

**REQUEST FOR PROPOSALS**  
*(PROCUREMENT OF SERVICES)*  
*For Simple Assignments*

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**SERVICES FOR**  
*ICT Support Services*

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**Prepared by**



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IOM International Organization for Migration  
OIM Organisation Internationale pour les Migrations  
OIM Organización Internacional para las Migraciones

*25<sup>th</sup> Fl. 6789 Alphaland Bldg. Ayala Ave., Makati City 1226*

*[April 2019]*

**REQUEST FOR PROPOSALS  
RFP No.: 0001**

**Mission: Manila, Philippines**

**Project Name: Staff Augmentation**

**WBS: To be Confirm**

**Title of Services: ICT Support Services**



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## Request for Proposals

The International Organization for Migration (hereinafter called **IOM**) intends to enter into long term agreements with Service Providers for the provision of ICT Support Services covering: software development, QA testing, ICT technical support, project management, business analysts, SAP domain expert support, staff augmentation services and more.

In the framework of **ICT Operations**, IOM now issues this requests for proposals (RFP) from Companies and Service Providers of software development services, staff augmentation and placement as well as other ICT related services, with the intent of establishing a multi-year Services Agreement(s) with qualified vendors to allow for the hiring of technology professionals on an as-needed temporary basis.

Selected vendors will be eligible to provide services ranging from the involvement in full or partial onsite/off-site software development lifecycle, to staff augmentation under agreed upon terms as needs arise.

It is envisaged that vendors will be able to provide services in Philippines, Switzerland and Panama, or as may be required globally. A global presence with local offices around the world will therefore be an added advantage.

The Service Provider /Consulting Firm will be selected under a Quality – Cost Based Selection procedure as described in this RFP.

The RFP includes the following documents:

- I. Instructions to Service Providers/ Consulting Firms
- II. Technical Proposal – Standard Forms
- III. Financial Proposal – Standard Forms
- IV. Excel Format Forms
- V. Standard Form of Contract

The Proposals should be submitted by e-mail and all attachments should be in PDF. Copies of tables used should also be provided in Excel format that have been provided as part of the RFP. Proposals may also be delivered by hand or through mail (with soft copies provided) to IOM with office address at *25<sup>th</sup> Fl. Office 6789 Ayala Ave, Makati City 1226* on or *before 5pm on June 3,2019 – Manila Time*. No late proposal shall be accepted.

IOM reserves the right to accept or reject any proposal and to annul the selection process and reject all Proposals at any time prior to contract award, without thereby incurring any liability to affected Service Providers/ Consulting Firms

You are requested to hold your proposal valid for 120 days from the deadline for submission.

[GICHUKI Mumbi](#)  
[ICT Global Operations Manager.](#)

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## **Background**

ICT is a support function that enables IOM to do its core business. IOM would like to procure partners that will assist in the routine tasks of designing, developing, and maintaining applications or infrastructure whose technical skills are readily available on the market. IOM team will play a leading role in ensuring that projects are governed and deliver their objectives as expected. This would aid the ICT team to focus more on provision of the business needs and to identify suitable, reliable, effective and efficient products that can be used to address the needs.

## **Objective**

The objective of this RFP is to identify and establish long term agreements for “ICT Support Services” with ideally three, but possibly more, companies that can provide services as described in this request for proposal. Vendors are encouraged to bid for aspects where they have technical specialization and resource capacities.

## **Rationale**

The service will allow for IOM to retain its technical authority and hire specific technology professionals on an as-needed, temporary basis under agreed upon terms as needs arise. Terms will be dependent on the actual requirements and could be based on:

- Time and Material Model
- Staff Augmentation Model
- Fixed Price Model
- Project specific milestones

Depending on service activity and deliverables, the approach undertaken may also be on an outsourced support model which could be on-site or off-site.

Independent consultants are also encouraged to participate where they can offer specialized services such as SAP Modules implementation, FIORI, Mobile Applications, Web technologies, API and others. Details of relevant qualifications and experience should be provided in such cases.

## **Services Targeted**

Examples of ICT services that we may engage in are:

- Application software development
- Technical Leadership in leading technologies
- Web design and development
- Mobile applications and API development
- Content management and SEO support
- Technical writing support
- Application support or management
- SAP domain expert project and support
- Technical support/help desk
- Database development/management
- Infrastructure and telecoms project rollout and support
- And more.

## **Targeted Outcome**

Selected vendors will be eligible to provide ICT support services ranging from the involvement in full or partial onsite/off-site software development lifecycle, various support and project initiatives, to staff augmentation under agreed upon terms as needs arise.

It is envisaged that vendors will be able to provide services in Philippines, Switzerland and Panama, or globally, on-site or off-site as may be required. A global presence with local offices around the world will therefore be an added advantage, though not a requirement.

## **Manner of Submission**

Bids should be submitted by e-mail and all attachments should be in PDF. Copies of tables used should also be provided in Excel format that have been provided as part of the RFP.

## **Questions & Clarifications**

Any requests for clarification should be referred to [gpsu@iom.int](mailto:gpsu@iom.int) copying [evargas@iom.int](mailto:evargas@iom.int) & [ictglobalops@iom.int](mailto:ictglobalops@iom.int) before 16:00 hrs. CET on Monday May 6, 2019.

IOM will respond to questions by close of business on May 24, 2019

IOM may, at its discretion copy any reply to a particular question to all other invited companies.

