



REQUEST FOR PROPOSALS

Women at the table: Exploring women's participation in ISO standards' development

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

ISO has conducted preliminary research to explore and assess the gender-responsive nature of standards and their impact, including through interviews with participants in the technical committees (TCs) that have developed standards. The research indicated that women are under-represented in the development of standards and ISO wishes to better understand what constrains their representation and what barriers may exist to their effective contribution to standards development.

In 2022, ISO launched its second [ISO Gender Action Plan \(2022-2025\)](#) (GAP) defining five priority outcomes critical for advancing gender equality in standardization. The GAP includes the following actions to ensure 'Participation and representation in technical work is balanced' (Outcome 2):

- Research and assess opportunities and obstacles to women participating in technical work;
- Ensure contributions and perspectives of women in technical work and leadership positions are further valued and integrated.

The aim of this project is to determine to what extent women's representation and participation in ISO standards development (in terms of the number of women participating and their level of influence) is equal to men's and to provide recommendations and guidance for ensuring **representation and participation** in ISO's technical work is balanced.

Therefore, we would like to invite you to participate and respond to this Request for Proposals (RFP). The purpose of this RFP is to allow several qualified consultants 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 and consultants.

Please provide comprehensive information to the attached questions by **23:59 PM CET 31 October 2022** after which time further proposals will not be accepted without prior written agreement.

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

Yours sincerely,

Belinda Cleeland
Head, Research and Innovation
ISO Central Secretariat

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1 RFP Process, Criteria, Terms and Conditions

1.1 Enquiries

Except as planned below for clarification calls (see section 1.7), any query necessary for the preparation of the response must be addressed in writing by e-mail to the ISO Project Manager Sarah Parker, parker@iso.org, and copying the ISO Procurement Manager at tenders@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 Project Manager in written form.

1.3 Schedule and Deadlines

The project will follow the dates below:

Activity	Due Date
RFP released to potential Consultants	03 October 2022
Clarification calls with Consultants (as requested)	Until 18:00 CET 27 October 2022
Consultants return proposal	31 October 2022 23:59 CET
Expected evaluation of proposals (including references)	15 November 2022
Presentations/Follow-up/Short-List Phase	16 – 30 November 2022
Expected selection of proposal	02 December 2022

Electronic format of all proposals must be received by **31 October 2022 23:59 PM (midnight) CET** by the Procurement Manager at tenders@iso.org, copying the ISO Project Manager, parker@iso.org. 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-mentioned 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

We have planned for clarification calls and will accept requests for clarification until 18:00 CET, 27 October 2022. Please contact the ISO Project Manager by email (parker@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 Consultants 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.

1.9.2 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.

Domain	Criteria	Weight	Section #
Proposal Description	Demonstrates clear understanding of the project objectives including what the project will achieve and why it is needed	25%	4.1
	Demonstrates clear understanding of the project deliverables		
	Research methodologies for Parts I-III are clearly explained and appropriate		
Consultant's Profile and General Experience	Ability to conduct business or to source relevant expertise to communicate in international contexts and/or in multiple languages	20%	4.2
	Demonstrated ability in analytical report-writing		
	Demonstrated ability in delivering complex information in a format understandable by lay audiences		
	Written communication skills: clarity of message, structure and logical flow of proposal materials		
	Status of business operations (business continuity, company ownership, and bankruptcy)		
Experience within Project Area	Demonstrates previous experience delivering similar projects	25%	4.3
	Experience in data collection and statistical analysis		
	Experience in designing and implementing surveys and conducting qualitative research interviews		
	Experience in assessing women's experiences participating in expert groups, particularly standards development		
	Proposed team members have the requisite skills and experience to deliver the project		

Client communication	Willingness to work collaboratively with ISO project team and other stakeholders	5%	4.4
	Willingness to report to ISO on a bimonthly basis		
Implementation plan	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	15%	4.5
	Provides logical sequencing of activities likely to result in timely completion of the project		
Financial proposal	Financial proposal is detailed and comprehensive	10%	4.6
	Financial proposal is cost-effective and cost estimates are reasonable		
	Total	100%	

1.9.3 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 [\[link\]](#) 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 Consultants agrees to all conditions and terms stated in this RFP. If a 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 Consultants' information.

