each suite of standards, the Consultants are expected to deliver the following:

1. A **methodology** for assessing each of the types of impacts standards can have that were explored in the pilot project.
2. A **draft report** that outlines the findings of the impact assessment for each suite of standards and the results of applying the different methodologies developed to the users selected for the study.
3. A **final report** on the findings of the impact assessment for each suite of standards and the results of the application and effectiveness of the methodologies developed, including conclusions, lessons learned and recommendations for future application.
4. A ‘plain-English’ **executive summary** of the final report, featuring all high-level results as well as conclusions, lessons learned and recommendations.
5. A **presentation** of the results of the analysis that the Consultants will deliver to ISO/CS as well as interested NSBs along with a Q&A session.
6. **Communications material** that ISO can use in the promotion of the project findings.

### 3.2.3 Expected benefits

The pilot project will give ISO evidence of a range of societal impacts of specific standards for individual users of those standards in select countries, in the form of quantitative and qualitative data. The results of the pilot project will support Priority 1.1 of ISO Strategy 2030: Demonstrate the benefits of standards.
The pilot project will also provide ISO with an opportunity to develop its understanding of – and theoretical framework for analysing – the broader benefits /societal impacts of standards and explore and test methodologies for measuring those impacts.

### 3.2.4 Approach and methodology

For this project, we define the societal impacts of standards as the way in which standards affect the wellbeing of people and society as a whole. The following list of impacts fall under the societal impacts umbrella considered in this project.

<table>
<thead>
<tr>
<th>Type of impact</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural impacts</td>
<td>Contribution to understanding of ideas and reality, values and beliefs.</td>
</tr>
<tr>
<td>Economic impacts</td>
<td>Contribution to the sale price of products, a firm's costs and revenues (micro level), and economic returns either through economic growth or productivity growth (macro level).</td>
</tr>
<tr>
<td>Environmental impacts</td>
<td>Contribution to the management of the environment, for example, natural resources, environmental pollution, climate and meteorology.</td>
</tr>
<tr>
<td>Health impacts</td>
<td>Contribution to public health, life expectancy, prevention of illnesses and quality of life.</td>
</tr>
<tr>
<td>Political impacts</td>
<td>Contribution to how policy makers act and how policies are constructed.</td>
</tr>
<tr>
<td>Scientific impacts</td>
<td>Contribution to the subsequent progress of knowledge, the formation of disciplines, training and capacity building. Scientific impact = how a certain research product has been used by other researchers.</td>
</tr>
<tr>
<td>Social impacts</td>
<td>Contribution to community welfare, quality of life, behaviour, practices and activities of people and groups, and wellbeing.</td>
</tr>
<tr>
<td>Technological impacts</td>
<td>Contribution to the creation of product, process and service innovations.</td>
</tr>
<tr>
<td>Training impacts</td>
<td>Contribution to curricula, pedagogical tools, qualifications.</td>
</tr>
</tbody>
</table>

The project will explore the societal impacts of the use or implementation of three (3) suites of standards. In depth case studies in pre-determined developing countries will form the basis for the final output.

ISO/CS intends to select at least three (3) developing countries to participate in the pilot project. The Consultant will be expected to assess the impact of one (1) suite of standards per selected country. The number of users of the standards within those countries who will be the subject of the study will depend on the estimated cost of conducting the study per user, as indicated by the applicant Consultants through the RFP process (see section 4.6 Project Financials).

The Consultants will need to work closely (on a remote/virtual basis) with the National Standard Body (NSB) in each selected country to understand the national standardization system, to access national data, and to be put in contact with relevant stakeholders (including users of the selected standards) in the country, as and where necessary.
Countries applying to participate in the pilot project have been informed that they will need to support the work of the Consultants by helping them to understand the national standardization system, to access national data, and to contact relevant stakeholders in the country, as and where necessary and that they will need to nominate a staff member to be a project focal point to liaise with the Consultants on all matters relating to the project.

The pilot project consists of four tasks:

(a) The Consultants will develop methodologies to assess the societal impacts selected for the study.
(b) The Consultants will collect quantitative and qualitative data on the use of standards in selected countries.
(c) The Consultants will collect quantitative and qualitative data on the societal impacts of those standards in selected countries.
(d) Based on the data collected the Consultants will prepare an impact assessment for all standards and present their findings in a formal report and during a virtual presentation with ISO/CS staff.

The pilot project does not aim to make recommendations for how the standards reviewed could be improved, or to provide guidance on how to conduct impact studies.