## **I. Instructions to Service Providers/ Consulting Firms**

### **1. Introduction**

- 1.1 Only eligible Service Providers/ Consulting Firms may submit a Technical Proposal and Financial Proposal for the services required. The proposal shall be the basis for contract negotiations and ultimately for a signed contract with the selected Consultant Firm.
- 1.2 Service Providers/ Consulting Firms should familiarize themselves with local conditions and take them into account in preparing the proposal. Service Providers/ Consulting Firms are encouraged to visit IOM before submitting a proposal and to attend a pre-proposal conference if is specified in Item 2.3. of this Instruction.
- 1.3 The Service Providers/ Consulting Firms costs of preparing the proposal and of negotiating the contract, including visit/s to the IOM, are not reimbursable as a direct cost of the assignment.
- 1.4 Service Providers/ Consulting Firms shall not be hired for any assignment that would be in conflict with their prior or current obligations to other procuring entities, or that may place them in a position of not being able to carry out the assignment in the best interest of the IOM.
- 1.5 IOM is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to contract award, without thereby incurring any liability to the Service Providers/ Consulting Firms.
- 1.6 IOM shall provide at no cost to the Service Provider/ Consulting Firm the necessary inputs and facilities and assist the Firm in obtaining licenses and permits needed to carry out the services and make available relevant project data and report [see TPF-2 (II. Service Providers/Consulting Firms Organization)]

### **2. Corrupt, Fraudulent, and Coercive Practices**

- 2.1 IOM Policy requires that all IOM Staff, bidders, manufacturers, suppliers or distributors, observe the highest standard of ethics during the procurement and execution of all contracts. IOM shall reject any proposal put forward by bidders, or where applicable, terminate their contract, if it is determined that they have engaged in corrupt, fraudulent, collusive or coercive practices. In pursuance of this policy, IOM defines for purposes of this paragraph the terms set forth below as follows:
  - Corrupt practice means the offering, giving, receiving or soliciting, directly or indirectly, of any thing of value to influence the action of the Procuring/Contracting Entity in the procurement process or in contract execution;
  - Fraudulent practice is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to

mislead, the Procuring/Contracting Entity in the procurement process or the execution of a contract, to obtain a financial gain or other benefit to avoid an obligation;

- Collusive practice is an undisclosed arrangement between two or more bidders designed to artificially alter the results of the tender procedure to obtain a financial gain or other benefit;
- Coercive practice is impairing or harming, or threatening to impair or harm, directly or indirectly, any participant in the tender process to influence improperly its activities in a procurement process, or affect the execution of a contract

### **3. Conflict of Interest**

3.1 All bidders found to have conflicting interests shall be disqualified to participate in the procurement at hand. A bidder may be considered to have conflicting interest under any of the circumstances set forth below:

- A Bidder has controlling shareholders in common with another Bidder;
- A Bidder receives or has received any direct or indirect subsidy from another Bidder;
- A Bidder has the same representative as that of another Bidder for purposes of this bid;
- A Bidder has a relationship, directly or through third parties, that puts them in a position to have access to information about or influence on the Bid of another or influence the decisions of the Mission/procuring Entity regarding this bidding process;
- A Bidder submits more than one bid in this bidding process;
- A Bidder who participated as a consultant in the preparation of the design or technical specifications of the Goods and related services that are subject of the bid.

### **4. Clarifications and Amendments to RFP Documents**

4.1 At any time before the submission of the proposals, IOM may, for any reason, whether at its own initiative or in response to a clarification amend the RFP. Any amendment made will be made available to all short-listed Service Providers/ Consulting Firms who have acknowledged the Letter of Invitation.

4.2. Service Providers/ Consulting Firms may request for clarification(s) on any part of the RFP. The request must be sent in writing or by standard electronic means and submitted to IOM at the address indicated in the invitation at least *starting on May 6, 2019 until May 17, 2019 5PM – Manila Time* before the set deadline for the submission and receipt of Proposals . IOM will respond in writing or by standard electronic means to the said request and this will be made available to all those who acknowledged the Letter of Invitation without

identifying the source of the inquiry.

- 4.3 For this purpose, a pre-proposal conference will be held on *May 3, 2019 1PM in 28<sup>th</sup> floor Citibank Tower Paseo De Roxas Makati City Philippines*. Attendance to the conference is optional.

## 5. Preparation of the Proposal

- 5.1 A Service Provider/ Consulting Firm Proposal shall have two (2) components:
- a) the Technical Proposal, and
  - b) the Financial Proposal.
- 5.2 The Proposal, and all related correspondence exchanged by the Service Providers/ Consulting Firms and IOM, shall be in *English*. All reports prepared by the contracted Service Provider/ Consulting Firm shall be in *English*.
- 5.3 The Service Providers/ Consulting Firms are expected to examine in detail the documents constituting this Request for Proposal (RFP). Material deficiencies in providing the information requested may result in rejection of a proposal.

## 6. Technical Proposal

- 6.1 When preparing the Technical Proposal, Service Providers/ Consulting Firms must give particular attention to the following:
- a) If a Service Provider/ Consulting Firm deems that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultant(s) and/or other consultants or entities in a joint venture or sub-consultancy, as appropriate. Service Providers/ Consulting Firms may associate with the other consultants invited for this assignment or to enter into a joint venture with consultants not invited, only with the approval of IOM. In case of a joint venture, all partners shall be jointly and severally liable and shall indicate who will act as the leader of the joint venture.<sup>1</sup>
  - b) For assignment of the staff, the proposal shall be based on the number of professional staff-months estimated by the firm, no alternative professional staff shall be proposed.
  - c) It is desirable that the majority of the key professional staff proposed is permanent employees of the firm or have an extended and stable working relationship with it.
  - d) Proposed professional staff must, at a minimum, have the experience of at least *0-3 years*, preferably working under conditions similar to those prevailing in the country of the assignment.

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<sup>1</sup> This clause shall be included/revised as deemed necessary

- 6.2 The Technical Proposal shall provide the following information using the attached Technical Proposal Standard Forms *TPF 1 to TPF 6 (II)*.
- a) A brief description of the Service Providers/ Consulting Firms organization and an outline of recent experience on assignments of a similar nature (TPF-2), if it is a joint venture, for each partner. For each assignment, the outline should indicate the profiles of the staff proposed, duration of the assignment, contract amount, and firm's involvement.
  - b) A description of the approach, methodology and work plan for performing the assignment (TPF-4). This should normally consist of maximum of ten (10) pages including charts, diagrams, and comments and suggestions, if any, on Terms of Reference and counterpart staff and facilities.
  - c) The list of proposed Professional Staff team by area of expertise, the position and tasks that would be assigned to each staff team members.
  - d) Latest CVs signed by the proposed professional staff and the authorized representative submitting the proposal (*TPF-6*) Key information should include number of years working for the firm and degree of responsibility held in various assignments during the last *2 years*.
  - e) A detailed description of the proposed methodology and staffing for training if the RFP specifies training as specific component of the assignment.

