

BIDDING DOCUMENTS
(PROCUREMENT OF SERVICES)

***MiMOSA - Migrant Information Management System
Next Generation Framework***

SERVICES FOR

Design, Development and Deployment

Prepared by



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

***IOM 28 Floor Citibank Tower
8741 Paseo de Roxas
Makati City, Philippines***

7th December 2020

REQUEST FOR PROPOSALS

RFP No.: *To be determined*

Country: Switzerland

**Project Name: MiMOSA - Migrant Information Management System
Next Generation Framework**

Project Budget Line: *Various MiMOSA WBS*

**Title of Services:
Design, Development and Deployment of solution**

Table of Contents

Section I.....	5
Invitation Letter	5
Section II.....	8
Project Background and Instructions to Service Providers/ Consulting Firms	8
Background	9
Project Overview	10
Project objectives	10
Instructions	13
Section III.....	22
Technical Proposal Standard Forms.....	22
TPF-2A: Service Provider/ Consulting Firm’s Organization	23
TPF-2B - Service Provider/ Consulting Firm’s Experience	24
TPF-1: Technical Proposal Submission Form.....	25
TPF-3: Comments and Suggestions of Service Providers/ Consulting Firms on the Terms of Reference and on Data, Services, and Facilities to be Provided by IOM.....	26
TPF – 4: Description of the Approach, Methodology and Work Plan for Performing the Assignment	27
TPF – 5: Team Composition and Task Assignments.....	28
TPF – 6: Format of Curriculum Vitae (CV) for Proposed Professional Staff	29
TPF-7: Time Schedule for Professional Personnel	30
TPF-8: Activity (Work) Schedule	31
Section IV.	32
Financial Proposal	32
FPF-1: Financial Proposal Submission Form.....	33
FPF– 2: Summary of Costs	34
FPF-3: Breakdown of Costs by Activity	35
FPF-4: Breakdown of Remuneration per Activity.....	36
FPF-5: Breakdown of Reimbursable Expenses	37
Section V.	38
Terms of Reference.....	38
1. Executive Summary.....	40
2. Organization information	40
3. Background information	41
4. Project description	44
1. Improving service delivery by the Business.....	44
2. Improving service delivery by IT	46
5. Scope.....	47
POC 47	
Detailed Analysis & design and development	47
Functional/Technical Features – REFT.....	52

	Functional/Technical Features Operations Support – REOS	53
	Roles and Profiles – RERP.....	53
	IT Architecture & Interfaces – REAL.....	54
	Connectivity – RECO	55
	Reporting – RERE	55
	Security & Identity Management - RESI	55
	Non Functional Requirements.....	57
	User Roles 58	
6.	Glossary.....	59
	Terms 61	
	Annex I - Evaluation Criteria	64
	Annex II - POC Requirements.....	70
	Business Rules 71	
	Look up tables 72	
	Mission (Office code)	72
	Relationship Codes	78
	Section VI.	80
	Pro-Forma Contract for Service	80
	Bank Guarantee for Advance Payment.....	86

Section I.

Invitation Letter



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

Letter of Invitation

07 December 2020

Dear Service Providers/ Consulting Firms,

The International Organization for Migration (hereinafter called IOM) intends to hire Service Providers/ Consulting Firms for the **Design, Development and Deployment of the Next Generation Migrant Applications framework/ ecosystem** for which this Request for Proposals (RFP) is issued.

IOM now invites Vendors/Consulting Firms to provide Technical and Financial Proposals for the project: **MIMOSA NextGen – Phase 2**. More details on the services are provided in the attached Terms of Reference (TOR).

For all questions on the services required and technical specifications you can directly contact the Technical Focal points via e-mail at: ICT-MA@iom.int. Administration, contract and financial proposals must not be discussed at this stage.

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

The RFP includes the following documents:

- Section I. Letter of Invitation
- Section II. Instructions to Service Providers/ Consulting Firms
- Section III. Technical Proposal – Standard Forms
- Section IV. Financial Proposal – Standard Forms
- Section V. Terms of Reference
- Section VI. Standard Form of Contract

The Proposals must be delivered by hand or courier to IOM at the below office address and contact details:

IOM - International Organization for Migration
ICT – Information and Communication Technologies
Attn.: ICT Contract Management Unit
17, Route des Morillons
CH-1211 Geneva 19
Switzerland

or via email to ITprocurement@iom.int , copying vangelovski@iom.int

Vendors/Service providers must submit their proposals in writing. Proposals must be submitted no later than **11 April 2021** and shall present information of their Technical and Financial Proposals.

Technical and Financial proposals should be submitted as **separate files**. The Technical proposal should not contain, neither explain any financial details. Financial details should be part only of the financial proposal.

Proposals submitted after the closing date or that do not meet the criteria established in the current RFP will not 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.

Vlatko ANGELOVSKI

ICT Contract Management Administrator

IOM, HQ – ICT, ICT Contract Management Unit

Tel: +41 22 717 92 82

e-mail: vangelovski@iom.int

Section II.

Project Background and Instructions to Service Providers/ Consulting Firms

Background

The International Organization for Migration (IOM), United Nations agency for migration, has 173 member states and is comprised of 393 offices in more than 150 countries worldwide. IOM's scope of action covers areas including but not limited to: refugee resettlement, humanitarian response, counter-trafficking, migration and climate change, immigration and border management, labour migration, migrant training, policy and research, migration law and migration health.

To support mission (IOM Offices) operations in providing services to migrants and the organization in reporting on operational activities, a number of applications and interfaces have been developed to manage, distribute and report on migrant data.

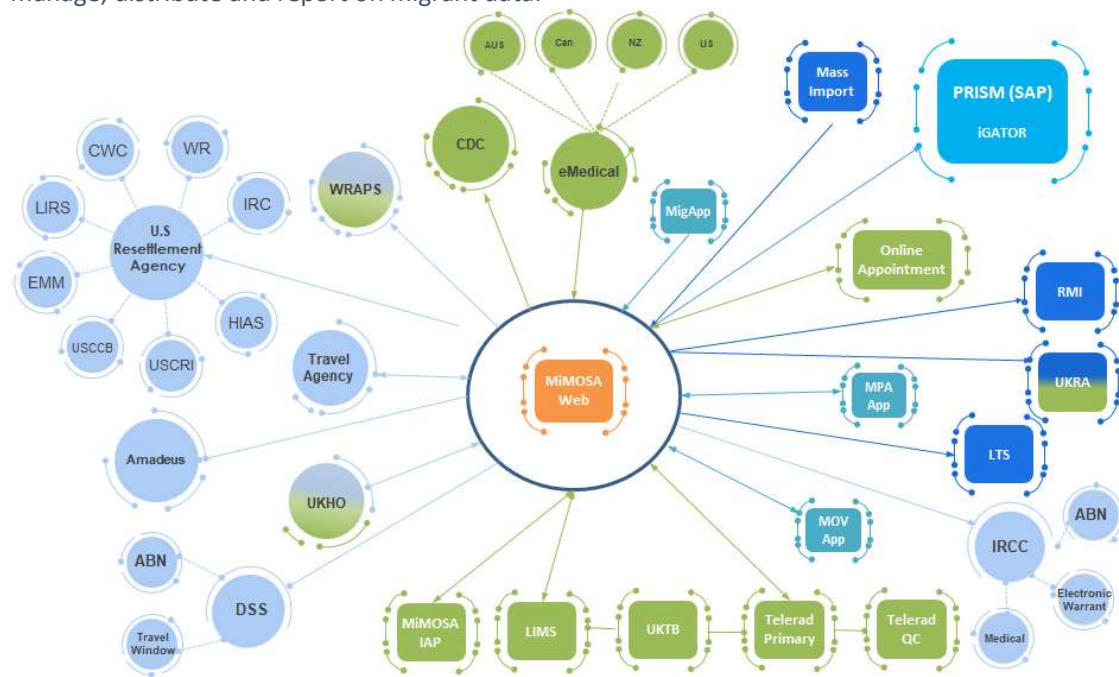


Figure 1 MiMOSA ecosystem

These applications have evolved in response to particular donor/ partner, programme and/or environmental needs (using a variety of technologies) rather than through a detailed analysis and planning of the needs of the organization and focus on the migrant/ beneficiary needs. This has led to a complex ecosystem of 32 applications and 38 interfaces which in turn has led to:

- duplication of functionality
- fragmented business processes
- increased support costs
- varying technology stacks leading to:
 - restriction in customising the system to meet geographical use due to architectural design
 - restriction on the ability to meet localisations
 - increased complexity in delivery of services leading to:
 - slow response time from central development teams in turn leading to locally developed solutions that do not conform to organizational standards
 - Inconsistent data
 - Data not centrally captured
 - Reporting takes time
 - Increasing security vulnerabilities

With ever increasing demand from the business to provide reliable systems/data in order to improve the delivery of services to migrants/ beneficiaries, the centralized teams are struggling to deliver. This has an impact on measuring the performance of the functions service delivery, on process management and re-engineering efforts and policy making through use of quality and reliable data.

Status quo is not sustainable, so in 2019 IOM kicked off a Discovery project (Phase 1) to look at the migrant service delivery space and identify how to better position it to delivery timely, quality services readily adaptable to changing business needs. The project:

- Reviewed the existing migrant applications IT Architecture
- Reviewed the existing processes (mapping them across the various systems)
- Reviewed the IT framework models that could meet IOM's needs
 - Microservice
 - CRM
 - BPM/ iBPM
- Mapped future business processes

Phase 2 (this phase) is to design, develop and implement the realization of these outcomes.

Project Overview

The purpose of this project is to build the International Organization for Migration's (IOM) future migrant / beneficiary information management platform.

The Detailed Design and Delivery, which is the scope of this RFP, is concerned with the selection and implementation of the system for the processes as outlined in this section and in line with the High Level requirements defined for the project.

Project objectives

Specifically, the project aims to meet the following objectives:

This platform needs to support:

- Shift from a programme centric to migrant and process centric to increase visibility on the individual
- Optimize the application landscape and increase the MiMOSA eco-system integration
- Improve service delivery of new functions/ processes
- Improve user experience (user friendly, language, drag and drop, pre-compiled data fields, double entry)
- Enhance input data validation
- Migrant/ beneficiary centric focus
- Introduce workflow management logics (dashboard / to do list, notification)
- Role and profile definition (visibility across mission) and access
- Promote mobile access vs offline connectivity
- Enhance reporting
- Implement audit trail functionalities
- Quality Controls/ KPI monitoring
- Compliance with IOM Programme Integrity Guidelines

Scope of project and exclusions

The scope of the activities carried out by the selected Service Provider/ Consulting Firm must be based on the above-listed minimum requirements. Resources effectively used for the design, development and implementation of the solution and all costs incurred must also be based on this list of requirements.

Excluded of the scope are also the procurement of any devices, equipment and/or any third-party software and licenses not identified at the project initiation stage but required for the development and successful completion of the project. This will be done through IOM Headquarters and its relevant units.

Methodology

The selected Service Provider/ Consulting Firm will be given freehand by IOM in choosing which development methodologies to use, provided there will be no omissions and deviations from the required set of project deliverables, below.

The project implementation should follow a modular approach for the development of the existing processes to the new architecture while taking into account additional processes identified and those systems, applications and interfaces to be retained as part of the new platform and require orchestration. Details included in the Requirements document.

The modular approach will be necessary for the preservation of the data integrity across programmes and workflows as well as allow for the orchestration of the parts of the existing ecosystem that will be retained early-on in the implementation.

Deliverables

The selected Service Provider/ Consulting Firm is expected to finalize, to IOM's full satisfaction, a package of deliverables which include but may not be limited to:

- Overall project management of the various solution design, development and delivery teams
- Cloud-based Solutions design including specific details on implementation on either AWS or Azure : based on an existing SaaS platform (e.g., CRM), use PaaS components (e.g. databases, BPM, reporting and analytics, etc.) and any bespoke components will be IaaS. A platform of a SaaS-based proposal would be a key evaluation criterion.
- Documented detailed Process Flows in co-ordination with IOM subject matter experts
- Configuration documents for SaaS-based solution components and technical design documentation for all bespoke/custom-developed components
- Supporting Information Architecture
- Training of Functional and Key Users, including supporting documentation
- Test scripts and test results
- User Acceptance Testing (UAT) coordination and system corrections until all gaps are closed
- Integration Testing coordination
- Change management activities in coordination with the IOM Change Management team
- Implementation strategy
- Post go live support
- System documentation

Note on licenses

Given the fact that this solution will be leveraged worldwide by IOM and non-IOM users and with extensive types of access the foreseen needs are:

- IOM users – current user base 3,000 users, projected to rise to 5,000 within 2-3 years
- Non-IOM users can be split into 2 categories:
 - o Beneficiaries that will use self-service (e.g. self-registration, book an appointment, complete a survey) usually via a medium such as web portal or mobile app
 - o IOM partners (e.g. service providers, government agencies)

In this regard, your proposal should clearly specify the type(s) of licenses needed for your solution or any components required to deliver the full solution based on your proposal including cost drivers and quantity discount breakpoints, including user type-based model, volume-based model and/or enterprise model, etc.

Monitoring and evaluation of deliverables

The selected Service Provider/ Consulting Firm is expected to design, develop, test and deploy the components of the solution with an appropriate level of skills and expertise. An internal IOM review team will be formed to continuously monitor and evaluate all the deliverables submitted.