ISO reserves the right to negotiate all terms and conditions in order to enter a formal contract with the Consultant, 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 Consultant 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 their independence or that of its personnel. If a Consultant fails to maintain independence, ISO on the basis of its sole discretion reserves the right immediately disqualify the application. The Consultants shall include a conflict of interest statement in their proposals.

1.12 Disclaimer

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

Each 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 a membership of 167 [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 ISO Gender Action Plan team, under the ISO Sustainability 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](#).

3 Project Description and Requirements

3.1 Context

The [ISO Gender Action Plan \(2022-2025\)](#) defines five priorities for advancing gender equality in standardization, including the following actions to ensure 'Participation and representation in technical work is balanced' (Outcome 2):

- Research and assess opportunities and obstacles to women participating in technical work;
- Ensure contributions and perspectives of women in technical work and leadership positions are further valued and integrated.

3.2 Scope

3.2.1 Purpose and Objectives

In an effort to promote diversity and inclusion and ensure balanced representation and participation in technical work, ISO wishes to conduct research to gain a better understanding of the status of women's participation in the ISO standards development process both in terms of the number of women participating and the influence they have on the process, and to make recommendations for improving their representation and participation and, ultimately, achieving gender equality in standardization.

3.2.2 Approach

The study should analyse the major factors affecting the ability of women to participate in and influence standards development, including:

- **Selection criteria** and procedures for women's participation in TCs (i.e., how have women been selected or nominated to participate in TCs? What is the process by which they were appointed, invited, or selected to participate? What are the experiences of women who have tried – and failed – to participate in TCs? What reasons were given for their exclusion? Does this vary across regions/developed v developing countries?)
- **Decision-making procedures** that allow women to make use of their presence (i.e., are there procedural elements in the way that consensus is reached that create opportunities or obstacles to women getting their views across and accommodated?)
- **Transfer strategies** that allow women's positions and inputs to reach the negotiation/discussion table (i.e., what approaches and strategies have women used to get their views heard e.g., direct bilateral discussions with the TC Chair or direct lobbying of other participants, submitting written proposals, public statements? How were their views received by other participants? What are their experiences of having their views included in the outcomes of the TC?)
- **Presence of other women** participants in the TC (i.e., were there other women participants in the TC? If so, how many/what proportion? Were there conscious efforts to collaborate and support each other's positions/views? What impact did the presence of other women participants have on the influence of women's views?)
- **Attitude of other participants** to the inclusion of women in the TC (i.e., what were the attitudes of the different TC Chairs to the inclusion of women in the TC – supportive, indifferent, resistant, not discernible? What were the attitudes of other participants (e.g. men)?)

3.2.3 Research Questions

The research will examine women's representation, participation and leadership in the technical work of standards development. The main questions to be addressed by the research under these three (3) thematic areas are:

Part I: A seat at the table (Representation)

1. What is the status of women's representation in the ISO standards development process based on the data ISO has been collecting since 2020?

In the context of this research question, the Consultant should provide a statistical overview of rates of women's representation in TCs that looks at:

- a. Past trends (historical overview of women's representation, noting that ISO only has data dating back to 2020 so this analysis will be limited)
 - b. Thematic trends (compare rates of representation across different thematic areas e.g., energy, food safety etc., and analyse the factors that may influence women's representation in different thematic areas e.g., socioeconomic, cultural factors etc.)
 - c. Geographic trends (compare rates of representation of women in TCs across different regions as well as developed versus developing country differentials)
2. Why are fewer women represented in the technical work of ISO standards development than men?