6.3 The technical proposal shall not include any financial information.

## 7. Financial Proposal

- 7.1 In preparing the Financial Proposal, consultants are expected to take into account the requirements and conditions outlined in the RFP. The Financial Proposal shall follow the Financial Proposal Standard Forms FPF 1 to FPF 3 (IV).
- 7.2 The Financial proposal shall include all costs associated with the assignment, including (i) remuneration for staff (FPF-2: III) (ii) reimbursable expenses (FPF-3: III) such as *[insert list of reimbursable items]*. If appropriate, these costs should be broken down by activity. All items and activities described in the Technical proposal must be priced separately; activities and items in the Technical Proposal but not priced shall be assumed to be included in the prices of other activities or items.
- 7.3 The Service Provider/ Consulting Firm may be subject to local taxes on amounts payable under the Contract. If such is the case, IOM may either: a) reimburse the Service Provider/ Consulting Firm for any such taxes or b) pay such taxes on behalf of the Consultant.<sup>2</sup> Taxes shall not be included in the sum provided in the Financial Proposal as this will not be evaluated, but they will be discussed at contract negotiations, and applicable amounts will be included in the Contract.

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<sup>2</sup> This clause shall be included/revised as deemed necessary

- 7.4. Service Providers/ Consulting Firms shall express the price of their services in *US Dollar*.
- 7.5. The Financial Proposal shall be valid for *120 calendar days*. During this period, the Service Provider/ Consulting Firm is expected to keep available the professional staff for the assignment<sup>3</sup>. IOM will make its best effort to complete negotiations and determine the award within the validity period. If IOM wishes to extend the validity period of the proposals, the Service Provider/ Consulting Firm has the right not to extend the validity of the proposals.

## **8. Submission, Receipt, and Opening of Proposals**

- 8.1. Service Providers/ Consulting Firms may only submit one proposal. If a Service Provider/ Consulting Firm submits or participates in more than one proposal such proposal shall be disqualified.
- 8.2. The original Proposal (both Technical and Financial Proposals) shall be prepared in indelible ink. It shall contain no overwriting, except as necessary to correct errors made by the Service Providers/ Consulting Firms themselves. Any such corrections or overwriting must be initialed by the person(s) who signed the Proposal.
- 8.3. The Service Providers/ Consulting Firms shall submit one original and one copy of the Proposal. Each Technical Proposal and Financial Proposal shall be marked "Original" or "Copy" as appropriate. If there are any discrepancies between the original and the copies of the Proposal, the original governs.
- 8.4. The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "TECHNICAL PROPOSAL." Similarly, the original Financial Proposal shall be placed in a sealed envelope clearly marked "FINANCIAL PROPOSAL" and with a warning "DO NOT OPEN WITH THE TECHNICAL PROPOSAL." Both envelopes shall be placed into an outer envelope and sealed. The outer envelope shall be labeled with the submission address, reference number and title of the project and the name of the Service Provider/ Consulting Firm.
- 8.5. Proposals must be received by IOM at the place, date and time indicated in the invitation to submit proposal or any new place and date established by the IOM. Any Proposal submitted by the Service Provider/ Consulting Firm after the deadline for receipt of Proposals prescribed by IOM shall be declared "Late," and shall not be accepted by the IOM and returned to the consultant unopened.
- 8.6. After the deadline for the submission of Proposals, all the Technical Proposal shall be opened first by the BEAC. The Financial Proposal shall remain sealed until all submitted Technical Proposals are opened and evaluated. The BEAC has the option to open the proposals publicly or not.

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<sup>3</sup> For this purpose, the Mission may have the option to require short-listed Consultants a bid security.

## 9. Evaluation of Proposals

9.1 After the Proposals have been submitted to the BEAC and during the evaluation period, Service Providers/ Consulting Firms that have submitted their Proposals are prohibited from making any kind of communication with any BEAC member, as well as its Secretariat regarding matters connected to their Proposals. Any effort by the Service Providers/ Consulting Firms to influence IOM in the examination, evaluation, ranking of Proposal, and recommendation for the award of contract may result in the rejection of the Service Providers/ Consulting Firms Proposal.

## 10. Technical Evaluation

10.1 The entire evaluation process, including the submission of the results and approval by the approving authority, shall be completed in not more than *1 month* after the deadline for receipt of proposals.

10.2 The BEAC shall evaluate the Proposals on the basis of their responsiveness to the Terms of Reference, compliance to the requirements of the RFP and by applying an evaluation criteria, sub criteria and point system<sup>4</sup>. Each responsive proposal shall be given a technical score (St). The proposal with the highest score or rank shall be identified as the Highest Rated/Ranked Proposal.

10.3 A proposal shall be rejected at this stage if it does not respond to important aspects of the *Catalogue of Roles & Profiles* or if it fails to achieve the minimum technical qualifying score which is *60%*.

10.4 The technical proposals of Service Providers/ Consulting Firms shall be evaluated based on the following criteria and sub-criteria:

- |  | <u>Points</u>   |
|--|-----------------|
| (i) Specific experience of the Service Providers/ Consulting Firms relevant to the assignment:<br><i>[Normally, sub-criteria are not provided]</i> | <i>[0 - 10]</i> |
| (ii) Adequacy of the proposed methodology and work plan in response to the   |                 |
| (iii) Key professional staff qualifications and competence for the assignment:   |                 |

The number of points to be assigned to each of the above positions or disciplines shall be determined considering the following four sub-criteria with relevant percentage weights:

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<sup>4</sup> The criteria, sub criteria and point system may vary depending on the requirement of the Mission

<b>Rating to verify vendor responsiveness in providing qualified resources.</b>					
	Highest	Middle	Lowest	Does not meet	Column2
Hourly Rates competitiveness	4	7	10	0	
Qualifications	10	6	3	0	
Experience	10	6	3	0	

<b>Rating to verify vendor responsiveness in providing resources, sometimes required within short notices.</b>					
	Least	Middle	Highest	Does not meet	Column1
	< Month	> 1month < 2 months	Over 2 Months	No answer	
Timeline to deliver resource	10	6	3	0	
Replacement timeline	10	6	3	0	

<b>Rating to verify the vendor flexibility in providing short term contracts. More points are awarded to vendors who are flexible in providing variable length contracts</b>					
	< 3 Months	> 3 months = 6 Months	Over > 6 - 8 Months	12 months	Column1
Minimum contract duration	10	6	3	1	