Change requests

Minor change requests to the functions and capabilities required by IOM can be made to the selected Service Provider/ Consulting Firm at any point before, during and after implementation of the project. Change requests that have a significant impact on the technical designs and work plan (or other deliverables), shall be subject to a change control procedure managed by IOM, for which the Service Provider/ Consulting Firm will be consulted. IOM's internal review team will also monitor and evaluate all the changes made.

Risks and issues

Identified risks in the following areas will be subject to a risk management process by IOM, in consultation with the Service Provider/ Consulting Firm:

- Technical risks (such as potential interfacing issues).
- Logistical risks (such as potential delays in the delivery of procured equipment, hardware, drivers, software and licenses that are needed for the development and deployment of the functions and capabilities required by LIMS).
- Financial risks (such as necessary services and technology requirements which may have not been identified during cost budgeting stage).
- Poor quality of deliverables (such as software builds and documentation).

Instructions

Service Providers/ Consulting Firms are required to conform to the following instructions:

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 Service Providers / 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 send in clarifications in writing as defined in item 4.2 below.
- 1.3 The Service Provider/ Consulting Firm 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 Provider/ Consulting Firm 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 Provider/ Consulting Firm.
- 1.6 IOM shall provide at no cost to the Service Provider/ Consulting Firm the necessary inputs and facilities, as well as assist the Firm in obtaining licenses and permits needed to carry out the services and make available relevant project data and report (see Section V. terms of reference).

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 anything 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 will be made available to all 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 any time up until seven (7) calendar days 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.

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 deem 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 Service Providers/ Consulting Firms or entities in a joint venture or sub-consultancy, as appropriate. Service Providers/ Consulting Firms may associate with the other Service Providers/ Consulting Firms invited for this assignment or to enter into a joint venture with Service Providers/ Consulting Firms 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.
 - 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 requisite skills and experience, preferably working under conditions similar to those prevailing in the country of the assignment.
- 6.2 The Technical Proposal shall provide the following information using the attached Technical Proposal Standard Forms TPF 1 to 8 (Section III).
- a) A brief description of the Service Provider/ Consulting Firm 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) Any comments or suggestions on the Terms of Reference to improve the quality/effectiveness of the assignment and on the data, list of services, and facilities to be provided by IOM (TPF-3). In this regard, unless the Service Provider/ Consulting Firm clearly states otherwise, it shall be assumed by IOM that work required to implement any such improvements, are included in the inputs shown on the Service Provider/ Consulting Firm staffing schedule.

- c) A description of the approach, methodology and work plan for performing the assignment (TPF-4). An organization chart indicating relationships among the Service Provider/ Consulting Firm and any associate(s), IOM, and other parties or stakeholders, if any, involved in the assignment. The work plan should be consistent with the work schedule (TPF-8)
- d) The list of proposed Professional Staff team by area of expertise, the position and tasks that would be assigned to each staff team members (TPF-5).
- e) 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 five years.
- f) A time schedule estimates of the total staff input (Professional and Support Staff, staff time needed to carry out the assignment, supported by a bar chart diagram showing the time proposed for each Professional and Staff team members (TPF-7). The schedule shall also indicate when experts are working in the project office and when they are working at locations away from the project office.
- g) A time schedule (bar chart) showing the time proposed to undertake that the activities indicated in the work plan (TPF-8).
- h) 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, Service Providers/ Consulting Firms 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 4 (Section IV).
- 7.2 The Financial proposal shall include all costs associated with the assignment, including (i) remuneration for staff (FPF-4) (ii) reimbursable expenses (FPF-5) 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 Service Provider/ Consulting Firm. 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.
- 7.4 Service Providers/ Consulting Firms shall express the price of their services in **USD** or **CHF** or **EUR**.

- 7.5 The Financial Proposal shall be valid for 90 calendar days. During this period, the Service Provider/ Consulting Firm is expected to keep available the professional staff for the assignment. 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 Consultant.
- 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 Financial Proposal publicly or not.

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 Provider/ Consulting Firm 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 twenty-one (21) calendar days 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 criterion, sub criteria and a point system. 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 TOR or if it fails to achieve the minimum technical qualifying score which is 70%.
- 10.4 The technical proposals of Service Providers/ Consulting Firms shall be evaluated based on the following criteria and sub-criteria:

Points

- | | | |
|-------|--|----|
| (i) | Specific experience of the Service Providers/ Consulting Firms relevant to the assignment: | 10 |
| (ii) | Adequacy of the proposed methodology and work plan in response to the Terms of Reference: | |
| | a) Technical approach and methodology | 20 |
| | b) Work plan | 10 |
| | c) Proof of Concept (POC), details are outlined in Annex II below | 30 |
| | Total points for criterion (ii): | 60 |
| (iii) | Key professional staff qualifications and competence for the assignment: | 30 |
- The number of points to be assigned to each of the above positions or disciplines shall be determined considering the following three sub-criteria and relevant percentage weights:
- | | | |
|----|-----------------------------------|------|
| 1) | General qualifications | 30% |
| 2) | Adequacy for the assignment | 50% |
| 3) | Experience in region and language | 20% |
| | Total weight: | 100% |

The minimum technical score required to pass is: 70% 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 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. Financial proposals shall be opened publicly in the presence of the Service Provider/ Consulting Firm representatives who choose to attend.
- 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 and evaluated on **total cost** of implementation and operation including licenses. 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 (T = the weight given to the Technical Proposal = 0.80; F = the weight given to the Financial Proposal = 0.20; T + F = 1)

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

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 for contract negotiation is **10 May 2021**.
- 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 Provider/ Consulting Firm.

- 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 (Section VI). To complete negotiations, IOM and the Service Provider/ Consulting Firm 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 **21 June 2021**.

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.

Section III.

Technical Proposal Standard Forms

TPF-2A: Service Provider/ Consulting Firm's 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-2B - Service Provider/ Consulting Firm's Experience

Relevant Services Carried Out in the Last Five Years That Best Illustrate Qualifications

Using the format below, provide information on each assignment for which your firm/entity, either individually as a corporate entity or as one of the major companies within an association, was legally contracted.

Assignment Name:		Country:
Location within Country:		Professional Staff Provided by Your Firm/Entity(profiles):
Name of Client:		Nº of Staff:
Address:		Nº of Staff-Months; Duration of Assignment:
Start Date (Month/Year):	Completion Date (Month/Year):	Approx. Value of Services (in Current US\$):
Name of Associated Service Providers/ Consulting Firms, If Any:		Nº of Months of Professional Staff Provided by Associated Service Providers/ Consulting Firms:
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:		
Narrative Description of Project:		
Description of Actual Services Provided by Your Staff:		

Firm's Name: _____

TPF-1: Technical Proposal Submission Form

[Location, date]

To:

Vlatko Angelovski
IOM ICT Resource Management
IOM Headquarters
Route des Morillons 17, 1218 Le Grand-Saconnex, Geneva

Ladies/Gentlemen:

We, the undersigned, offer to provide the Services Design, Development and Deployment of the Next Generation Migrant Applications framework/ ecosystem, 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-3: Comments and Suggestions of Service Providers/ Consulting Firms on the Terms of Reference and on Data, Services, and Facilities to be Provided by IOM

A. On the Terms of Reference:

[The Service Provider/ Consulting Firm should present and justify here any modifications or improvement to the Terms of Reference that they are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point, and incorporated in the Service Provider/ Consulting Firm's Proposal.]

- 1.
- 2.
- 3.
- 4.
- 5.

B. On the data, services, and facilities to be provided by IOM:

[Comment here on counterpart staff and facilities to be provided by IOM according to Paragraph 1.6 of Section II – Instructions to Service Providers/ Consulting Firms, including administrative support, office space, local transportation, equipment, data, etc.]

- 1.
- 2.
- 3.
- 4.
- 5.

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

[Technical approach, methodology and work plan are key components of the Technical proposal. The Consultant is suggested to present the Technical Proposal using the following:

- a) Technical Approach and methodology
 - b) Work Plan and
 - c) Organization and Staffing
- a) **Technical Approach and Methodology.** In this section the Service Provider/ Consulting Firm should explain their understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of details of such output. The Consultant should highlight the problems being addressed and their importance and explain the technical approach that would be adopted to address them. The Consultant should also explain the methodologies being proposed to adopt and highlight the compatibility of those methodologies with the proposed approach.
- b) **Work Plan.** In this section the Service Provider/ Consulting Firm should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the IOM, and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The Work Plan should be consistent with the Work Schedule (TPF-8).
- c) **Organization and Staffing.** In this section the Service Provider/ Consulting Firm should propose the structure and composition of the team. Main disciplines of the assignment should be listed, the key expert responsible, and the proposed technical and support staff.

TPF – 5: Team Composition and Task Assignments

1. Technical/Managerial Staff		
Name	Position	Task

2. Support Staff		
Name	Position	Task

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.

[Signature of staff member and authorized representative of the firm] Date: _____
Day/Month/Year

Full name of staff member: _____

Full name of authorized representative: _____

TPF-7: Time Schedule for Professional Personnel

			Months (in the Form of a Bar Chart)												
Name	Position	Reports Due/Activities	1	2	3	4	5	6	7	8	9	10	11	12	Number of Months
															Subtotal (1) _____
															Subtotal (2) _____
															Subtotal (3) _____
															Subtotal (4) _____

Full-time: _____
 Reports Due: _____
 Activities Duration: _____
 Location: _____

Part-time: _____

Signature of Authorized Representative: _____
 Full Name: _____
 Title: _____

TPF-8:

Activity

(Work)

Schedule

A. Field Investigation and Other Activities														
No.	Activity/Work Description	Duration												
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	
1														
2														
3														
4														
5														

B. Completion and Submission of Reports

Reports	Date
1. Inception Report	
2. Interim Progress Report (a) First Status Report (b) Second Status Report	
3. Draft Report	
4. Final Report	

Section IV.

Financial Proposal

FPF-1: Financial Proposal Submission Form

[Location, date]

To:

Vlatko Angelovski
IOM ICT Resource Management
IOM Headquarters
Route des Morillons 17, 1218 Le Grand-Saconnex, Geneva

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for Design, Development and Deployment of the Next Generation Migrant Applications framework/ ecosystem, 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 90 days 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

Costs	Currency	Amount(s)
I - Remuneration Cost (see FPF- 3 for breakdown)		
II- Reimbursable Cost (see FPF – 4 for breakdown)		
Total Amount of Financial Proposal ¹		

¹ 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 Costs by Activity

Group of Activities (phase): ² _____ _____	Description: ³ _____ _____	
Cost Component	Costs	
	Currency	Amount
Remuneration ⁴		
Reimbursable Expenses ⁴		
Subtotals		

¹ Form FPF3 shall be filed at least for the whole assignment. In case some of the activities require different modes of billing and payment (e.g. the assignment is phased, and each phase has a different payment schedule), the Service Provider/ Consulting Firm shall fill a separate Form FPF-3 for each Group of activities.

² Names of activities (phase) should be same as or corresponding to the ones indicated in Form TPF-8.

³ Short description of the activities whose cost breakdown is provided in this Form.

⁴ For each currency, Remuneration and Reimbursable Expenses must coincide with relevant Total Costs indicated in FPF-4 and FPF-5.

Authorized Signature:

Name and Title of Signatory:

F

FPF-4: Breakdown of Remuneration per Activity

[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]

Name of Staff	Position	Staff-month Rate
Professional Staff		
1.		
2.		
3.		
4.		
5.		
Support Staff		
1.		
2.		
3.		
4.		
5.		

¹ Names of activities (phase) should be same as, or corresponds to the ones indicated in Form TPF-8.

² Short description of the activities whose cost breakdown is provided in this Form.

Authorized Signature:

Name and Title of Signatory:

Headquarters :

17 route des Morillons • C.P. 71 • CH-1211 Geneva 19 • Switzerland
Tel: +41.22.717 91 11 • Fax: +41.22.798 61 50 • E-mail: hq@iom.int • Internet: <http://www.iom.int>

FPF-5: 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 ¹	Unit	Unit Cost ²
1. Subsistence Allowance		
2. Transportation Cost		
3. Communication Costs		
4. Printing of Documents, Reports, etcetera		
5. Equipment, instruments, materials, supplies, etcetera		
6. Office rent, clerical assistance		

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

² Indicate unit cost and currency.

Authorized Signature:

Name and Title of Signatory:

Headquarters

17 route des Morillons • C.P. 71 • CH-1211 Geneva 19 • Switzerland

Tel: +41.22.717 91 11 • Fax: +41.22.798 61 50 • E-mail: hq@iom.int • Internet: <http://www.iom.int>

Section V.

Terms of Reference

Headquarters

17 route des Morillons • C.P. 71 • CH-1211 Geneva 19 • Switzerland

Tel: +41.22.717 91 11 • Fax: +41.22.798 61 50 • E-mail: hq@iom.int • Internet: <http://www.iom.int>

MiMOSA - Migrant Information Management System Next Generation Framework and POC

Services & Licences Requirements

Headquarters

17 route des Morillons • C.P. 71 • CH-1211 Geneva 19 • Switzerland

Tel: +41.22.717 91 11 • Fax: +41.22.798 61 50 • E-mail: hq@iom.int • Internet: <http://www.iom.int>

1. Executive Summary

The International Organization for Migration (IOM) is in the process of implementing an integrated platform to support IOM offices in case management of Migrants & beneficiaries assisted by IOM. This platform needs to support:

- Shift from a programme centric to migrant and process centric to increase visibility on the individual
- Optimize the application landscape and increase the MiMOSA eco-system integration
- Improve service delivery of new functions/ processes
- Improve user experience (user friendly, language, drag and drop, pre-compiled data fields, double entry)
- Enhance input data validation
- Migrant/ beneficiary centric focus
- Introduce workflow management logics (dashboard / to do list, notification)
- Role and profile definition (visibility across mission) and access
- Promote mobile access vs offline connectivity
- Enhance reporting
- Implement audit trail functionalities
- Quality Controls/ KPI monitoring
- Compliance with IOM Programme Integrity Guidelines

The project is in two phases

Phase 1 – Discovery Phase (completed): High Level Requirements gathering, Process flow mapping, User roles. High Level Architecture and proposed platform.