In the context of this research question, the Consultant should explore the following:

- a. What are the factors or influences that *promote and support* women's representation in the ISO standards development process? [This should look at the thematic areas and countries/regions where rates of women's participation is high(est) and investigate why this might be the case and what, if any, initiatives can this be attributed to.]
 - b. What are the factors or influences that *inhibit and prevent* women's representation in the ISO standards development process? What are the obstacles? [For example, the 2016 Report of the UNECE on *Gender mainstreaming in standards* noted that 'To ensure inclusion of women in standard setting processes there may be a need for further skills development for women related to work on the development and implementation of standards' (p. 5), suggesting that one of the obstacles to their inclusion/participation could be a *lack of skills* relating to work on the development and implementation of standards]
3. How can we increase women's representation in the technical work of standards development?
 - a. What needs to be done (generally) to increase women's representation in TCs?
 - b. What can ISO do to increase the representation of women in TCs? [To what extent can the factors that influence the obstacles to women's involvement be influenced by ISO?] This should be further unpacked as follows:
 - i. What can ISO members do to increase the representation of women in TCs?
 - ii. What can ISO do?

- iii. What (if anything) can the Technical Management Board ([TMB](#))/technical community do?

Part II: A voice at the table (Participation)

4. Do women participants have a different level of influence in the technical work of standards than men participants?
 - a. What are women's experiences of participating in TCs?
 - b. What are the factors or influences that *enhance* women's influence in the ISO standards development process? (e.g., does having a woman leading the technical work make it more likely women's views will be considered?)
 - c. What are the factors or influences that *inhibit and prevent* women's influence in the ISO standards development process?
5. How can we improve women's participation in the technical work of standards development?
 - a. What needs to be done (generally) to increase women's influence in TCs?
 - b. What can ISO do to increase the *meaningful* participation of women in TCs? [To what extent can the factors that influence the obstacles to women's meaningful participation be influenced by ISO?]

Part III: Head of the table (Leadership)

6. What are women's experiences of leading the technical work of standards development?
 - a. How many women have led TCs since data has been collected on this (2020)?
 - b. What obstacles have women faced in *becoming* leaders of TCs?
 - c. What obstacles have women faced in *leading* TCs?
 - d. What impacts has women's leadership had on:
 - i. Ensuring the views of women participants are considered?
 - ii. Developing gender-responsive standards?

3.2.4 Expected Deliverables

The Consultant is expected to deliver the following:

1. A draft report of findings of the research including case studies and recommendations or guidelines for action that ISO can take to increase and improve women's participation in the technical work of standards development.
2. A final report of findings of the research including case studies and recommendations or guidelines for action that ISO can take to increase and improve women's participation in the technical work of standards development.

3. A 'plain-English' executive summary of the full report, featuring all high-level results as well as conclusions, lessons learned and recommendations.
4. An oral presentation to ISO of the findings incorporated in the final report.

3.2.5 Timeline for implementation

The selected Consultant will be expected to begin work on the signing of the contract, no later than 05 December 2022 and provide the final report on the research findings by **05 July 2023**.

The estimated schedule of work should be as follows:

Task	Deliverable	Due date
Apply the methodological guidance in selected country	1. A draft report of findings of the research including case studies and recommendations or guidelines for action that ISO can take to increase and improve women's participation in the technical work of standards development.	Within 5 months from the signature of the contract
	2. A final report of findings of the research including case studies and recommendations or guidelines for action that ISO can take to increase and improve women's participation in the technical work of standards development.	Within 7 months from the signature of the contract
	3. A 'plain-English' executive summary of the full report, featuring all high-level results as well as conclusions, lessons learned and recommendations.	Within 7 months from the signature of the contract
	4. An oral presentation to ISO of the findings incorporated in the final report.	Within 8 months from the signature of the contract

3.3 Legal

The selected Consultant will be expected to begin work on the signing of the contract, no later than 05 December 2022 and provide the final report on the research findings by **05 July 2023**.