<b>Holidays to be taken are the holidays officially recognized by IOM office duty station where resource is deployed.</b>	<b>Will not charge additional for these days</b>	<b>Will Charge Additional (indicate %)</b>	<b>Column1</b>
*Will follow IOM calendar year and work dates & not charge additional rate for working on these dates.	6	0	

Total points for criterion:

Technical Score (70%)  
 Financial Score (30%)

[100 Points]

The minimum technical score required to pass is: 60 Points

10.5 Technical Proposal shall not be considered for evaluation in any of the following cases:

a) late submission, *i.e.*, after the deadline set

- b) failure to submit any of the technical requirements and provisions provided under the Instruction to Service Provider/ Consulting Firm (ITC) and Terms of Reference (TOR);

## 11. Financial Evaluation

- 11.1 After completion of the Technical Proposal evaluation, IOM shall notify those Service Providers/ Consulting Firms whose proposal did not meet the minimum qualifying score or were considered non-responsive based on the requirements in the RFP, indicating that their Financial Proposals shall be returned unopened after the completion of the selection process.
- 11.2 IOM shall simultaneously notify the Service Providers/ Consulting Firms that have passed the minimum qualifying score indicating the date and opening of the Financial Proposal. The BEAC has the option to open the Financial proposals publicly or not.
- 11.3 The BEAC shall determine the completeness of the Financial Proposal whether all the Forms are present and the required to be priced are so priced.
- 11.4 The BEAC will correct any computational errors. In case of a discrepancy between a partial amount and the total amount, or between words and figures, the former will prevail. In addition, activities and items described in the Technical proposal but not priced, shall be assumed to be included in the prices of other activities or items.
- 11.5 The Financial Proposal of Service Providers/ Consulting Firms who passed the qualifying score shall be opened, the lowest Financial Proposal (F1) shall be given a financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals shall be computed based on the formula:

$$Sf = 100 \times FI / F$$

Where:

Sf - is the financial score of the Financial Proposal under consideration,

FI - is the price of the lowest Financial Proposal, and

F - is the price of the Financial Proposal under consideration.

The proposals shall then be ranked according to their combined (Sc) technical (St) and financial (Sf) scores using the weights<sup>5</sup> (T = the weight given to the Technical Proposal = 0.80; F = the weight given to the Financial Proposal = 0.20; T + F = 1)

$$Sc = St \times T\% + Sf \times F\%$$

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<sup>5</sup> May vary depending on the requirement of the Mission; normally, weight assigned to Technical is .80 and .20 for the Financial.

The firm achieving the highest combined technical and financial score will be invited for negotiations.

## **12. Negotiations**

- 12.1 The aim of the negotiation is to reach agreement on all points and sign a contract. The expected date and address for contract negotiation is [June 10, 2019](#)
- 12.2 Negotiation will include: a) discussion and clarification of the Terms of Reference (TOR) and Scope of Services; b) Discussion and finalization of the methodology and work program proposed by the Service Provider/ Consulting Firm; c) Consideration of appropriateness of qualifications and pertinent compensation, number of man-months and the personnel to be assigned to the job, and schedule of activities (manning schedule); d) Discussion on the services, facilities and data, if any, to be provided by IOM; e) Discussion on the financial proposal submitted by the Service Provider/ Consulting Firm; and f) Provisions of the contract. IOM shall prepare minutes of negotiation which will be signed both by IOM and the Service Providers/ Consulting Firms.
- 12.3 The financial negotiations will include clarification on the tax liability and the manner in which it will be reflected in the contract and will reflect the agreed technical modifications (if any) in the cost of the services. Unless there are exceptional reasons, the financial negotiations will involve neither the remuneration rates for staff nor other proposed unit rates.
- 12.4 Having selected the Service Provider/ Consulting Firm on the basis of, among other things, an evaluation of proposed key professional staff, IOM expects to negotiate a contract on the basis of the experts named in the proposal. Before contract negotiations, IOM shall require assurances that the experts shall be actually available. IOM will not consider substitutions during contract negotiation unless both parties agree that the undue delay in the selection process makes such substitution unavoidable or for reasons such as death or medical incapacity. If this is not the case and if it is established that staff were referred in their proposal without confirming their availability the Service Provider/ Consulting Firm may be disqualified. Any proposed substitution shall have equivalent or better qualifications and experience than the original candidate.
- 12.5 All agreement in the negotiation will then be incorporated in the description of services and form part of the Contract.
- 12.6 The negotiations shall conclude with a review of the draft form of the Contract which forms part of this RFP (V). To complete negotiations, IOM and the Service Providers/ Consulting Firms shall initial the agreed Contract. If negotiations fail, IOM shall invite the second ranked Service Provider/ Consulting Firm to negotiate a contract. If negotiations still fail, the IOM shall repeat the process for the next-in-rank Service Providers/ Consulting Firms until the negotiation is successfully completed.

## **13. Award of Contract**

- 13.1 The contract shall be awarded, through a notice of award, following negotiations and subsequent post-qualification to the Service Provider/ Consulting Firm with the Highest Rated Responsive Proposal. Thereafter, the IOM shall promptly notify other Service Providers/ Consulting Firms on the shortlist that they were unsuccessful and shall return their unopened Financial Proposals. Notification will also be sent to those Service Providers/ Consulting Firms who did not pass the technical evaluation.
- 13.2 The Service Provider/ Consulting Firm is expected to commence the assignment on *June 24, 2019*

#### **14. Confidentiality**

- 14.1.1 Information relating to the evaluation of proposals and recommendations concerning awards shall not be disclosed to the Service Provider/ Consulting Firm who submitted Proposals or to other persons not officially concerned with the process. The undue use by any Service Provider/ Consulting Firm of confidential information related to the process may result in the rejection of its Proposal and may be subject to the provisions of IOM's anti-fraud and corruption policy.

## **II. Technical Proposal Standard Forms**

### **TPF-1: Technical Proposal Submission Form**

*Office 6789, Date*

To: *[Chairperson Name and address of IOM Mission]*

Ladies/Gentlemen:

We, the undersigned, offer to provide the Services for *[insert Title of consulting services]* in accordance with your Request for Proposal (RFP) dated *[insert Date]* and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope.