Phase 2 – Detailed Design and Delivery, which is the scope of this RFP, is concerned with the selection and implementation of the system for the processes that are in scope for Phase 2 as outlined below in the Scope and Deliverable sections.

In order for IOM to select the best provider and platform we are asking different providers to provide us with a proof of (POC) of their solution together with a technical and a financial proposal for the implementation of Phase 2

The POC will be for a pre-defined set of functions to display the platforms operation in IOM target environment (including mobility, low bandwidth operating conditions). The POC should run for a period of 1 month so that selected IOM staff and the members of the selection panel can assess the solution fully

2. Organization information

Established in 1951, International Office for Migration (IOM – <https://www.iom.int/>) is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners. With 172-member states and additional 8 states holding observer status and offices in over 100 countries, IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants.

IOM works with its partners in the international community to meet the growing operational challenges of migration, advance understanding of migration issues, encourage social and economic development through migration, and uphold the well-being and human rights of migrants. IOM works to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally displaced people.

IOM provides its services through a world-wide network of more than 400 field locations in more than 150 countries, including 9 Regional Offices, the Headquarters in Geneva, and 2 Administrative Centres located in Panama (PAC) and Manila (MAC), which provide core support in the areas of information technology, finance, human resources and other administrative services to IOM's network of offices. IOM has around 11.000 staff members.

3. Background information

To support mission (IOM Offices) operations in providing services to migrants and the organization in reporting on operational activities, a number of applications and interfaces have been developed to manage, distribute and report on migrant data.

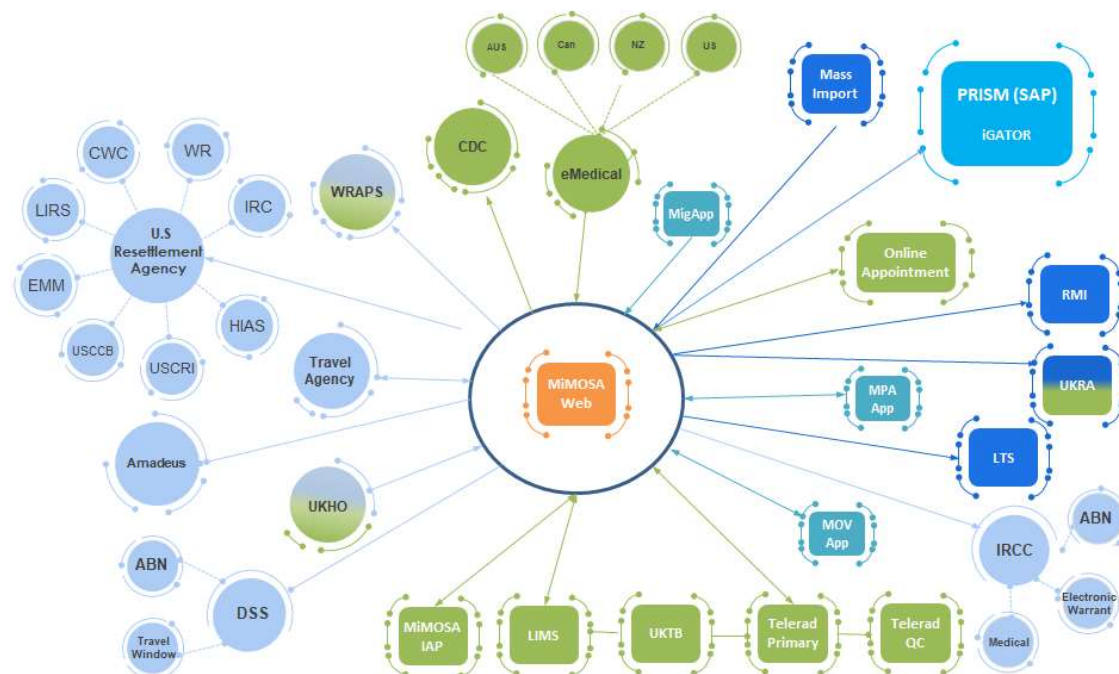


Figure 2 MiMOSA ecosystem

These applications have evolved in response to particular donor/ partner, programme and/or environmental needs (using a variety of technologies) rather than through a detailed analysis and planning of the needs of the organization and focus on the migrant/ beneficiary needs. This has led to a complex ecosystem of 32 applications and 38 interfaces which in turn has led to:

- duplication of functionality
- fragmented business processes
- increased support costs
- varying technology stacks leading to:

- restriction in customising the system to meet geographical use due to architectural design
- restriction on the ability to meet localisations
- increased complexity in delivery of services leading to:
 - slow response time from central development teams in turn leading to locally developed solutions that do not conform to organizational standards
 - Inconsistent data
 - Data not centrally captured
 - Reporting takes time
- Increasing security vulnerabilities

With ever increasing demand from the business to provide reliable systems/data in order to improve the delivery of services to migrants/ beneficiaries, the centralized teams are struggling to deliver. This has an impact on measuring the performance of the functions service delivery, on process management and re-engineering efforts and policy making through use of quality and reliable data.

Status quo is not sustainable so in 2019 IOM kicked off a Discovery project (Phase 1) to look at the migrant service delivery space and identify how to better position it to delivery timely, quality services readily adaptable to changing business needs. The project:

- Reviewed the existing migrant applications IT Architecture
- Reviewed the existing processes (mapping them across the various systems)
- Reviewed the IT framework models that could meet IOM's needs
 - Microservice
 - CRM
 - BPM/ iBPM
- Mapped future business processes

The outcome of the High Level Requirements gathering which also included Process flow mapping, user roles definition and the High Level Architecture review of the platform, recommended the adoption of a solution framework (such as a low code platform, BPM, CRM etc.) upon which to build IOM's future migrant/ beneficiary management to provide the following benefits:

Business

- Strong reduction of double data entry
- Unified process workflow execution and view (i.e. access & orchestration)
- Daily Operational Worklists
- Easier and more effective reporting
- Multi-language support
- Native support for Mobile and Tablet
- Offline capabilities (e.g. Registration, Health Assessment and Departures/Arrivals)
- Full auditability

IT:

- Simplified architecture (see Figure 2)
- Lightweight design supporting access on low-bandwidth, high-latency networks
- Unique database for migrant/ beneficiary data
- Improved reporting capabilities through internal BPM tools and Enterprise Datawarehouse
- Flexibility – possibility to design and develop business processes in a fast and consistent manner
- Scalability: Additional processes and users can be added on the same platform
- Extensive integration among systems

- Data/Roles segregation and comprehensive audit features
- Foundation for additional "digital Transformation" initiatives

The "core" components of the new architecture will be a workflow engine, which contains the components to handle the new business processes, and an orchestration engine that allows easy integration with other applications. The main features we expect the proposed system to have are the following:

- Workflow Manager: enables the execution of the business processes.
- System orchestrator: provides system integration capabilities with external applications.
- Process Database: provides the repository for the business logic.
- Master Data DB: provides the repository for business data.
- Operational reporting via Business analytics Module (BAM)
- User and Access Management (based on Azure AD)

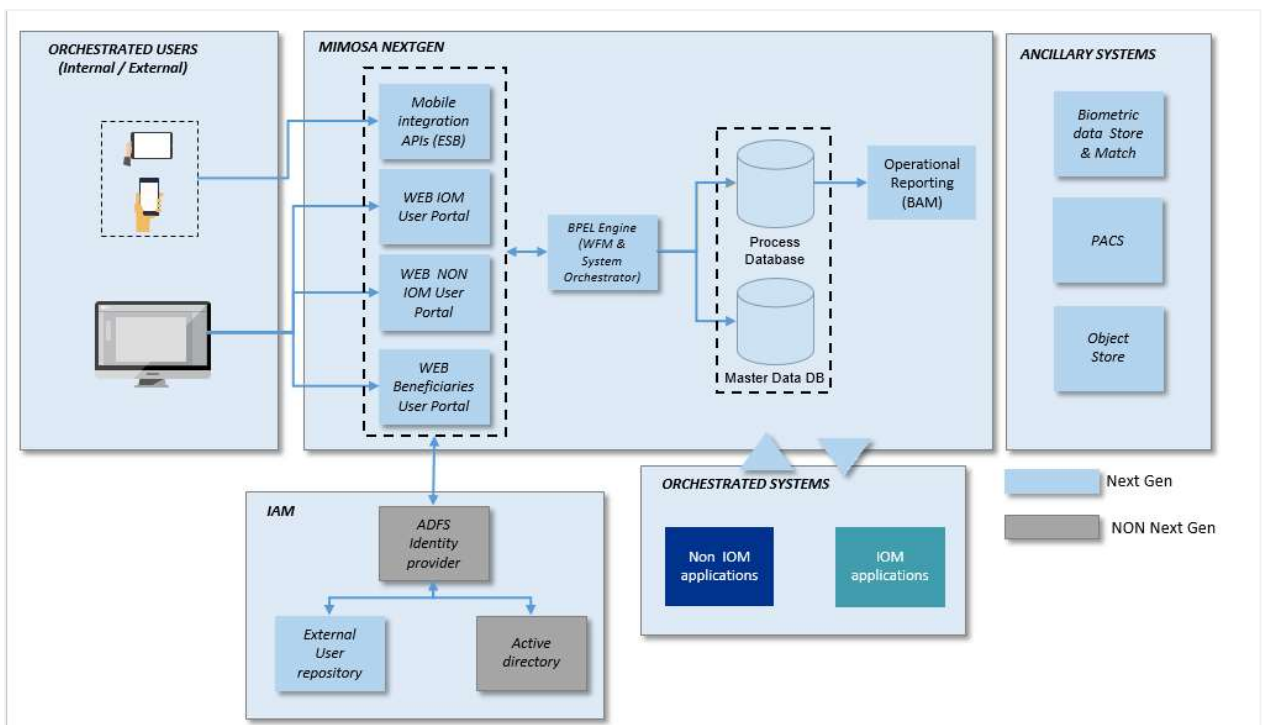


Figure 3 an example of a proposed architectural model

4. Project description

The implementation of the Next Generation Migrant Information Management System has two main goals.

1. Improve Service delivery to migrants/ beneficiaries by the business
2. Improve service delivery to the business by IT

1. Improving service delivery by the Business

IOM's current Migrant/ beneficiary ecosystem is fragmented and often driven by programme/ project leading to fragmented processes and difficulty in seeing the full picture of a migrant's/ beneficiaries' interaction with the organization. As part of this project, the organization will shift from a programme/ project perspective to a migrant/ beneficiary perspective with the sequence of interaction (as depicted below)



Registration: The migrant/ beneficiary is created into the system and is identified by a unique identifier assigned by the system and valid for all the future programmers/activities/ services. This phase is performed at the first contact with IOM

Preliminary Assessment: In order to correctly address the migrant/ beneficiary needs, it is necessary to perform a preliminary assessment during which IOM gather information for understanding:

- Beneficiary type
- Programs
- Activities & Services

Beneficiary Type Definition: Based on the declared needs, on the required destination country (if available), on the refugee or migrant classification, it is possible to define Beneficiary Type assigned to the individual for that overall service path

Programme Definition: The services selected that migrant/ beneficiary need to be assigned to a programme, which can be selected at this stage or later on when available

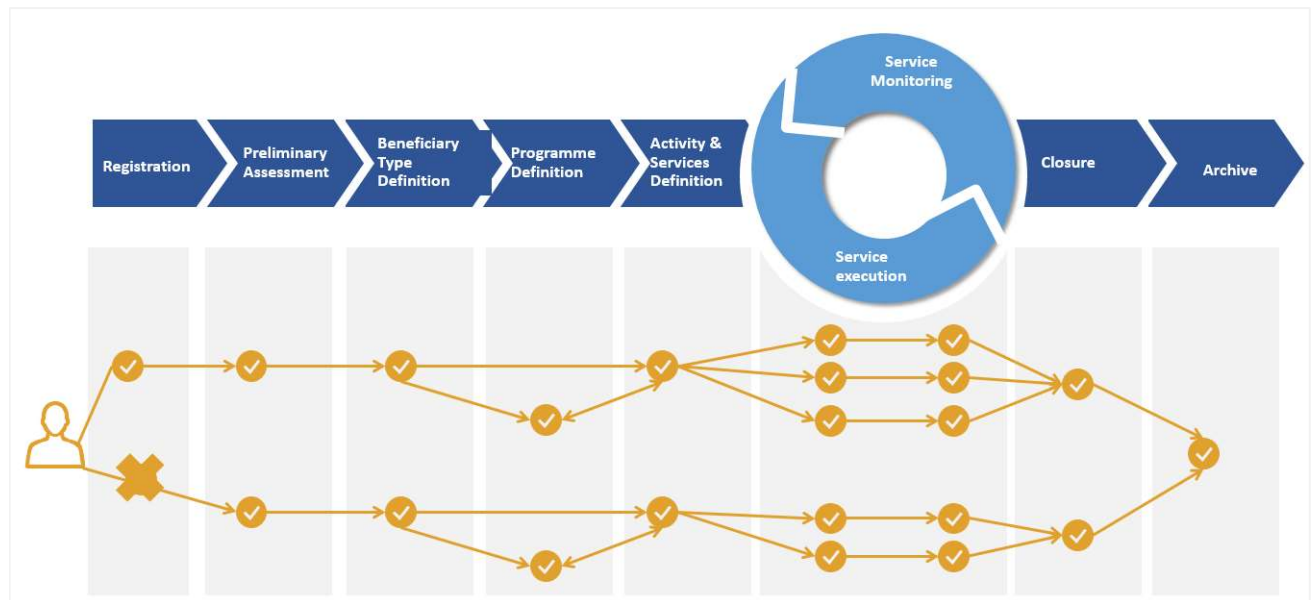
Activity & Services Definition: List of activities and related services that have been selected based on the Preliminary Assessment and that will be performed alongside the overall service path

Service Monitoring and Execution: The services, previously identified, are then executed and the obtained results are monitored.