The selected Consultant will be expected to sign the ISO Consultancy contract. ISO will require a contract term stipulating that copyright in the Deliverables created by the Consultant with ISO will be owned by ISO.

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 Proposal - RFP Questions

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

4.1 Proposal Description [25%]

Please describe in a maximum of four (4) pages your understanding of this project and what you will be delivering by responding to the following:

- 4.1.1 What is your understanding of what the project objectives are and why it is needed?
- 4.1.2 What is your understanding of the project deliverables?
- 4.1.3 What research methodology would you suggest to assess the status of women's representation in the ISO standards development process in terms of the number of women taking part in the process (Part I: Representation)?
- 4.1.4 What research methodology would you suggest to assess the level of influence women participants have in the technical work of standards (Part II: Participation)?
- 4.1.5 What research methodology would you suggest to assess women's experiences of leading the technical work of standards development (Part III: Leadership)?
- 4.1.6 Are there any data or tools that you will require to carry out the research and how you will access these?
- 4.1.7 Do you have any comments or suggestions on the Research Questions, Expected Deliverables and/or Approach and Methodology described above?

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

- List of languages the organization can operate in; ability to conduct business or to source relevant expertise to communicate in multiple languages as needed.
- Demonstrated ability in analytical report-writing. Please provide at least three (3) examples of reports or other research publications that demonstrate your analytical report-writing skills.
- Demonstrated ability in delivering complex information in a format understandable by lay audiences. Please provide at least three (3) examples of written work that demonstrates your ability to communicate complex information or ideas to lay persons (non-experts) in an accessible way.

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 3 previous projects you have delivered for other customers that were similar to this RFP in terms of scope and/or methodological approach:

- 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 describe your expertise and experience with respect to the following:

- Experience in data collection and statistical analysis.
- Experience in designing and implementing surveys and conducting qualitative research interviews.
- Experience in assessing women's experiences participating in expert groups, particularly standards development.

Please list here any specific skills you have in the area relative to the scope of this RFP.

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 any previous experience you have had in the context of international standards and standards development.

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. Please describe how you have communicated and managed relationships in previous projects to illustrate your approach.

4.4.1 Reporting

The selected Consultant will be expected to report on a bimonthly basis (i.e., every two (2) months) from project initiation to ensure ISO/CS is regularly informed of progress. Please confirm your willingness to report to ISO/CS on a bimonthly basis.

4.5 Implementation Plan [15%]

Please describe your implementation plan and timeline for this project, including a clear indication of the different phases of the project from information gathering to report writing, and the estimated duration of the project phases.

4.6 Financial Proposal [10%]

Please take note of and address all elements of this section in your financial proposal.

The financial proposal must:

- be simple to administer and monitor
- reduce processing costs involved
- show clearly which costs are mandatory and which are optional
- comprehensively split the budget by phases
- specify the daily rates for all team members, employees or consultants who will work on the project
- specify the estimated hours/days for each team member, employee or consultant on each project phase

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 Supplier 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.

Please use the below form to provide your financial proposal. You are free to add rows and other types of expenses as needed, but you must, at a minimum, provide the daily rates, number of days and number of persons who will be working on the project. Where multiple consultants or employees are working on the different Parts, please include a breakdown of the price per consultant/employee.

Financial Proposal			
Initial Deliverable Description	Quantity (No. of days)	Daily rate (CHF)	Subtotal
Personnel			
Phase I (Representation)			
<i>[Insert a new row for each employee, team member or consultant who will work on the project]</i>			
Phase II (Participation)			
<i>[Insert a new row for each employee, team member or consultant who will work on the project]</i>			
Phase III (Leadership)			
<i>[Insert a new row for each employee, team member or consultant who will work on the project]</i>			
Any other relevant costs			
<i>[Insert any other anticipated costs noting that no travel is expected for this project]</i>			
Total in CHF Excluding VAT:			

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