If negotiations are held after the period of validity of the Proposal, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We acknowledge and accept IOM's right to inspect and audit all records relating to our Proposal irrespective of whether we enter into a contract with IOM as a result of this proposal or not.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature:

Name and Title of Signatory:

Name of Firm:

Address:

**TPF – 2: Service Providers/ Consulting Firms Organization**

*[Provide here brief (two pages) description of the background and organization of your firm/entity and each associate for the assignment (if applicable).]*

### TPF – 3a: Service Focus Area / Your Value Offerings

Service Area Focus (pick the service areas that your company wishes to engage in)

Area of Engagement		(Tick where Applies) ✓
1.	Application software development On-site	
2.	Technical Leadership in leading technologies	
3.	Web design and development	
4.	Mobile applications and API development	
5.	Content management and SEO support	
6.	Technical writing support	
7.	Application support or management	
8.	SAP domain expert project and support	
9.	Technical support/help desk	
10.	Database development/management	
11.	Infrastructure and telecoms project rollout and support	
12.	Independent Consultancy: Specify Areas of specialty:	
13.	Others: Please Specify:	
14.	Offshore development centres: (If yes, Provide Details of your offshore development centres) <b>in section 3c below.</b>	

**TPF – 3b: Service Focus Area / Your Value Offerings - Technologies**

(Tick ✓ where applicable)

<b>Technology</b>	<b>Advanced Capabilities</b>	<b>Intermediate Capabilities</b>	<b>Level Entry Capabilities</b>
<b>Databases</b>			
MS SQL Server			
Oracle			
MySQL			
<b>Development</b>			
Visual Studio			
SharePoint			
ABAP			
Kony Visualizer			
Eclipse			
<b>UI Layer</b>			
JavaScript			
ReactJS			
AngularJS			
HTML			
HTML5			
CHTML			
AJAX			
jQuery			
SAP Fiori			
<b>Business Layer</b>			
.NET Framework			
C#			
Kony Mobile Fabric			
Entity Framework			
PetaPOCO			
Log4net			
WebLogic			
Java EE			
JRE1.8			
Spring Framework			
SOAP API			
MVC			
<b>Dashboard</b>			
Power BI			

High Charts			
SAP			
<b>Operating System</b>			
Windows Server			
Android			
iOS			
Linux			
<b>Browsers</b>			
IE 11			
EDGE			
CHROME			
SAFARI			
MOZILLA			
<b>Collaboration</b>			
JIRA			
Source Control			
Confluence			
Bitbucket			
<b>Web Services</b>			
REST - OData			
SOAP			
Webdynpro			
DFS			

**TPF – 3c: Details of Your Offshore Development Centers**

<b>Company Details</b>	
Areas of Expertise	
Technology Niches	
Industries served	
No. of Employees	
Company Website	
No. of years in the market	
Delivery Centers	
Certifications	
Awards	
<b>Preferred Engagement Models for SDLC</b>	
• Fully offshore from vendor premises	
• Offshore with short term onshore on client premises	
• Off shore with long term onshore on client premises	
• Fully Onshore (customer premises)	
• Time & Material	
• Project Milestone Based	
• Fixed Price	
<b>Other Engagement Models: (Describe)</b>	

**TPF – 4: Description of the Approach, Methodology and Work Plan for Performing the Assignment**

*[The description of the approach, methodology should normally consist of charts, diagrams, and comments and suggestions, if any, how the organization will manage the resources and ensure timely delivery of assigned tasks that meet expectations.]*

## TPF – 5: Resource Capability & Availability Checklist

Please ensure to consider and indicate the correct country of origin, country resource will work in and the lead-time to provide resources. E.g. it is envisaged that provision of resources at ODCs would have a shorter lead time than providing a resource to one of our location e.g. Manila. Resources working off-shore from client site e.g. in Romania would take 4 days to commence work, as opposed to resources travelling to e.g Manila for a project. Copy of the table below is attached in the Section IV.

Position Required	Ability to Provide (Years of Experience)				Lead Time Needed to Provide	Origin & Location Delivering Resource to
	Junior 1 - 3 years	Intermediate 4 – 5 years	Senior + 6 years	Advanced + 8		
<i>E.g. 1 Senior .Net Developer</i>			✓		<i>1 Week</i>	<i>Off-shore - India, on client prem</i>
<i>E.g. 2 API Developer</i>		✓			<i>4 Weeks</i>	<i>Manila IOM office</i>
<b>Architecture</b>						
<b>Technical/ Solutions Architect</b>						
<b>Functional System Architect</b>						
<b>Data Architect</b>						
<b>Infrastructure Architect</b>						
<b>Database Architect</b>						
<b>Developer</b>						
<b>Software Development Manager</b>						
<b>Web Developer</b>						
<b>Mobile Developer</b>						
<b>.NET Developer</b>						
<b>Drupal Developer</b>						
<b>SharePoint Developer</b>						
<b>Java Developer</b>						
<b>API Developer</b>						
<b>AI Developer</b>						
<b>Blockchain Developer</b>						
<b>Chatbot Developer</b>						
<b>Designer</b>						
<b>Graphic Designer</b>						
<b>UI Designer</b>						
<b>UX Designer</b>						
<b>Administrators</b>						
<b>SharePoint Administrator</b>						

	Ability to Provide (Years of Experience)				Lead Time Needed to Provide	Origin & Location Delivering Resource to
Datawarehouse Administrator						
System Administrator						
Database Administrator						
User Support Group						
Data Entry Operator						
Global User Support Technical Tier 1						
Global User Support Technical Tier 2						
Business Analytics Group						
Reporting & Budget Analyst						
Business Intelligence Analyst						
Business Subject Matter Expert						
Data Analyst						
Data Quality Specialist						
Help Desk Analyst						
Content Manager						
SEO Manager						
Software Testing						
Quality Assurance Analyst						
Tester						
Quality Assurance Specialist						
Project Manager						
Project Manager						
Software Release						
Project Information Assistant						
Configurations Management Specialist						
Change Management Specialist						
Engineering Group						
Telecom Engineer						
Voice/Data Engineer						
Network Support Engineer						
Help Desk Analyst						

## TPF – 6: Format of Curriculum Vitae (CV) for Proposed Professional Staff

Proposed Position: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Name of Staff: \_\_\_\_\_