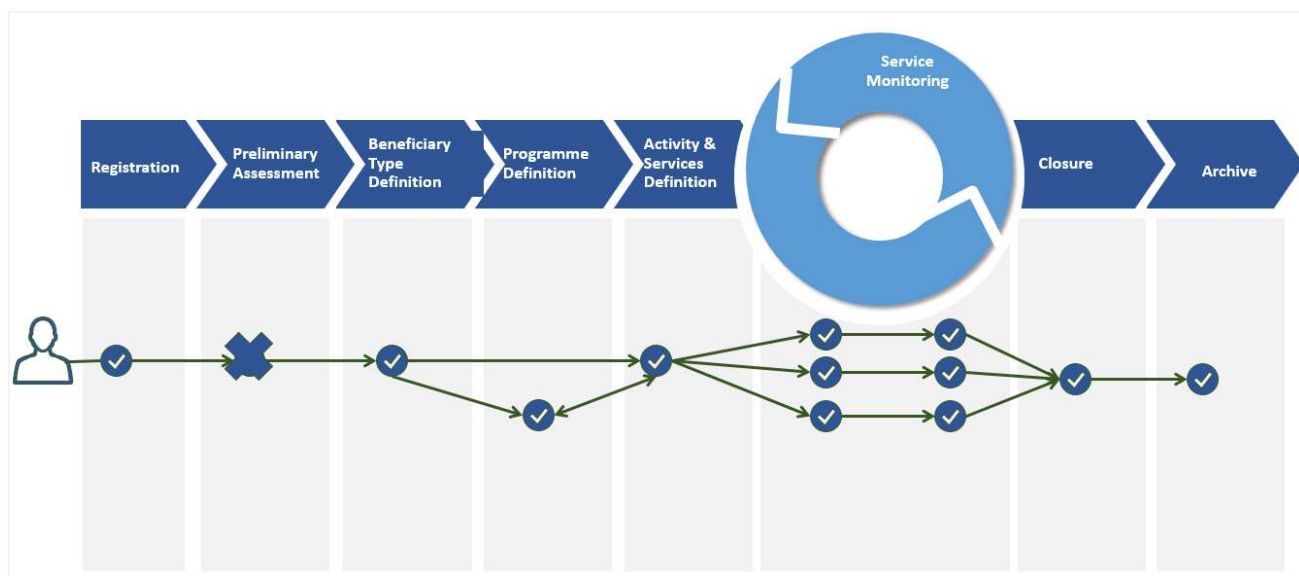
Closure: The service path, when completed will be closed. In case the migrant/ beneficiary comes back to IOM for a new treatment, a new path will be created and the steps from the Preliminary assessment will be executed again

Archive: The migrant/ beneficiary Archive will occur at the end of the individual life (death event notification).

The Operational Model represented below shows the new service path: that when an already existing individual access to IOM services, the registration process does not need to be executed (except for any updates). A new beneficiary type is assigned based on the new service path the individual will follow and it will be possible to assign multiple programs and services to that service path. When the "service path" is concluded the closure need to be set up:



In case of resettlement the preliminary assessment is not carried out, the rest of the flow will remain almost the same:



In addition, the business requires the following benefits from adopting the new solution:

- Enhanced input data validation
- Introduction of workflow management logic including localisation of processes
- Introduction of Quality Controls/ KPI monitoring
- Compliance with IOM Programme Integrity Guidelines
- Enhanced reporting
- Improved coverage via lighter bandwidth requirements and inbuilt mobility solutions eliminating the need to develop separate mobile apps
- Ability to make policy decision on comprehensive and verifiable data

2. Improving service delivery by IT

By adopting the new platform, IT expects to be able realise the following benefits:

- Optimised application landscape by reducing application complexity as the system is broken down into smaller individual process components with specific tasks
- Improved service delivery of new functions/ processes by adopting a low code solution
- Improved user experience (user friendly, multi-language, drag and drop, pre-compiled data fields, reduction in double entry)
- Improved Role and profile definition (visibility across mission) and access
- Enforce the correct execution of business processes enabling their monitoring and optimization.
- Ability to model complex business logic into an integrated framework, ensuring an end-to-end value delivery
- Consistent and detailed audit trail functionalities

The project is implemented in 2 phases of which Phase 1 – Discovery Phase has been completed. The proposed Phase, Phase 2, is about identifying and implementing the platform including a POC, detailed design of identified processes, orchestration of legacy applications and interfaces which is detailed in the next section.

5. Scope

The scope of this project is concerned with the selection and implementation of the system for the processes as outlined in this terms of reference and in line with the High level requirements defined for the project will be split into 2 parts:

1. RFP for selection followed by a one-month POC
2. Detailed Analysis & design and development of the solution based on detailed business processes and orchestration with existing systems that are to be retained and implementation of solution

POC

For IOM to select the best provider and platform we are asking different providers to provide us with a proof of concept (POC) of their solution together with a technical and a financial proposal for the implementation. The POC will be part of the evaluation of the proposals to ensure the proposed solutions can operate in IOM's operational environment.

The POC will be for a pre-defined set of functions to display the platforms operation in IOM target environment (including mobility, low bandwidth operating conditions). The POC will cover the following scenarios:

Scenario	Channel
Registration of a family	Web/Mobile device
Registration of a group of families via import file	Web
Search/view case/individual	Web/Mobile
Share case with another mission (office)	Web/Mobile
Basic Process flow/navigation	Web/Mobile
Systems Integration	Web
Reports/Dashboards	Web/Mobile

Use case and data requirements for the POC are detailed in [Annex II POC Requirements](#).

The POC should run for a period of 2 weeks. We encourage and recommend that in parallel to preparing the proposal you start coordinating to schedule a slot for the POC presentation, as part of the submission.

Detailed Analysis & design and development

As previously mentioned, the Discovery phase was tasked with looking at the current MiMOSA ecosystem and reviewing the current processes as well as mapping out the future 'To Be' processes against the new IT Architecture Design (refer Figure 2) based on interviews and workshops with the business. These processes can be split into 2 categories:

Existing Processes

These processes are currently managed in the MiMOSA ecosystem and have been re-mapped against the proposed architecture. **These will be made available on request**

Activity	Processes reviewed based on the new IT architecture
Registration	<ul style="list-style-type: none"> • Registration <ul style="list-style-type: none"> – Registration from External System (interface from government or partner system) – Online Manual Registration – Offline Manual Registration – IOM Service Designation – Support Services
Migrant Protection & Assistance (MPA)	<ul style="list-style-type: none"> • Migrant Protection & Assistance (MPA) <ul style="list-style-type: none"> – MPA Overall Assessment – MPA Service Plan Definition – MPA Service Delivery and Monitoring
Medical Assistance	<ul style="list-style-type: none"> • Work up and treatment: • TB Work up • TB treatment • TB Follow-Up • Vaccination • Radiology <ul style="list-style-type: none"> – Radiology Worklist – Mission Radiology – Center Radiology – Second Opinion • Pre Departure Health Check • Laboratory Exams • Pre HA Exams & Nurse Assessment <ul style="list-style-type: none"> – Online Pre Exam – Offline Pre Exam – Online Nurse Assessment – Offline Nurse Assessment – Medical Services • Finalise Health Assessment • Physical Exams • Movement Registration <ul style="list-style-type: none"> – Movement Planning – Movement Registration from External File – Online Manual Movement Registration
Movement Management	<ul style="list-style-type: none"> • Movement Reservation <ul style="list-style-type: none"> – Itinerary Creation – Individual Booking Through Amadeus – Amadeus Group Booking – International Booking Through External Systems – Us Domestic Booking – Non-Us Domestic Booking • Notification • Travel Loan <ul style="list-style-type: none"> – Travel Loan for Canada

Activity	Processes reviewed based on the new IT architecture
Labour Human Development (LHD)	<ul style="list-style-type: none"> – Travel Loan for US • Departure Management • Arrival Management • LHD Assessment • Training <ul style="list-style-type: none"> – Training Planning – Pre-Training Delivery – Training Delivery on Site – Training Delivery E-Learning – Training Delivery Virtual Classroom – Post-Training Delivery – Reporting
Cross	<ul style="list-style-type: none"> • Survey <ul style="list-style-type: none"> – Self-Survey – Survey • Scheduling <ul style="list-style-type: none"> – Service Scheduling – Specialist Scheduling

Additional processes

These were identified during the discovery phase as being managed outside of the existing Migrant/Beneficiary information management ecosystem but should be included in the new solution in order to provide a seamless service delivery. These processes still need be fully analysed and designed as part of this phase.

Activity	Processes to be included into the New Solution
Emergency	<ul style="list-style-type: none"> • Registration • Direct Assistance • Movement • Medical Assistance • MPA
Community	<ul style="list-style-type: none"> • Registration • Training • MPA • Community Infrastructure • Escort Management • Transit Center Management • Port of Entry Management (including Slot Capacity) • Post Arrival Assistance
Medical/Movement/MPA	<ul style="list-style-type: none"> • Incident Management • Create Mission Slot Capacity Proration • Create/Update Mission Holidays • Follow up Management • Surveillance Module • Include Fit to Travel functionality

Activity	Processes to be included into the New Solution
Movement	<ul style="list-style-type: none"> • Movement Planning • Multistage Management • Convoy Management • Australian Sponsor Travel Loan • Clearance and Pre-Clearance for arriving people • In-land Movement Management
Training	<ul style="list-style-type: none"> • Training Deliverable Modalities: E-learning and Virtual Classroom¹
Cross	<ul style="list-style-type: none"> • Self-Payer Process • Online Payment • Cost Management • Reporting • Specialist Reports

In addition to implementation of the business process implementation, a major outcome is the simplification of the IT architecture supporting the Migrant/Beneficiary information management space. As such the applications and interfaces within the ecosystem have been evaluated and either marked for retirement (with functions incorporated into the new solution) or retained, and thus require orchestration within the new solution.

Applications to be retired include:

The below applications will be retired as their functionality/ processes will be fully integrated into the new platform

Application	Application description
RMI	This system is used by IOM US and IOM Canada for management/QC of the US and Canadian refugee programmes particularly focused on arrival management.
Mass Import	A bulk import tool that uses formatted spreadsheets to Import cases into MiMOSA and/or assign them to a Movement.
Telerad Primary	The worklist and radiology management system of IOM's Tele radiology Center.
MiMOSA for non IOM	Upgrade version of MiMOSA for use by non IOM USRAP affiliated panel physicians (integrated with MiMOSA).
Affiliated Panels	IOM's Global Software used for managing UK IOM's implementation of the UKTB Detection Programme.
UKTB GS	IOM's Online Medical Appointment Web based application.
OMAS	Reporting facility for report based on MiMOSA web Data Base and possible external data sources.
SQL Reporting Services	

Applications and non-IOM systems to be retained and require orchestration include:

The following applications will be retained as part of the new platform and thus require orchestration to ensure continuity of business process

¹ Note, the solution needs to be architected to integrate with future online training platforms once identified, but the actual integration delivery is subject to selection of a solution which is outside of the scope of this project

Application	IOM/Non-IOM	Application description
MiMOSA MPA Mobile App	IOM	Mobile app to enable IOM caseworkers to register and screen beneficiaries in the field.
MigAPP	IOM	A mobile app to enable Migrants to have access to accurate & comprehensive migration-related information readily available. It also allows migrants to self-register and book an appointment for a visa and health assessment in selected IOM clinics.
MiMOSA Outward Referral	IOM	Salesforce implementation used to manage the services delivered through outward referrals.
Travel Agency System	IOM	Web App to manage the domestic booking for US.
LIMS	IOM	Used by IOM owned laboratories for managing the internal laboratory workflows.
UK Resettlement App	IOM	Used by IOM London for the management of the UK Resettlement programme by providing monitoring functionalities on programs.
I-GATOR	IOM	Used for recording and tracking air ticket orders purchased for all IOM air tickets.
IMS	IOM	Inventory Management System used by Medical.
Telerad QC	IOM	The Telerad QC (Quality Control system of IOM's Teleradiology Center ensures the quality of the IOM's CXR readings by sampling existing readings and allowing for a blind review.
LTS	IOM	Used by IOM Irvine for the reconciliation of US Promissory Note payments.
PRISM	IOM	IOM SAP system for financial, procurement and HR services management.
EDN	Non IOM	EDN is a system that notifies US state, local health departments, and screening clinics of the arrival of refugees with health conditions requiring medical follow-up.
HSP	Non IOM	Australia's data management tool for resettlement.
Move IT	Non IOM	System used by UK Home Office for management of Refugee cases and transfer of data between IOM and UK Home Office
GCSM	Non IOM	Canada's Global Case Management System.
WRAPS	Non IOM	WRAPS is the US State Departments case management system for refugee information.
AMADEUS	Non IOM	IOM's primary Platform for booking and fulfilment of Airline Ticketing.
eMedical	Non IOM	Australia, New Zealand, Canada and the US's (immigrant) health assessment data management platform.
US Resettlement	Non IOM	These applications are used for the management of the arrival processing and integration of refugees into the US.
START	Non IOM	System that will replace WRAPS for all its functionality. START will be inserted in the non-IOM Applications (country specific applications).