3.2.5 Timeline for implementation

The estimated schedule of work should be as follows:

<table>
<thead>
<tr>
<th>Task</th>
<th>Deliverable</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop methodologies for assessing selected societal benefits</td>
<td>A <strong>methodology</strong> for assessing each of the types of impacts standards can have that were explored in the pilot project</td>
<td>Within 6 months from the signature of the contract</td>
</tr>
<tr>
<td>Preparation of findings and reporting to ISO/CS</td>
<td>A <strong>draft report</strong> that outlines the findings of the impact assessment for each suite of standards and the results of applying the different methodologies developed to the users selected for the study</td>
<td>Within 10 months from the signature of the contract</td>
</tr>
<tr>
<td></td>
<td>A <strong>final report</strong> on the findings of the impact assessment for each suite of standards and the results of the application and effectiveness of the methodologies developed, including conclusions, lessons learned and recommendations for future application</td>
<td>Within 11 months from the signature of the contract</td>
</tr>
<tr>
<td></td>
<td>A ‘plain-English’ <strong>executive summary</strong> of the full report, featuring all high-level results as well as conclusions,</td>
<td>Within 11 months from the signature of the contract</td>
</tr>
</tbody>
</table>
### lessons learned and recommendations

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</thead>
<tbody>
<tr>
<td><strong>A presentation</strong> of the results of the analysis that the Consultants will deliver to ISO/CS as well as interested NSBs along with a Q&amp;A session.</td>
<td>Within 12 months from the signature of the contract</td>
</tr>
<tr>
<td><strong>Communications material</strong> that ISO can use in the promotion of the project findings</td>
<td>Within 12 months from the signature of the contract</td>
</tr>
</tbody>
</table>

### 3.3 Legal

The selected Consultants will be expected to begin work on the signing of the contract, no later than **20 December 2023**, provide all final deliverables by **20 December 2024**.

The selected Consultants will be expected to sign the ISO Consultancy contract. ISO will require a contract term stipulating that copyright in the Deliverables created by the Consultants with ISO will be owned by ISO. If the Consultants need to process personal data in the course of the Project, that is necessary for the delivery of the Project Deliverables, the Consultants shall have the capacity to do so in compliance with the Swiss New Federal Act on Data Protection, effective as per 1st September 2023, and be ready to sign a **Data Processing Agreement** if required, which may include EU Standard Contractual Clauses in case there is an access to personal data from a country with no adequate level of data protection.

Please note that applicants are not permitted to use or display the trademarked ISO logo, during or after the RFP process without express permission from ISO.

### 4 Consultant/Supplier Proposal – RFP Questions

Please provide comprehensive responses to all elements in this section, for your proposal to be considered valid.

#### 4.1 Proposal Suitability [25%]

Please describe in a maximum of one page your understanding of this project and what you will be delivering.

Your proposal has to be methodologically sound and able to withstand academic scrutiny.

#### 4.2 Consultant's Profile and general experience [20%]

##### 4.2.1 History

- Short history of your company, general presentation
- Location and time zone of your company’s headquarters and any other locations where work on this project will be conducted
- Detail your presence in Geneva, if any
4.2.2 Company Profile

- Industry and organization types (aggregate information is acceptable) of your largest 10 recent clients (in terms of volume of work contracted to you)
- Number of projects similar to the scope of this RFP delivered in the last 3 years
- Demonstrated commitment to sustainability as well as diversity and inclusion

4.2.3 Business Continuity

Please provide details of the Business Continuity Planning process you have in place. You may wish to include corporately developed documentation and brochures on the subject. Indicate whether you have ever invoked the Business Continuity Plan.

4.2.4 Company Ownership

Is your company publicly traded? If privately held, list the name(s) of all significant stakeholder(s)/owner(s).

4.2.5 Bankruptcy

Has the company ever filed for bankruptcy? If yes, explain in detail the reasons why, the filing date and the current status.

4.3 Experience within Project Area [25%]

4.3.1 Major projects

Describe 2 previous similar projects in the scope of this RFP you have delivered for other customers:
- Explain why those projects are relevant to the scope of this RFP
- Detail major issues or problems that may have occurred and how they were resolved.
- Detail when those projects were delivered.

4.3.2 Specific skills and Technical Know How

Please list here any specific skills you have in the area relative to the scope of this RFP. In particular demonstrate experience undertaking impact studies in a range of context.

4.3.3 Team composition, Roles and Responsibilities (R&R)

Please provide a thorough outline of everyone in the team that will collaborate with ISO/CS. Include CVs and a team organizational chart. If you intend to involve subject matter experts for specific components of the work, ensure that these people are included in your description of your project team.

Please also provide a thorough outline of the roles and responsibilities of your team and of what is expected from ISO/CS.

4.3.4 Knowledge of ISO and ISO Members

- Describe any previous experience with ISO and ISO Members. Provide contact person(s) and location.
• Are any of the employees in your organization related, either personally or professionally, to a person currently employed by ISO or its members?
• To the best of your knowledge, was any ISO employee or contractor previously employed by your organization?

4.3.5 Industry experience

Describe your previous experience within the standardization, publication, and international non-governmental work fields, if any.

4.3.6 References

Provide 3 relevant current or past client references with:
• Project short description
• Company name
• Location
• Contact person, position
• Email or phone

Please note that references provided above may be directly contacted by ISO before and during the evaluation phase of this proposal.

4.4 Client communication [5%]

Please describe how you will communicate and manage relationships with the ISO Project Team and other stakeholders to ensure smooth running of the project.