Profession: \_\_\_\_\_

Date of Birth: \_\_\_\_\_

Years with Firm/Entity: \_\_\_\_\_ Nationality: \_\_\_\_\_

Membership in Professional Societies: \_\_\_\_\_

Detailed Tasks Assigned: \_\_\_\_\_

### Key Qualifications:

*[Give an outline of staff member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations. Use about half a page.]*

### Education:

*[Summarize college/university and other specialized education of staff member, giving names of schools, dates attended, and degrees obtained. Use about one quarter of a page.]*

### Employment Record:

*[Starting with present position, list in reverse order every employment held. List all positions held by staff member since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments. For experience in last ten years, also give types of activities performed and client references, where appropriate. Use about two pages.]*

### Languages:

*[For each language indicate proficiency: excellent, good, fair, or poor in speaking, reading, and writing.]*

### Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

\_\_\_\_\_  
Date: \_\_\_\_\_

*[Signature of staff member and authorized representative of the firm] Day/Month/Year*

Full name of staff member: \_\_\_\_\_

Full name of authorized representative: \_\_\_\_\_

### **III. Financial Proposal - Standard Forms**

#### **FPF-1: Financial Proposal Submission Form**

*[Location, Date]*

To: *[Name of Chairperson and address of IOM Mission]*

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for *[insert Title of consulting services]* in accordance with your Request for Proposal (RFP) dated *[insert date]* and our Proposal (Technical and Financial Proposals). Our attached Financial Proposal is for the sum of *[Amount in words and figures]*. This amount is exclusive of the local taxes, which we have estimated at *[Amount(s) in words and figures]*.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of *[insert validity period]* of the Proposal.

We acknowledge and accept the IOM right to inspect and audit all records relating to our Proposal irrespective of whether we enter into a contract with the IOM as a result of this Proposal or not.

We confirm that we have read, understood and accept the contents of the Instructions to Service Providers/ Consulting Firms (ITC), Terms of Reference (TOR), the Draft Contract, the provisions relating to the eligibility of Service Providers/ Consulting Firms, any and all bulletins issued and other attachments and inclusions included in the RFP sent to us.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature:

Name and Title of Signatory:

Name of Firm:

Address:

**FPF- 2: Summary of Costs**

<b>Resource Hourly Rate (from Location where resource will work from)</b>							
<b>Resource Type</b>	<b>Philippines - Manila</b>	<b>Geneva</b>	<b>Panama</b>	<b>Asia Pacific</b>	<b>Africa</b>	<b>Europe</b>	<b>Off-site</b>
	<b>Global Operations</b>	<b>Head Office</b>	<b>Americas Operations</b>	<b>Regional Support</b>	<b>Regional Support</b>	<b>Regional Support</b>	<b>Remote support</b>
	USD	USD	USD	USD	USD	USD	USD
<i>For Example - Business Analyst Senior</i>	60	20	40	25	45	50	25
Project Manager- Junior							
Project Manager - Intermediate							
Project Manager - Senior							
Project Manager - Advance							
Software Release Advance							
Software Release Senior							
Software Release - Intermediate							

Software Release - Junior							
Project Information Assistant							
Configurations Management Specialist							
Change Management Specialist							
Technical/ Solutions Architect - Junior							
Technical/ Solutions Architect - Intermediate							
Technical / Solutions Architect - Senior							
Technical / Solutions Architect - Team Lead							
Functional System Architect - Junior							
Functional System Architect - Intermediate							
Functional System Architect - Senior							
Infrastructure Architect - Senior							

Infrastructure Architect - Intermediate							
Infrastructure Architect - Junior							
Data Architect - Senior							
Database Architect - Senior							
Web Developer - Senior							
Web Developer - Intermediate							
Web Developer - Junior							
Mobile Developer - Senior							
Mobile Developer - Intermediate							
Mobile Developer - Junior							
.Net Developer - Senior							
.Net Developer - Intermediate							

.Net Developer - Junior							
Drupal Developer - Senior							
Drupal Developer - Intermediate							
Drupal Developer - Junior							
SharePoint Dev. -Senior							
SharePoint Dev. Intermediate							
SharePoint Dev. -Junior							
Java Developer- Senior							
Java Developer- Intermediate							
Java Developer- Junior							
API Developer							
AI Developer							

Blockchain Developer							
Chatbot Developer							
Reporting & Budget Analyst - Senior							
Data Analyst - Senior							
Data Quality Specialist							
Business Intelligence Analyst							
Business Analyst - Junior							
Business Analyst - Intermediate							
Business Analyst - Senior							
Help Desk Analyst - Junior							
Help Desk Analyst-Intermediate							
Help Desk Analyst - Senior							

Content Manager							
SEO Manager							
UX Designer - Senior							
UX Designer - Intermediate							
UX Designer - Junior							
Graphic Designer - Intermediate							
UI Designer - Junior							
UI Designer - Intermediate							
UI Designer - Senior							
Global User Support - Technical Tier 1							
Global User Support - Technical Tier 2							
Data Entry Operator - Junior							

Data Entry Operator - Intermediate							
Data Entry Operator - Senior							
Network Support Engineer - Senior							
Network Support Engineer- Intermediate							
Network Support Engineer - Junior							
Voice/Data Engineer - Senior							
Voice/Data Engineer- Intermediate							
Voice/Data Engineer - Junior							
Telecom Engineer - Senior							
Telecom Engineer- Intermediate							
Telecom Engineer - Junior							
SharePoint Administrator - Senior							

SharePoint Development Intermediate							
SharePoint Development -Junior							
Datawarehouse Administrator							
Database Administrator - Junior							
Database Administrator - Intermediate							
Database Administrator - Senior							
Database Administrator - Advanced							
System Administrator - Junior							
System Administrator - Intermediate							
System Administrator - Senior							

<sup>1</sup> Indicate total costs, net of local taxes, to be paid by IOM in each currency. Such total costs must coincide with the sum of the relevant subtotal indicated in all Forms FPF-3 provided with the Proposal.