In order to enable wider adoption of some functions in MiMOSA (e.g. schedule appointment is only available for Medical Assistance functions), the following components were identified that the new platform will need to provide

Application	Application description
Survey management system (SMS)	System for enhanced survey usage into the processes and support custom survey template. Enable to track the incoming contacts (phone calls, e-mails) and the out coming communications to the individual. It also has safe storage that contains the migrant's data.
Scheduling	Tool for fixing appointments for specific services with the option to choose a desired professional or accept that automatically proposed by the system. The tool will have the possibility to set and manage a capacity per hour and to provide information on the available slots.
KOBO/ODK	Specialized platforms for offline data collection that could be integrated into the NextGen ecosystem wherever the use cases will be a fit.

System Requirements

The following details the requirements that IOM expect the solution to be able to meet:

Functional/Technical Features – REFT

Item No.	Requirement Description
REFT1	The system should be multilingual, supporting local languages (both for the system login navigation and for the forms printout). Minimum: English, French, Spanish & Arabic
REFT2	The system should allow to display & print standard forms in the local languages and include country depending specific additional fields
REFT3	The system should enable the use of dropdown selections, with the possibility to add many choices
REFT4	The system should enable the possibility to restrict the list of the exposed choices within a dropdown list based on previous selections.
REFT5	The system should automatically propose pre-populated data, based on certain criteria/rules, defined in the system and depending on previous selections
REFT6	The navigation among the functionalities should be user friendly
REFT7	The system should grant the possibility to hide or show fields based on previous selections or entered data
REFT8	The system should grant the possibility to grey-out fields based on sensitive data
REFT9	The system should enhance field data validation (i.e. data logic check, data inconsistency) alerting in case of errors
REFT10	The system should enable the possibility to set mandatory & optional fields alerting in case of missing mandatory data
REFT11	The system should verify (Quality Control) the overall document consistency based on pre-defined rules, alerting in case of deviations
REFT12	The system should allow customizable colour schemas with a set of pre-configured themes and customizable items within a predefined set of colours
REFT13	The system should produce a report listing the interface results and should manage notifications mechanism for the exceptions/ success
REFT14	The system should allow lookup to other tables/ lists (e.g. user lookup)

Functional/Technical Features Operations Support – REOS

Item No.	Requirement Description
REOS1	The system should enable the possibility to implement customized workflows based on the activity's processes
REOS2	The steps belonging to each process workflow should have a completion indicator (step completed/ to be perform)
REOS3	The system should provide the possibility to setup reports/dashboards based on users' own data (i.e. to-do lists)
REOS4	The system should enable the possibility to track the full history of the ongoing communication with the individual (e.g. info on the received phone call received email)
REOS5	The system should provide an Audit Trail functionality to keep track of data access and changes performed by users (ability to have the history on who changed what)
REOS6	The system should enhance the possibility to access to the Surveys functionalities throughout different stages of the processes even belonging to different streams/activities (Medical, Movement, MPA, LHD)
REOS7	The system should enable a flexible Questionnaire Management giving the possibility to add/change the questions based on local needs
REOS8	The system should allow the follow-up functionalities where needed
REOS9	The system should manage escalation processes identifying automatically the escalator and notifying the escalations
REOS10	The system should manage automatic notifications at event occurring
REOS11	The system should manage notes related to process instances.
REOS12	The system should be able to host multiple instances (Prod, UAT, QA, Dev)
REOS13	The system should allow a complete backup and restore of an instance upon request from IOM ICT

Roles and Profiles – RERP

Item No.	Requirement Description
RERP1	The system should support multiple roles with specific authorizations and segregations defined by IOM
RERP2	The system should support the implementation of an Authorization Matrix enabling the individuals service path management across multiple Missions
RERP3	The system should enable the ability to manage Sensitive Cases which are exception workflows that require specialised access and not be accessible by all users in the mission
RERP4	The system should allow the access to external stakeholders in accordance with the security procedures (IOM's Program Integrity Guidelines)
RERP5	The system should provide the necessary technical controls to insure adherence to IOM's Programme Integrity Guidelines towards protecting sensitive data, ensuring a proper segregation of duties

IT Architecture & Interfaces – REAI

Item No.	Requirement Description
REAI1	<p>The system should leverage the BPEL or equivalent solution, implementing a full-service oriented architecture to eliminate current integration gaps.</p> <p>For process interaction between IOM and non-IOM actors there are three possible scenarios:</p> <ul style="list-style-type: none"> • Implement a full "system to system" integration, so that the users from different organizations do not need direct access to IOM systems, but get the requested data via Web Services • Allow users from external organizations to access the NextGen ecosystem (this can be managed using the NextGen web access) • Force IOM users to interact with the external organization applications (as currently in place for many processes).
REAI2	<p>The solution should comply with the IT To Be Architecture, composed by:</p> <ul style="list-style-type: none"> • BPEL or equivalent functionality • Master Data DB • Biometric data Store & Match • Object Store • External User Repository <p>The system should support interfaces/ interoperability with:</p>
REAI3	<ul style="list-style-type: none"> • External Systems • Mobile Apps • Internal Systems • Reporting and analytics tools • Websites <p>in order to orchestrate either external or internal systems</p>
REAI4	<p>The system should manage requests for access to process data stored in the application from external systems</p>
REAI5	<p>The system should integrate with major worldwide payment providers</p>
REAI6	<p>The system should interact with the PACS system using HL7 protocol, as defined in the DICOM standards; in order to exchange data and images via orchestrated interface.</p>
REAI7	<p>The system should enable:</p> <ul style="list-style-type: none"> • Digital Signature Features (i.e. on PDF forms, on Reports, on Medical Results, etc.) • Barcode Generation & Reader • Data Import from PDF Form Files • PDF Upload as an attachment • PDF Printing • Photo Upload & Capture • Drag & Drop functionality for files uploaded as attachments
REAI8	<p>The system should allow the biometric data collection and matching (i.e. fingerprints, facial recognition, passport reader) devices.</p>
REAI9	<p>The solution should factor different user roles for accessing the user portals:</p> <ul style="list-style-type: none"> • IOM Users (only for intranet access) • Non IOM Users (for internet access) • Beneficiaries (for internet access)
REAI10	<p>All the user access and integration API should be able to authenticate IOM's ADFS identity provider</p>
REAI11	<p>An external user repository federated to the IOM ADFS Identity provider should be provided in order to store:</p> <ul style="list-style-type: none"> • The details of the external organizations and the user credentials for the affiliated people • The user credentials for the migrants • Full details of the roles granted (Access Management) for every user
REAI12	<p>Any file attachment to process data or master data must be stored in a separated Object Store accessible through a dedicated API</p>

Item No.	Requirement Description
REA13	Utilize Single Sign On to automatically authenticate users who have signed on using IOM specified identity providers

Connectivity – RECO

Item No.	Requirement Description
RECO1	The system should fully support mobile connectivity. For the mobile access, the solution should adopt a BPEL or equivalent solution that has a mobile enabled user interface
RECO2	The system should support the possibility to work in offline mode only through specific mobile apps, preferable if the mobility is part of the solution.
RECO3	An internet facing ESB and/or API Gateway connected to the BPEL Engine (or equivalent) that should be provided in order to enable the integration into the system of the mobile apps
RECO4	The system should be shaped as a group of geographically distributed access points (Web Portals and Mobile API) in order to optimize latency and response time on a worldwide scale

Reporting – RERE

Item No.	Requirement Description
RERE1	The system reporting capabilities should be robust (both for directional and operative purposes) to support dynamic programme implementation
RERE2	The system should enable an easy (flexible) procedure for final users to create reports by themselves
RERE3	The system should support a more effective reporting based on pre-defined KPIs
RERE4	The solution should provide data extraction capabilities from the process database to send the required data to the Data warehouse through data extraction API services. The API should offer granular access control to handle the appropriate authorization level.

Security & Identity Management - RESI

Item No.	Requirement Description
RESI1	All communication between the proposed solution components towards external applications, external partners and users must be encrypted (e.g. for all reservation reports/requests, air companies, travel agencies)
RESI2	The system must be able to use data encryption at row level to prevent access by system administrators and/or external providers, i.e. SaaS and IaaS provider
RESI3	The biometric data storage system must be within the IOM's IT landscape and should use external hardware key based encryption
RESI4	<p>The system must enable security controls for data stored and received from external sources:</p> <ul style="list-style-type: none"> During the uploading process, "objects" should be scanned by anti-malware security system, located within the application or IOM IT landscape, before putting the file in the Object Store Every file stored should be encrypted with a dedicated key
RESI5	Every component of the proposed solution must have a configurable logging facility in order to capture any relevant event
RESI6	The generated logs must be treated as sensible information and proper access control must be put in place

RESI7	The solution must provide facilities to send audit logs to external facilities.
RESI8	If cloud based, the solution must be compliant with the IOM's Data Protection guidelines focusing on the data protection solutions provided, their auditability and contractual obligations
RESI9	The solution must host any sensible data in a European based data centre
RESI10	The system must be compliant with data classification, storage and transmission

Non Functional Requirements

Item No.	Requirement Description
NFR01	The solution will automatically optimise its interface (layout of elements, organization of information etc.) to adapt to the device on which it is being used so that it is accessible on personal computers (desktops, laptops), tablets and Smartphones.
NFR02	The system could permit limited reconfiguration of the visual appearance for particular user groups (colour blind, high contrast need etc.) with the use of personal choice of themes.
NFR03	The solution must guarantee 99.9 % uptime over the course of each calendar month.
NFR04	The solution must ensure that operational errors can be diagnosed and fixed quickly (resolved within 12 hours)
NFR05	System availability: The system must be available 24h x 7 days; The system should be operational regardless of Time zones
NFR06	Back up & recovery of data is required if and when necessary without major disruption to work processes.
NFR07	The solution must follow best practice to deliver a highly responsive interface in which application and user requests for search and retrieve can be responded to under one second on typical bandwidths. Degradation to 2-3 seconds for limited bandwidth scenarios is acceptable. Long lists, complex processes, analytics and reports with large data scope must follow best practice response times.
NFR08	The solution should be designed so that degradation of performance due to increased load (surge of users) is minimised. Usage should not be throttled.
NFR09	The system should implement detection of a frozen ("hung") interface to give the user the option to cancel a current request.
NFR10	The solution must be supported by a service level agreement which outlines the levels, responsiveness and nature of the support available.
NFR11	The solution will include a system log of activity in which events of interest, the time and date that they occur, their categorisation and the client application (if appropriate) that triggered the event are recorded. The log should be comprehensive enough to track all system accesses, data changes, user privilege changes, errors, etc. – so it supports data recovery, audit and debug requirements.
NFR12	Training materials and system documentations for developers and Management platform admin must be provided.
NFR13	An upgrade of the system must not result in system outage.

The following user roles have been identified and mapped to the various business processes identified to-date. Additional roles may be identified during the analysis of the Additional Functions during the detailed analysis/design Phase.