4.4.1 Reporting

Please detail the reports that ISO will have access to during the implementation or project phase. If available, provide samples.

4.4.2 Services Performance Metrics

Please describe some performance metrics that will be used to measure performance of the contract in the future. If this will include a performance scorecard, provide details.

4.5 Implementation Plan [15%]

Please describe the step-by-step implementation plan and timeline for this project, based on your understanding of its purposes and deliverables, including a clear indication of the different phases of the project and their expected duration.

You can base it on our description of the timeline, though you may want to include any other relevant tasks and list potential challenges that the project may face at different stages if applicable.

4.6 Financial Proposal [10%]

Please provide comprehensive responses to all questions in this section.
The proposed charging mechanism must:
- be simple to administer and monitor
- reduce processing costs involved
- show clearly which costs are mandatory and which are optional
- comprehensive split of the budget by phases

The total estimated cost of the project must not exceed **CHF 250,000**.

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

Please propose the most suitable pricing structure matching the above criteria.

*The prices supplied must give ISO a full picture of all expenses or costs* and ISO will assume that all provided costs are exhaustive and thus will not allow further costs to be introduced during contract negotiations, should you be selected.

ISO will expect any selected Consultant to provide consolidated invoices on completion of each project phase.

ISO payment terms are 30 days from the date a correctly detailed invoice is received. Please confirm your agreement with those terms.

### 4.7 Additional relevant information

Provide any additional information, which you believe is useful for ISO to know in the context of this project, with specific focus on:
- What you need from ISO in order to perform successfully
- The "out of scope" items or requirements of this RFP that you will not address
- List electronic systems you will grant ISO access to, if applicable
Annex 1. ISO standards to be analysed through the pilot project

<table>
<thead>
<tr>
<th>Standard name</th>
<th>Standard Reference</th>
<th>Standard ID</th>
<th>Publication date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Management systems for food safety</strong></td>
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<tr>
<td>Food safety management systems — Requirements for any organization in the food chain</td>
<td>ISO 22000:2018</td>
<td>65464</td>
<td>2018-06-18</td>
</tr>
<tr>
<td>Prerequisite programmes on food safety — Part 1: Food manufacturing</td>
<td>ISO/TS 22002-1:2009</td>
<td>44001</td>
<td>2009-12-14</td>
</tr>
<tr>
<td>Prerequisite programmes on food safety — Part 4: Food packaging manufacturing</td>
<td>ISO/TS 22002-4:2013</td>
<td>60969</td>
<td>2013-12-12</td>
</tr>
<tr>
<td>Prerequisite programmes on food safety — Part 6: Feed and animal food production</td>
<td>ISO/TS 22002-6:2016</td>
<td>66126</td>
<td>2016-04-14</td>
</tr>
<tr>
<td><strong>Environmental management</strong></td>
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<tr>
<td>Environmental management systems — Requirements with guidance for use</td>
<td>ISO 14001:2015</td>
<td>60857</td>
<td>14.09.2015</td>
</tr>
<tr>
<td>Environmental management systems — Guidelines for using ISO 14001 to address environmental aspects and conditions within an environmental topic area — Part 1: General</td>
<td>ISO 14002-1:2019</td>
<td>70138</td>
<td>28.11.2019</td>
</tr>
<tr>
<td>Environmental management systems — Guidelines for using ISO 14001 to address environmental aspects and conditions within an environmental topic area — Part 2: Water</td>
<td>ISO 14002-2:2023</td>
<td>79165</td>
<td>16.05.2023</td>
</tr>
<tr>
<td>Environmental management systems — Guidelines for a flexible approach to phased implementation</td>
<td>ISO 14005:2019</td>
<td>72333</td>
<td>06.05.2019</td>
</tr>
<tr>
<td>Environmental management systems — Guidelines for incorporating ecodesign</td>
<td>ISO 14006:2020</td>
<td>72644</td>
<td>30.01.2020</td>
</tr>
<tr>
<td>Environmental management — Guidelines for determining environmental costs and benefits</td>
<td>ISO 14007:2019</td>
<td>70139</td>
<td>22.10.2019</td>
</tr>
<tr>
<td>Monetary valuation of environmental impacts and related environmental aspects</td>
<td>ISO 14008:2019</td>
<td>43243</td>
<td>11.03.2019</td>
</tr>
<tr>
<td><strong>Tourism</strong></td>
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<tr>
<td>Tourism and related services — Requirements and recommendations for beach operation</td>
<td>ISO 13009:2015</td>
<td>52329</td>
<td>2015-01-13</td>
</tr>
<tr>
<td>Adventure tourism — Good practices for sustainability — Requirements and recommendations</td>
<td>ISO 20611:2018</td>
<td>68548</td>
<td>2018-09-19</td>
</tr>
<tr>
<td>Tourism and related services — Sustainability management system for accommodation establishments — Requirements</td>
<td>ISO 21401:2018</td>
<td>70869</td>
<td>2018-12-17</td>
</tr>
</tbody>
</table>