Authorized Signature:

Name and Title of Signatory:

**FPF-3: Breakdown of Reimbursable Expenses**

[Information provided in this Form should only be used to establish payments to the Service Provider/ Consulting Firm for possible additional services requested by Client/IOM]

Description <sup>1</sup>	Unit	Unit Cost <sup>2</sup>
1. Subsistence Allowance		
2. Transportation Cost		
3. Communication Costs		
4. Printing of Documents, Reports, etc		
5. Equipment, instruments, materials, supplies, etc		
6. Office rent, clerical assistance		

<sup>1</sup> Delete items that are not applicable or add other items according to Paragraph 7.2 of Section II-Instruction to Service Providers/ Consulting Firms

<sup>2</sup> Indicate unit cost and currency.

Authorized Signature:  
Name and Title of Signatory:

## **IV. Excel Format Forms**

### **a) Catalogue of Roles & Profiles**

Developers	 Developers Role Profiles.xlsx
Business Analysts	 BusinessAnalysts Role Profiles.xlsx
Designers	 Designers Role Profiles.xlsx
Architecture	 Architects Role Profiles.xlsx
Administrators	 Administrators Role Profiles.xlsx
User Support Group	 User Support Group Role Profiles.
Software Testing	 Software Testing Role Profiles.xlsx
Project Manager	 Project Management Role P
SAP Roles	 SAP Roles Profile.xlsx

### **b) Resource Capabilities Checklist, Costing & Service Areas Checklists**

Resource Capability & Availability Checklist (table in TPF – 5)	 Resource Capability & Availability Checkl
Resource Costing Template (FPF– 2: Summary of Costs)	 Summary of Costs.xlsx

Service Focus Area: Value Offerings	 TPF 3a Service Focus Area _Your Va
Service Focus Area: Technologies	 TPF 3a Service Focus Area_Technol
Details of your offshore development centers	 TPF 3c Details of your offshore devel

### c) Technological Landscape

Application landscape	 Copy of Application breakdown.xlsx
Questions & Answers	 Questions & Answers.docx
Average Help Desk Support Tickets	 Average Support Tickets.xlsx

**d) Evaluation Worksheet**

**Evaluation worksheet:**

Evaluator:

Date:

Points	Comment	Points	Comment	Points	Comment

**Technical Proposal**

<b>a)</b>	<b>Key professional staff qualifications, experience</b> A detailed description of the firm's project management team including skills, experience and capabilities of relevant staff	60				
<b>b)</b>	<b>Company approach</b> Detailed breakdown of delivery approach, methods and tools that will facilitate timely delivery and maintenance of SLAs.	20				
<b>c)</b>	<b>Organization and competence for the assignment</b> The solution provider's experience in the in industry and at similar organizations, based upon information gained from provider references, financial data sources, and industry reputation.	20				

<b>T</b>	<b>Technical Score (70%)</b>	<b>100</b>				
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<b>F</b>	<b>Financial Score (30%)</b>	<b>100</b>				
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	<b>Final Weight (70% x T + 30% x F )</b>					
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**RANK**

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## **V. Standard Form of Contract**

### **Pro-forma Contract**

*FPU.SF.19.20*

***\*\*This is a template Agreement only and will need to be modified according to the needs of the particular situation. All Agreements must be checked by Legal Services prior to signature \*\****

### **Service Agreement**

**Between**

**The International Organization for Migration**

**And**

**[Name of the Other Party]**

**On**

**[Type of Services]**

#### **1. Introduction and Integral Documents**

The Service Provider agrees to provide IOM with *[insert brief description of services]* in accordance with the terms and conditions of this Agreement and its Annexes, if any.

The following documents form an integral part of this Agreement: *[add or delete as required]*

Bid/Quotation Form

Price Schedule

Delivery Schedule and Terms of Reference

Accepted Notice of Award (NOA)

#### **2. Parties**

The Parties to this Agreement are the **International Organization for Migration**, Mission in *[XXX]*, *[Address of the Mission]*, represented by *[Name, Title of Chief of Mission etc.]*, hereinafter referred to as IOM, and **[Name of the Other Party]**, *[Address]*, represented by *[Name, Title of the representative of the Other Party]*, hereinafter referred to as the Service Provider.

#### **3. Services Supplied**

##### **3.1** The Service Provider agrees to provide to the IOM the following services (the "Services"):

*[Outline services to be provided. Where relevant, include location and how frequently etc. services are to be provided. List all the deliverables and their date]*

*of submission, if applicable. It may be necessary to attach a description of the Services as an Annex.]*

- 3.2 The Service Provider shall commence the provision of Services from *[date]* and fully and satisfactorily complete them by *[date]*.
- 3.3 The Service Provider agrees to provide the Services required under this Agreement in strict accordance with the specifications of this Article and any attached Annexes...

#### **4. Charges and Payments**

- 4.1 The all inclusive Service fee for the Services under this Agreement shall be *USD XXX*, which is the total charge to the IOM.
- 4.2 The Service Provider shall invoice IOM upon completion of all the services The invoice shall include: *[services provided, hourly rate, number of hours billed, any travel and out of pocket expenses, (add/delete as necessary)]*
- 4.3 Payments shall become due *[insert number of days]* days after IOM's receipt and approval of the invoice. Payment shall be made in *[Currency]* by *[bank transfer]* to the following bank account: *[insert the Service Provider's bank account details]*.
- 4.4 The Service Provider shall be responsible for the payment of all taxes, duties, levies and charges assessed on the Service Provider in connection with this Agreement.
- 4.5 IOM shall be entitled, without derogating from any other right it may have, to defer payment of part or all of the Service fee until the Service Provider has completed to the satisfaction of IOM the services to which those payments relate.

#### **5. Warranties**

The Service Provider warrants that:

- a) It is a company financially sound and duly licensed, with adequate human resources, equipment, competence, expertise and skills necessary to provide fully and satisfactorily, within the stipulated completion period, all Services in accordance with this Agreement;
- b) It shall comply with all applicable laws, ordinances, rules and regulation when performing its obligations under this Agreement
- c) In all circumstances it shall act in the best interests of IOM;
- d) No official of IOM or any third party has received or will be offered by the Service Provider any direct or indirect benefit arising from the Agreement or award thereof;
- e) It has not misrepresented or concealed any material facts in the procuring of this Agreement;
- f) The Service Provider, its staff or shareholders have not previously been declared by IOM ineligible to be awarded agreements by IOM;
- g) It has or shall take out relevant insurance coverage for the period the Services are provided under this Agreement;
- h) It will abide by the highest ethical standards in the performance of this Agreement, which includes not engaging in any discriminatory or exploitative practice or practice inconsistent with the rights set forth in the Convention on the Rights of the Child;
- i) The Price specified in clause 4.1 of this Agreement shall constitute the sole remuneration in connection with this Agreement. The Service Provider shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Agreement or the discharge of its obligations thereunder. The Service Provider shall ensure that

any subcontractors, as well as the personnel and agents of either of them, similarly, shall not receive any such additional remuneration.