User Roles

User Roles	Definition
Attendee	Beneficiaries of a training session
Beneficiary	Person to which IOM services are addressed
Chief Medical Officer/Senior Supervisor	Supervisor involved in case of escalation
External (offices)	Third party (not belonging to IOM), but with who IOM has an agreement and is involved in IOM processes (e.g. Governmental systems, Travel Agency system and Resettlement Agency system that receive notification from NextGen)
External system data access	Automatic access to separate systems for retrieving the information asked from NextGen and to be exposed in NextGen and send back the related answers
Individual Focal Point	Is responsible to coordinate and oversee all the service provided to the individual within the same service path
IOM/non-IOM Specialist/External Partner	Team specialized in performing the activities belonging to each service
IOM / non-IOM Trainer	Person in charge to deliver the training courses
IOM Case Worker	Office worker responsible for further migrant processing
IOM Input Clerk	Office Worker responsible for the initial entries
IOM LAB Supervisor	Doctor in charge to confirm Lab results
IOM LHD Team	IOM Central Division for LHD (Labour Human Development) that covers multiple activities ahead of the training part (e.g. job placement and job migrant experience, business development etc.)
IOM Nursing Care/IOM Counsellor	Responsible for the care of the individual
IOM Specialist	The team specialized in performing the services belonging to each Activity
IOM Staff	IOM Staff in charge to update info related to the beneficiaries
LAB Technicians	Technicians in charge to execute Lab examination
Non-IOM Affiliates	Users belonging to external entities authorized to execute limited activities as if they are IOM
QC Panel	Professionals responsible for the QC activities
Radiologist Doctor	Doctor in charge of performing x-ray interpretations
Radiology Technicians	Technicians in charge of to taking x-ray images
Reconciliation Officer	Belonging to IOM US Office, responsible for the reconciliation and transmission of PN to the Resettlement Agency
Senior Radiologist	Senior Doctor in charge of performing x-ray interpretations
Service Owner	Is responsible for the single service provided
Specialist/Panel Physicians	The team specialized in performing the services belonging to each activity
System data import/export	Next Generation role used for technical activities of information import/export from external sources
Training Team	IOM Training Team specialized in the planning and delivering of the training

****Please note that this is neither a contract nor a service confirmation document. Thank you****

6. Glossary

Term	Definition
Activity	NextGen Process Stream: Medical, Movement, MPA, LHD, Registration, Scheduling, Survey and Reporting.
Application	IT Solution, which provides functionalities to support business process, tasks for one or more organizations.
Application Interface	Technical solution for two or more applications for either exchange data or to use external functionalities.
Beneficiary / Individual	Somebody who receives IOM services.
Beneficiary Type	Attribute assigned to an individual based on his/her declared needs (migrant/refugee) and required country of destinations.
Catalogue	Comprehensive list of assistance services that IOM provides to beneficiaries/individuals.
Core application	IT application that manages the main NextGen core processes.
Draft Movement	Planned movement to which a univocal pre-booked PF number is assigned. Once the draft movement turns into a new confirmed movement, the PF number remains the same.
Ecosystem	Set of system applications and interfaces (IOM owned/third parties) which make up the overall solution landscape. The NextGen Project will replace part of the MiMOSA ecosystem.
Escort (Services)	Person (IOM internal staff or external) who will accompany and provide assistance to the migrant/refugee during the entire duration of the assistance services received.
Family Tree	Group of individuals, clustered based on agreed commonalities (i.e. family members). Each Family Tree is identified with a unique ID number.
Government Travel Loan	Government loans issued to IOM to cover transportation services of individuals assisted.
IOM External Application	IOM IT Applications accessible through the public internet.
IOM Internal Application	IOM IT Applications accessible only through the Intranet.
IT Architecture	The complete set of IT applications, which make the NextGen IT ecosystem used by IOM and the external parties.
Itinerary	Migrant planned route.
KONY	The Integrated software development lifecycle (SDLC) platform adopted by IOM for developing mobility enabled web and mobile solutions.
Mass import	A previously dedicated web interface in MiMOSA Web to register individuals in batch mode. In the future, the functionality will be integrated into NextGen.
Medical Assistance	<p>IOM provides beneficiaries with a wide range of Medical Assistance in co-ordination with donor/ destination countries. These include:</p> <ul style="list-style-type: none"> • Detailed health assessments and supporting services (physical exams, laboratory chest x-ray for TB, vaccinations) • Tuberculosis ((TB) detection • Treatment • Pre-departure health checks (mini health assessments as required by donor country) • Medical Surveillance

Term	Definition
Metric	Any data that can be used to measure the performance of processes (e.g. T1, T2).
Migrant centric	Focus on the “individual” instead of single cases. The individual becomes centric with centralized registration and case management.
Migrant Protection & Assistance	<p>The division in IOM that is responsible for the delivery of the following services to beneficiaries:</p> <ul style="list-style-type: none"> • Vulnerability assessments to identify if the individual(s) are a victim of trafficking or other vulnerable demographic • Reintegration Assistance – services delivered or organized by IOM in order to assist the beneficiary in re-integrating into the community (e.g. education grant, micro-business loan, housing etc.) • Community Assistance – delivery of project that capacities communities to accept migrants/ beneficiaries
Migrant Training	IOM assistance covering scheduling and managing of attendance and special needs on training and cultural orientation classes.
Mission	Refers to the country where IOM has Office. A mission may have more than one office within a country.
Movement	An individual or group of individuals that require travelling from one destination to the other.
Multistage movement	Multiple movements done by the same individual within the same programme.
PACS	A picture archiving and communication system used in medical imaging technology.
Performance Indicator	Measurement of process performance calculated by using agreed metrics.
Process	Structured set of actions designated to reach a defined result among those expected within a specific Activity.
Process Instance	An execution of the process, accompanied by data needed to track its status
Proflight number	This is a unique IOM reference number identifying one or more beneficiaries travelling on the same itinerary. The NextGen system will generate a proflight number assigned to each movement, according to established rules.
Programme	Set of time-bound objectives and resources that a Government provides to IOM.
Promissory Note	Travel Loan for the US Government.
Service Path	Group of activities performed in a structured manner finalized in delivering IOM assistance services to beneficiary/individuals.
Services	Tailored needs provided to individuals/beneficiaries within a Programme. Service are identified through a unique ID code and represents the lowest level of a service catalogue.
System Orchestrator	IT component that handles the process interaction with external systems either through synchronous or asynchronous interfaces.
Sponsor Travel Loan	Loan issued by IOM to pay for the costs of the individual transportation, in which the sponsor makes an up-front payment or a pre-deposit payment before the individual departs.
Sub-PF number	This will represent a sub-level of the PF number. This is a unique number automatically generated from the system to identify each individual belonging to a movement. The number will be generated according to established internal rules.
Target audience	Beneficiaries of a training session.

Term	Definition
Task dependencies	Relationships among tasks, which determine the order in which activities need to be performed.
Unique migrant identifier	Unique ID code assigned identifying the beneficiary/individual across multiple service path.
Warrant	Travel Loan for Canadian bound refugees.
Work flow Manager	IT component responsible for handling all the interaction between human actors of the process and the process instances

Terms

Acronym	Definition
ABN	Advanced Booking Notification
ADFS	Active Directory Federation Services
API	Application Programming Interface
APIS	Advance Passenger Information System
ARL	Amadeus Reference Locator
AVM	Assisted Vulnerable Migrant
BAM	Business Analytics Management
BIA	Best interest Assessment
BID	Best Interest Determination
BPEL	Business Process Execution Language
BPM	Business Process Management
BPMN	Business Process Management Notation
CD	Country of Destination
CO	Country of Origin
CRM	Customer Relationship Management
DAS	Data Access Services
DB	Database
DHC	Departure Health Check
DHC	Departure Health Check
DOCA	Passenger's Resident address and/or Destination address
DOCS	Passport and secondary document data not including Visa
DSS	Department of Social Services Australia
DTM	Data Transaction Monitor
EA	External Applications
ePN	Electronic Promissory Note
ETL	Extract transform Load

Acronym	Definition
FTT	Fit to Travel
HA	Health Assessment
HT	Human Task
IAM	Identity and Access Management
LAB	Laboratory
MI	Mobile Interface
MS	Medical Scheduling
MSA	Micro Service Architecture
ODK	Open Data Kit
PA	Principal Applicant
PDMP	Pre - Departure Medical Procedure
PDMS	Pre - Departure Medical Screening
PDO	Pre - Departure Orientation
POE	Port of Entry
PEC	Pre - Embarkation Check
PLL	Presentation Layer Logic
PN	Promissory Note
PNR	Passenger name record
PO	Process Orchestration
PSP	Process Status Persistence
QC	Quality Control
RA	Resettlement Agency
SAR	Slot Allocation Request
SCM	Source Code Management
SMC	Significant Medical Condition
SMS	Survey Management System
SOA	Service Oriented Architecture
SRM	Service Management System
SSR	Special Service Request
TB	Tuberculosis
TCS	Travel Costs Sheet
TOR	Ticket Order Record
TS	Training System
UAM	Unaccompanied minor

Acronym	Definition
VoT	Victims of trafficking
WBS	Work-breakdown structure
WFM	Workforce Management

Annex I - Evaluation Criteria

The following section details the evaluation criteria that IOM will use in evaluating the bidder's proposals. You may provide links to standard product documentation for a general overview. Please indicate A – E answer for each item and explain how your solution satisfies the requirement. the letters representing: A = Fully compliant, B = compliant with configuration, C = compliant with custom code, D = compliant with 3rd-party components and E = Not compliant.

		Compliance (A - E)	"Explain how your solution satisfies the requirement"
Process / Workflow Modelling			
1.0	Graphical workflow designer		
1.1	Drag and drop process designer		
1.2	Separate modelling/ test environment		
1.3	Debugging/ Troubleshooting		
1.4	Quick change facility for processes, activities, routing rules		
1.5	Version control of processes/ workflows		
1.6	Web Forms		
1.6.1	Web form designer		
1.6.2	.NET Support		
1.6.3	JAVA Support		
1.6.4	JASON Support		
1.6.5	Support for multiple field types (e.g. check, text, numeric, date fields, date pickers, digital signature etc.)		
1.6.7	Customise forms		
1.6.8	Field pre-population		
1.6.9	Fill form manually or from external system		
1.7	Process Definition		
1.7.1	Support for multiple workflow definitions		
1.7.1.1	Basic workflow		
1.7.1.2	Intermediate / workgroup workflow, with multi-step processes		
1.7.1.3	Advanced workflow with multi-step, multi-person processes defined (using rules and instruction sheets) and executed company-wide		
1.7.1.4	Complex processes with sub-processes and activities		
1.7.2	Pre-defined and pre-built, configurable, workflow templates		
1.7.3	Amend, save and re-use workflow templates		
1.7.4	Flexible, configurable workflow processes, definitions		
1.8	Routing Rules		
1.8.1	Flexible, configurable routes and rules		
1.8.2	Parallel paths		
1.8.3	Role based routing		

1.8.4	Dynamic / custom workflow created 'on the fly' for urgent requests (subject to security)		
1.9	Monitoring		
1.9.1	Configurable workflow alert messages and notifications		
1.9.2	Multiple user options e.g. remind, resubmit, escalate, inform, re-allocate, delegate, delete, complete		
1.9.3	Automatic and manual escalation		
1.9.4	Real-time audit trail		
Dashboards			
2.0	Dashboards for any aspect of the organisation operations e.g. Medical Activities, Assistance Activities, Community & Training Activities, Movements etc.		
2.1	Configurable Visuals including:		
2.1.1	Multiple types of charts and graphs, including: bar, pie, line, map, cross table, scatter plot, tree map, graphical table		
2.1.2	KPI's (key performance indicators) displayed as figures or charts		
2.1.3	Exception highlighting		
2.2	Drill down from dashboard to details		
2.3	Embed dashboard into web application		
2.4	Configurable display design including:		
2.4.1	Dashboard Based on individual perspective: - Global Programme/ Division - Regional Programme/ Division - Office Level - Personal Level		
2.5	Personalised dashboard layout, formatting and information displayed		
2.6	Alerts		
2.7	Automatic notifications of new data		
2.8	Support user collaboration		
2.9	Multiple options for building dashboards e.g.:		
2.9.1	Preconfigured dashboards for copying and amending		
2.9.2	Copy an existing dashboard or sample, and amend		
2.9.3	Start from scratch		
2.9.4	Via tutorials		
Search			
3.0	Language independent		
3.1	Web-style search features including:		
3.1.1	Type ahead / auto complete		
3.1.2	Display similar search terms		
3.1.3	Natural language query		
3.1.4	Search on specified or lists of data		
3.1.5	"did you mean..."		
3.1.6	"show results for..."		

3.1.7	Filters / undo filters		
3.2	Multiple standard search methods including:		
3.2.1	Keyword search		
3.2.2	Phrase search		
3.2.3	Advanced query expression		
3.2.4	+ / - syntax		
3.2.5	Fielded search		
3.2.6	Proximity		
3.2.7	Boolean search		
3.2.8	Wild cards		
3.2.9	Fuzzy search		
3.3	Geographical searches (based on location)		
3.4	Role based searches		
3.5	Federated searches, over multiple data sources		
Mobility/ Performance			
4.0	Support multiple types of mobile devices e.g. tablets, smartphones		
4.1	Mobile platform technology independent		
4.2	Work over multiple devices, each with multiple hardware and software combinations		
4.3	Work over multiple screen sizes, processors and memories		
4.4	Flexible device screen design functionality including:		
4.4.1	Multiple screen designs for small devices e.g. tablets, and very small devices e.g. smartphones		
4.4.2	Configurable layouts, for different business uses		
4.5	Responsive design - screen automatically converts to appropriate view, depending upon device used		
4.6	Additional security for mobile device, including:		
4.6.1	Mobile device security features		
4.6.2	Full disk encryption		
4.6.3	Remotely wipe content on device		
4.6.4	Application and network security		
4.6.5	Antivirus software, SSL, firewall		
4.7	Targeted software functionality available on mobile device		
4.8	Support collaboration including:		
4.8.1	Collaborate over data, at any level e.g. dashboard, component		
4.8.2	Annotate / analyse screen shots		
4.8.3	Capture comments via audio / video, and then share comments		
4.8.4	Publish / republish from mobile device		
ETL			
	Data Types		
5.0	Support large volumes / unlimited amounts of data		
5.1	Import data from multiple sources		

5.2	Support multiple subject areas, dimensions, hierarchies		
5.3	Multiple levels of data e.g. summary, consolidated, detail, transactions		
5.4	Support structured and unstructured data e.g.		
5.4.1	Biographic/ demographic		
5.4.2	Financial		
5.4.3	Medical		
5.4.4	x-Ray images		
5.4.5	Flight Information		
5.4.6	Logistical		
	Data Extraction		
6.0	Pre-built customisable connectors, to extract data from other applications		
6.1	Configurable, flexible data extraction		
6.2	Process multiple sources of data concurrently		
6.3	Data profiling		
6.4	Supports bulk data movement		
6.5	Support diverse data source formats including:		
6.5.1	Relational database		
6.5.2	Non-relational database		
6.5.3	Flat file / table		
6.6	Manage file size or platform limitations		
6.7	User determined frequency for updating the data including:		
6.7.1	Pre-configured plans for automatic updating data		
6.7.2	Scheduled updates		
6.7.3	Event-based data that has changed		
6.7.4	Automatic update of slowly changing data		
6.7.5	Manual updates		
6.8	Data refresh (comprising all data, only changed data, or user specified data)		
6.9	Data validation including:		
6.9.1	Configurable simple or complex data validation rules		
6.9.2	Automatic validation of extracted data		
	Data Transformation		
7.0	Data transform including:		
7.0.1	Data conditioning (to condition and standardise the data)		
7.0.2	Sorting		
7.0.3	Joining multiple sources of data, merge, lookup		
7.0.4	Handling data exceptions		
7.0.5	Aggregation into summaries		
7.0.6	Disaggregation		
7.0.7	Data mapping		
7.0.8	Translating coded values		

7.0.9	Encoding free-form values		
7.0.10	Generating new calculated values		
7.0.11	Generating surrogate key values (unique identifiers)		
7.0.12	Transposing / pivoting columns and rows		
7.0.13	Splitting a column into multiple columns e.g. with a csv list		
7.0.14	Selecting data or columns to load / not load		
7.1	Support multiple optimisation and re-optimisation techniques including:		
7.1.1	Normalisation / denormalization		
7.1.2	Summarisation		
7.1.3	Partition		
7.2	View data before and after each transformation process		
7.2.1	Data integrity checks		
7.2.3	Error management		
7.2.4	Data de-duplication including:		
7.2.5	Accurate identification and elimination of duplicate records		
7.2.6	Merge duplicated records without losing data or integrity		
7.2.7	Prevent duplicate batches being extracted / imported		
7.2.8	Multiple methods to identify duplicate records e.g. by comparing names, addresses, programme identifiers, contact names, alias', email addresses		
	Data Audit		
8.0	Audit reports		
8.1	Data tracking back to original source including after updates, calculations		
	Integration		
9.0	Analytics		
9.1	OLAP		
9.2	Datawarehouse		
9.3	Integration with other business systems		
9.3.1	API support		
9.3.1.1	Rest API		
9.3.1.2	SOAP		
	Integration to Office systems		
10.1	Office 365		
10.2	SharePoint		
10.3	Image / scanning / OCR systems		
10.43	Barcodes / QR Codes		
10.5	Document management		
10.6	Telephone / VoIP systems		
	Data Import/ Export		
11.1	Easy-to-use, configurable, data import / export routines		
11.2	Flexible API's (application programming interfaces)		

11.3	Import data from multiple sources including:		
11.3.1	MS Excel, csv, txt		
11.3.2	MS SQL Server		
11.3.3	XML files		
11.4	Interface programs to provide data acceptance, validation and authorisation from or to other systems		
11.5	Import / store external files e.g. word processing, spreadsheet, PDF, jpeg, gif		

Annex II - POC Requirements

IOM requires potential bidders to build and deploy a POC for IOM to evaluate within its operational environment. The POC is intended to demonstrate core functionalities of the proposed platform:

- Low code development
- Multilingual capability
- Ease of configuration
- Usability
 - User interface
 - Bandwidth consumption
- Mobility – ability to use a process on Mobile

Scenario:

Beneficiary requires a confidential interview with a Case worker, a health check including an x-ray at the IOM clinic, before they are assisted for international travel. A consent form and record of the interview should be available but restricted to protection caseworkers in the current country and in the destination country. A record of the health file should only be accessible to the medical users and only in the current country; considering that the X-ray result will be submitted from an existing system to be integrated with the proposed solution. All the details of the travel including the international flight routing and costs should be recorded for retrieval and update by staff in the departure country, en-route (transit assistance) and at the destination. All costs associated with the assistance to be integrated with the ERP system

The POC should cover the following functions:

- Login
- Register individual/ Family group – key in or via file transfer (excel, xml, interface)
-
- Basic navigation and process flow for the 3 processes, case work, health check, and travel
- Search for individual/ family
- Retrieve records, including restrictions by role
- Share my case with another mission/ Office
- Integration with other systems and interfaces
- Sample report or dashboards

On addition the POC should be available in English and French. This is to demonstrate the multilingual capability of the platform. IOM has 3 official languages (English, French and Spanish) and that platform should support these as a minimum. It would be a bonus if the platform support Arabic.

Business Rules

The following section defines the business rules for the above user stories

Theme	Rule
Language	The PoC must support the following languages for labels and data entry: English, French, Spanish. Arabic would be a plus to demonstrate right to left language support
Language	Input language must be configurable by programme (with English as the default language) though labels may still be in the users preferred supported language (e.g. a user in Mali might set their preferred language to French, however when filling out a form for a US refugee programme, the input language must be English)
Login	User must be assigned to a mission (Office)
Registration	An individual must belong to a case.
Registration	<p>A Case will consist of:</p> <ul style="list-style-type: none"> • A system generated unique case identifier - Mandatory • A location country (ISO Country list) – mandatory • A destination country – optional • One or more individuals
Registration	<p>An individual will be identified with the following fields:</p> <ul style="list-style-type: none"> • Last Name • First Name • Middle Name • Sex (Male, Female, Indeterminant, Unknown) • Date of Birth (DD-MMM-YYYY) • Nationality (ISO Country List) • Citizenship (ISO Country List), may have more than 1 • Relationship (refer relationship list)
Registration	A case must have an individual with the relationship of PA – Principle Applicant

Look up tables

The following lookup tables are provided to assist with the POC

Mission (Office code)

The below file is the list of IOM Office codes

CO = Country Office i.e. Main Office

CORMF = Country & Regional Office

S-Off = Sub Office

Office Code	Office Name	Office Type	Country	AddressLine1	AddressLine2	AddressLine3
AF10	Kabul	CO	AFGHANISTAN	Ansari Wat, House 1093,behind UNICA Guest House	Shar-i-Naw - Kabul	Afghanistan
AF20	Bamyan	S-Off	AFGHANISTAN	House No.8, Street no. 2	Darwazi Balkh, Mazar	Afghanistan
AF50	Kandahar	S-Off	AFGHANISTAN	Welayat Street, House # 129, District #1,	Herat	Afghanistan
AL10	Tirana	CO	ALBANIA	Rr "Brigada e Tete" Villa No.3	Tirana	Albania
AM10	Yerevan	CO	ARMENIA	14 K. Liebknecht St. UN Building	Yerevan	Armenia
AO10	Luanda	CO	ANGOLA	C.P. 3591	Luanda	Angola
AR10	Buenos Aires	CO	ARGENTINA	Av. Callao 1033	1023 Buenos Aires	Argentina
AT10	Vienna	CO	AUSTRIA	Nibelungengasse 13/4	A-1010 Vienna	Austria
AU10	Canberra	COCF	AUSTRALIA	P.O. Box 1009 Civic Square	Canberra ACT 2608	Australia
AU20	Melbourne	S-Off	AUSTRALIA	NULL	NULL	NULL
AZ10	Baku	CO	AZERBAIJAN	International Organization for Migration	Baku	Azerbaijan
BA10	Sarajevo	CO	BOSNIA AND HERZEGOVINA	Vilsonovo Setaliste 10	33000 Sarajevo	Bosnia and Herzegovina
BA30	Banja Luka	S-Off	BOSNIA AND HERZEGOVINA	Gunduliceva 24-A,	78000 Banja Luka	Bosnia and Herzegovina
BD10	Dhaka	CO	BANGLADESH	House 13A * Road 136 * Gulshan 1 * Dhaka 1212 *	Tel: 880-2-9889765 * Fax: 880-2-8817701	Bangladesh
BD11	Dhaka	S-Off	BANGLADESH	House 13A * Road 136 * Gulshan 1 * Dhaka 1212 *	Tel: 880-2-9889765 * Fax: 880-2-8817701	Bangladesh
BD14	Cox's Bazar	S-Off	BANGLADESH	House 13A * Road 136 * Gulshan 1 * Dhaka 1212 *	Tel: 880-2-9889765 * Fax: 880-2-8817701	Bangladesh
BE10	Brussels	CO	BELGIUM	40, rue Montoyer	1000 Brussels	Belgium
BG10	Sofia	CO	BULGARIA	25 Han Krum street	1040 Sofia	Bulgaria
BO10	La Paz	CO	BOLIVIA	Casilla 9715	La Paz	Bolivia
BY10	Minsk	CO	BELARUS	3, Gorny Pereulok	Minsk 220005	Republic of Belarus
CA10	Ottawa	CO	CANADA	#905-75 Albert Street	Ottawa, ON K1P 5E7	Canada
CD10	Kinshasa	CO	CONGO, THE DEMOCRATIC	NULL	NULL	NULL

Office Code	Office Name	Office Type	Country	AddressLine1	AddressLine2	AddressLine3
CG10	Brazzaville	CO	REPUBLIC OF THE CONGO	BP 465	Brazzaville	République du Congo
CH10	Geneva	HQ	SWITZERLAND	PO Box 71	CH-1211 Geneva 19	Switzerland
CH50	Berne	CO	SWITZERLAND	PO Box 216	3000 Berne 6	Switzerland
CI10	Abidjan	CO	COTE D'IVOIRE	CAPEM, Residence du stade I	01 BP 91 Abidjan	Côte d'Ivoire
CL10	Santiago	CO	CHILE	Matilde Salamanca 736, Piso 4, Esq. Eliodoro Yañez	Santiago de Chile	Chile
CN10	Beijing	CO	CHINA	Jianguomenwai Diplomatic Compound n°J1- 5-11	Xiushuijie, Chaoyang District 100600 Beijing	China
CO10	Bogota	CO	COLOMBIA	Carrera 14 No. 93B-46, Floors 3 and 4, Edificio Ch	Santafé de Bogotá	Colombia
CO11	Apartadó	S-Off	COLOMBIA	Carrera 14 No. 93B-46, Floors 3 and 4, Edificio Ch	Santafé de Bogotá	Colombia
CO12	Cali	S-Off	COLOMBIA	Carrera 14 No. 93B-46, Floors 3 and 4, Edificio Ch	Santafé de Bogotá	Colombia
CO13	Cucuta	S-Off	COLOMBIA	Carrera 14 No. 93B-46, Floors 3 and 4, Edificio Ch	Santafé de Bogotá	Colombia
CO14	Florencia	S-Off	COLOMBIA	Carrera 14 No. 93B-46, Floors 3 and 4, Edificio Ch	Santafé de Bogotá	Colombia
CO15	Medellin	S-Off	COLOMBIA	Carrera 14 No. 93B-46, Floors 3 and 4, Edificio Ch	Santafé de Bogotá	Colombia
CO16	Mocoa	S-Off	COLOMBIA	Carrera 14 No. 93B-46, Floors 3 and 4, Edificio Ch	Santafé de Bogotá	Colombia
CO17	Pasto	S-Off	COLOMBIA	Carrera 14 No. 93B-46, Floors 3 and 4, Edificio Ch	Santafé de Bogotá	Colombia
CR10	San Jose	CO	COSTA RICA	Apartado 122,	2050 San Pedro	Costa Rica
CU10	Havana	CO	CUBA	NULL	NULL	NULL
CV10	Praia	CO	CAPE VERDE	Edificio das Nações Unidas, Achada de Santo Antóni	Praia	Republic of Cape Verde
CZ10	Prague	CO	CZECH REPUBLIC	Dukelskyh hrđinu 692/35	170 00 Praha 7	Czech Republic
DE10	Berlin	CORMF	GERMANY	Postfach 44 01 5962	D - 90206 Nürnberg	Germany
DE20	Nuremberg	CO	GERMANY	Inselstraße 12	10179 Berlin	Germany
DO10	Sto Domingo	CO	DOMINICAN REPUBLIC	C/ Felix maria Nolasco 13, Los Prados,	Santo Domingo	Dominican Republic
DZ10	Alger	CO	ALGERIA	NULL	NULL	NULL
EC10	Quito	CO	ECUADOR	Casilla 17-17-1658	Quito	Ecuador
EC20	Esmeraldas	S-Off	ECUADOR	NULL	NULL	NULL
EE10	Tallin	CO	ESTONIA	Narva mantee 11D	10151 Tallin	Estonia
EG10	Cairo	CO	EGYPT	P.O. Box 422	11568 Gezeira Cairo	Egypt
ES10	Madrid	CO	SPAIN	c/ San Bernardo, 99 bis Bajo A	28015 Madrid	Spain
ET10	Addis Ababa	SLO	ETHIOPIA	P.O.Box 25283 Code 1000	Addis Ababa	Ethiopia
FI10	Helsinki	CORMF	FINLAND	P.O. Box 851	00101 Helsinki	Finland
FR10	Paris	CO	FRANCE	6, Passage Tenaille	75014 Paris	France
GB10	London	CO	UNITED KINGDOM	26 Westminster Palace Gardens, Artillery Row	London, SW1P 1RR	The United Kingdom