## **6. Audit**

The Service Provider agrees to maintain financial records, supporting documents, statistical records and all other records relevant to the Services in accordance with generally accepted accounting principles to sufficiently substantiate all direct and indirect costs of whatever nature involving transactions related to the provision of Services under this Agreement. The Service Provider shall make all such records available to IOM or IOM's designated representative at all reasonable times until the expiration of seven years from the date of final payment, for inspection, audit, or reproduction. On request, employees of the Service Provider shall be available for interview.

## **7. Independent Contractor**

The Service Provider shall perform all Services under this Agreement as an independent contractor and not as an employee, partner, or agent of IOM.

## **8. Dispute resolution**

Any dispute, controversy or claim arising out of or in relation to this Agreement, or the breach, termination or invalidity thereof, shall be settled amicably by negotiation between the Parties. In the event that such negotiation is unsuccessful, either Party may submit the dispute to arbitration. The arbitration will be carried out in accordance with the UNCITRAL arbitration rules. The arbitral award will be final and binding.

## **9. Delays/Non-Performance**

9.1 If, for any reason, the Service Provider does not carry out or is not able to carry out its obligations under this Agreement and/or according to the project document, it must give notice and full particulars in writing to IOM as soon as possible. In the case of delay or non-performance, IOM reserves the right to take such action as in its sole discretion is considered to be appropriate or necessary in the circumstances, including imposing penalties for delay or terminating this Agreement.

9.2 Neither party will be liable for any delay in performing or failure to perform any of its obligations under this Agreement if such delay or failure is caused by force majeure, such as civil disorder, military action, natural disaster and other circumstances which are beyond the control of the party in question. In such event, the party will give immediate notice in writing to the other party of the existence of such cause or event and of the likelihood of delay.

## **10. Confidentiality**

All information which comes into the Service Provider's possession or knowledge in connection with this Agreement is to be treated as strictly confidential. The Service Provider shall not communicate such information to any third party without the prior written approval of IOM. The Service Provider shall comply with IOM Data Protection Principles in the event that it collects, receives, uses,

transfers or stores any personal data in the performance of this Agreement. These obligations shall survive the expiration or termination of this Agreement.

## **11. Notices**

Any notice given pursuant to this Agreement will be sufficiently given if it is in writing and delivered, or sent by prepaid post or facsimile to the other Party at the following address:

*[Insert IOM's address]*

*[Insert Service Provider's address]*

## **12. Use of IOM Name**

The use of the official logo and name of IOM may only be used by the Service Provider in connection with the Services and with the prior written approval of IOM.

## **13. Intellectual Property**

All intellectual property and other proprietary rights including, but not limited to, patents, copyrights, trademarks, and ownership of data resulting from the performance of the Services shall be vested in IOM, including, without any limitation, the rights to use, reproduce, adapt, publish and distribute any item or part thereof.

## **14. Guarantee and Indemnities**

14.1 The Service Provider shall guarantee any work performed under this Agreement for a period of 12 months after final payment by IOM under this Agreement.

14.2 The Service Provider shall at all times defend, indemnify, and hold harmless IOM, its officers, employees, and agents from and against all losses, costs, damages and expenses (including legal fees and costs), claims, suits, proceedings, demands and liabilities of any kind or nature to the extent arising out of or resulting from acts or omissions of the Service Provider or its employees, officers, agents or subcontractors, in the performance of this Agreement. IOM shall promptly notify the Service Provider of any written claim, loss, or demand for which the Service Provider is responsible under this clause.. This indemnity shall survive the expiration or termination of this Agreement.

## **15. Status of IOM**

Nothing in this Agreement affects the privileges and immunities enjoyed by IOM as an intergovernmental organization.

## **16. Assignment and Subcontracting**

16.1 The Service Provider shall not assign or subcontracts the activities under this Agreement in part or all, unless agreed upon in writing in advance by IOM. Any subcontract entered into by the Service Provider without approval in writing by IOM may be cause for termination of the Agreement.

16.2 In certain exceptional circumstances by prior written approval of IOM, specific jobs and portions of the Services may be assigned to a subcontractor. Notwithstanding the said written approval, the Service Provider shall not be relieved of any liability or obligation under this Agreement nor shall it create any contractual relation between the subcontractor and IOM. The Service Provider remains bound and liable thereunder and it shall be directly responsible to IOM for any faulty performance under the subcontract. The subcontractor shall have no cause of action against IOM for any breach of the sub-contract.

## **17. Waiver**

Failure by either Party to insist in any one or more instances on a strict performance of any of the provisions of this Agreement shall not constitute a waiver or relinquishment of the right to enforce the provisions of this Agreement in future instances, but this right shall continue and remain in full force and effect.

## **18. Severability**

If any part of this Agreement is found to be invalid or unenforceable, that part will be severed from this Agreement and the remainder of the Agreement shall remain in full force.

## **19. Entirety**

This Agreement embodies the entire agreement between the Parties and supersedes all prior agreements and understandings, if any, relating to the subject matter of this Agreement.

## **20. Termination**

20.1 IOM may terminate this Agreement at any time, in whole or in part.

20.2 In the event of termination of this Agreement, IOM will only pay for the Services completed in accordance with this Agreement unless otherwise agreed. Other amounts paid in advance will be returned to IOM within 7 days from the date of termination.

## **21. Final clauses**

21.1 This Agreement will enter into force upon signature by both Parties. It will remain in force until completion of all obligations of the Parties under this Agreement unless terminated earlier in accordance with clause 20.

21.2 Amendments may be made by mutual agreement in writing between the Parties.

21.3 The language of this Agreement is English.

Signed in two copies, on (date) at (place)

For: The International Organization

For: (Service Provider)

for Migration

\_\_\_\_\_ (name)  
\_\_\_\_\_ (title)

\_\_\_\_\_ (name)  
\_\_\_\_\_ (title)