Office Code	Office Name	Office Type	Country	AddressLine1	AddressLine2	AddressLine3
GE10	Tbilisi	CO	GEORGIA	41 Gogebashvili Street, Mtatsminda District	Tbilisi	Georgia 380008
GH10	Accra	CO	GHANA	P.O. Box 5222 Accra-North	Hse No.10, Plot No. 48 Osu-Budu Road/Broadway	Airport West, Accra, Ghana
GM10	Banjul	CO	GAMBIA	NULL	NULL	NULL
GN10	Conakry	CO	GUINEA	020 BP729, Bat N° 1278-Mafanco Corniche	Conakry	Guinea
GR10	Athens	CO	GREECE	P.O. Box 430	GR-174 02 Alimos	Greece
GT10	Ciudad	CO	GUATEMALA	2a Avenida 10-34, Zona 10	Ciudad de Guatemala	Guatemala
HK10	Hong Kong	CO	HONG KONG, SAR OF CHINA	P.O. Box 71509,	Kowloon Central Post Office	Hong Kong
HN10	Tegucigalpa	CO	HONDURAS	Apartado Postal 6585,	Tegucigalpa, MDC	Honduras
HR10	Zagreb	CO	CROATIA	P.O. Box 299	10000 Zagreb	Croatia
HR20	Osijek	S-Off	CROATIA	NULL	NULL	NULL
HT20	Gonaives	S-Off	HAITI	NULL	NULL	NULL
HU10	Budapest	CO	HUNGARY	Révay u.12.	1065 Budapest	Hungary
ID10	Jakarta	CO	INDONESIA	Surya Building 13th Floor, Suite 12A-03, Jl. M.H.	Jakarta	Indonesia
ID11	Bogor	S-Off	INDONESIA	Surya Building 13th Floor, Suite 12A-03, Jl. M.H.	Jakarta	Indonesia
ID12	Denpasar	S-Off	INDONESIA	Surya Building 13th Floor, Suite 12A-03, Jl. M.H.	Jakarta	Indonesia
ID13	Kupang	S-Off	INDONESIA	Surya Building 13th Floor, Suite 12A-03, Jl. M.H.	Jakarta	Indonesia
ID14	Mataram	S-Off	INDONESIA	Surya Building 13th Floor, Suite 12A-03, Jl. M.H.	Jakarta	Indonesia
ID15	Pontianak	S-Off	INDONESIA	Surya Building 13th Floor, Suite 12A-03, Jl. M.H.	Jakarta	Indonesia
ID16	Singkil	S-Off	INDONESIA	Surya Building 13th Floor, Suite 12A-03, Jl. M.H.	Jakarta	Indonesia
ID17	Situbondo	S-Off	INDONESIA	Surya Building 13th Floor, Suite 12A-03, Jl. M.H.	Jakarta	Indonesia
ID18	Surabaya	S-Off	INDONESIA	Surya Building 13th Floor, Suite 12A-03, Jl. M.H.	Jakarta	Indonesia
ID20	Banda Aceh	S-Off	INDONESIA	NULL	NULL	NULL
ID21	Bireuen	S-Off	INDONESIA	NULL	NULL	NULL
ID22	Calang (A Jaya)	S-Off	INDONESIA	NULL	NULL	NULL
ID23	Jantho (A Besar)	S-Off	INDONESIA	NULL	NULL	NULL
ID24	Kutacane (A Teng)	S-Off	INDONESIA	NULL	NULL	NULL
ID25	Langsa (A Timur)	S-Off	INDONESIA	NULL	NULL	NULL
ID26	Lhokseumawe (A Ut)	S-Off	INDONESIA	NULL	NULL	NULL
ID27	Meulaboh (A Bar)	S-Off	INDONESIA	NULL	NULL	NULL
ID28	Nias (Gun Sitoli)	S-Off	INDONESIA	NULL	NULL	NULL
ID29	Sigli (Pidae)	S-Off	INDONESIA	NULL	NULL	NULL

Office Code	Office Name	Office Type	Country	AddressLine1	AddressLine2	AddressLine3
ID2A	Takengon (A Ten)	S-Off	INDONESIA	NULL	NULL	NULL
ID2B	Tapaktuan (A Sel)	S-Off	INDONESIA	NULL	NULL	NULL
ID30	Yogyakarta	S-Off	INDONESIA	Jl. Hati Mulia V no. 14,	Kupang, NTT	Indonesia
IE10	Dublin	CO	IRELAND	NULL	NULL	NULL
IN10	Hyderabad	CO	INDIA	B-502, Premium House, Near Gandhigram Railway Stat	Ahmedabad - 380 009	India
IQ10	Bagdad	CO	IRAQ	NULL	NULL	NULL
IQ10	Bagdad	CO	IRAQ	NULL	NULL	NULL
IQ11	Al Hillah	S-Off	IRAQ	NULL	NULL	NULL
IR10	Tehran	CO	IRAN, ISLAMIC REPUBLIC OF	No 32 Kashfian Alley, Sheikh - Bahaei Street, Moll	Tehran	Islamic Republic of Iran
IT10	Rome	COCF	ITALY	Via Nomentana 62	00161 Rome	Italy
IT20	Lampedusa	S-Off	ITALY	NULL	NULL	NULL
JO10	Amman	CO	JORDAN	12 Suhail Al- Majdoubah Street, Tela'a Al Ali	P.O.Box 4880 Amman 11953	Jordan
JP10	Tokyo	CORMF	JAPAN	Toranomon Building, Room 805, 1-12 Toranomon, 1-Ch	Tokyo 105-0001	Japan
KE10	Nairobi	COCF	KENYA	Migration Health Assessment Center	78, United Nations Crescent off UN Avenue	Gigiri, Nairobi Phone: +254(0)207 221 102
KE20	Kakuma	S-Off	KENYA	P O Box 55040	00200 Nairobi	Kenya
KG10	Bishkek	CO	KYRGYZSTAN	66A, Kalyk Akiev St.	Bishkek 720010	Kyrgyzstan
KH10	Phnom Penh	CO	CAMBODIA	P.O. Box 435, General Post Office	Phnom Penh	Cambodia
KR10	Seoul	CO	KOREA, REPUBLIC OF	RM 714, Korea Business Center, 1338-21 Seocho-dong	Seoul 137-070	Republic of Korea
KW10	Kuwait City	CO	KUWAIT	NULL	NULL	NULL
KZ10	Almaty	CO	KAZAKHSTAN	56 Abdullinykh St.	Almaty, 050010	Republic of Kazakhstan
KZ20	Astana	COCF	KAZAKHSTAN	Room 205, 38 Bukeykhan St. (UN Building)	473000 Astana	Republic of Kazakhstan
LB10	Beirut	CO	LEBANON	St Clemenceau, Gevinor Center Block C Office 307	Beirut	Lebanon
LK10	Colombo	CO	SRI LANKA	NULL	NULL	NULL
LR10	Monrovia	CO	LIBERIA	NULL	NULL	NULL
LS10	Maseru	CO	LESOTHO	PO Box 9762	Maseru 100	Lesotho
LT10	Vilnius	CO	LITHUANIA	A.Jaksto str. 12 LT- 01105	Vilnius 2000	Lithuania
LV10	Riga	CO	LATVIA	L. Pils iela 21	Riga, LV-1167	Republic of Latvia
LY10	Tripoli	CO	LIBYAN ARAB JAMAHIRIYA	NULL	NULL	NULL
MA10	Rabat	CO	MOROCCO	NULL	NULL	NULL
MD10	Chisinau	CO	MOLDOVA, REPUBLIC OF	31 August 1989 str., nr. 82, "Infocenter", 5th flo	MD 2012, Chisinau	Republic of Moldova
ME10	Podgorica	CO	MONTENEGRO	Cetinjski put bb.-Promonte building, 2nd fl, ap 45	81000 Podgorica	Montenegro

Office Code	Office Name	Office Type	Country	AddressLine1	AddressLine2	AddressLine3
MK10	Skopje	CO	MACEDONIA, THE FORMER YUGOSLAV REPUBLIC OF	Po Box 43	1000 Skopje	The Former Yugoslav Republic of Macedonia
ML10	Bamako	CO	MALI	Quartier Niarela, rue 421, Porte 45	BP E 288 Bamako	Mali
MR10	Nouakchott	CO	MAURITANIA	NULL	NULL	NULL
MT10	Malta	CO	MALTA	Suite 2, 191 Merchant Street	Valleta	Malta
MU10	Port Louis	CO	MAURITIUS	Suite G13 Saint James Court	Port Louis	Mauritius
MX10	C. de Mexico	CO	MEXICO	1a Privada de Camelia no 43	Col Florida-Mexico DF	Mexico
MY10	Kuala Lumpur	CO	MALAYSIA	NULL	NULL	NULL
MZ10	Maputo	CO	MOZAMBIQUE	NULL	NULL	NULL
NA10	Windhoek	CO	NAMIBIA	NULL	NULL	NULL
NG10	Abuja	CO	NIGERIA	NULL	NULL	NULL
NG20	Lagos	S-Off	NIGERIA	NULL	NULL	NULL
NI10	Managua	CO	NICARAGUA	Apartado Postal 3477	Managua	Nicaragua
NL10	The Hague	CO	NETHERLANDS	PO Box 10796	2501 HT The Hague	Netherlands
NO10	Oslo	CO	NORWAY	P.O. Box 8927 Youngstorget	NO-0028 OSLO	Norway
NP10	Kathmandu	CO	NEPAL	UN House Pulchowk	Kathmandu	Nepal
NR10	Yaren	CO	NAURU	Hotel Menen Nauru, Room 166	Nauru	Nauru-Central Pacific
NZ10	Wellington	CO	NEW ZEALAND	NULL	NULL	NULL
PE10	Lima	CO	PERU	Miguel Seminario 320, 14 Piso, San Isidro	Lima 27	Peru
PG10	Manus	CO	PAPUA NEW GUINEA		Manus	Papua New Guinea
PG20	Port Moresby	S-Off	PAPUA NEW GUINEA	P.O. Box 1876	Port Moresby, NCD	Papua New Guinea
PH10	Manila	CO	PHILIPPINES	Units G & H, 25th Floor, Citibank Tower Condominium	Makati City	Philippines
PH30	Manila	MRF	PHILIPPINES	Units G & H, 25th Floor, Citibank Tower Condominium	Makati City	Philippines
PK10	Islamabad	CO	PAKISTAN	House # 09, St. 06, F-6/3	Islamabad	Pakistan
PK30	Peshawar	S-Off	PAKISTAN	House # 31 D, Chinar Road, University Town	Peshawar	Pakistan
PL10	Warsaw	CO	POLAND	NULL	NULL	NULL
PT10	Lisbon	CO	PORTUGAL	Praça dos Restauradores, Nº65-2 Esq.,	1250-188 Lisbon	Portugal
RO10	Bucharest	CO	ROMANIA	B-dul Dacia 89, Sector 1	Bucharest	Romania
RU10	Moscow	CO	RUSSIAN FEDERATION	2nd Zvenigorodskaya str. 12,	Moscow 123100	Russian Federation
RU20	Krasnodar	S-Off	RUSSIAN FEDERATION	2nd Zvenigorodskaya str. 12,	Moscow 123100	Russian Federation
SA10	Riyadh	CO	SAUDI ARABIA	PO Box 558	Riyadh 11421	Saudi Arabia

Office Code	Office Name	Office Type	Country	AddressLine1	AddressLine2	AddressLine3
SD10	Khartoum	CO	SUDAN	PO Box 8322, Amarat, P. Code: 12217	Khartoum	Sudan
SI10	Ljubljana	CO	SLOVENIA	Trdinova 7	1000 Ljubljana	SLOVENIA
SK10	Bratislava	CO	SLOVAKIA	Pribinova 25, PO Box 54	810 11 Bratislava	Slovakia
SL10	Freetown	CO	SIERRA LEONE	132 Off Wilkinson Road	Freetown	Sierra Leone
SN10	Dakar	CO	SENEGAL	BP 16838	Dakar-Fann	Senegal
SV10	S Salvador	CO	EL SALVADOR	Apartado Postal 2746	San Salvador	El Salvador
SY10	Damascus	CO	SYRIAN ARAB REPUBLIC	P. O. Box 7937	Damascus	Syrian Arab Republic
TH10	Bangkok	COCF	THAILAND	8th Floor, Kasemkij Building, 120 Silom Road	Bangkok 10500	Thailand
TJ10	Dushanbe	CO	TAJIKISTAN	#5 Zakariyoyi Rozi street,	Dushanbe, 734003	Tajikistan
TL10	Dili	CO	TIMOR LESTE	Pallapaso, Farol	NULL	Timor Leste
TM10	Ashgabad	CO	TURKMENISTAN	Atabajeva Street 40,	745000 Ashgabad	Turkmenistan
TN10	Tunis	CO	TUNISIA	Boîte Postale 863,	Tunis 1035	Tunisie
TR10	Ankara	CO	TURKEY	Birlik Mahallesi 2, Cadde No:11- Yildiz, Cankaya	06610 Ankara	Turkey
TR20	Istanbul	S-Off	TURKEY	Istiklal Cad. Sekban Han, No. 73-75 Daire 7,	80070 Beyoglu/Istanbul	Turkey
TT10	Port Spain	CO	TRINIDAD AND TOBAGO	NULL	NULL	NULL
UA10	Kyiv	CO	UKRAINE	8 Mykhailivska St	01001 Kyiv	Ukraine
UG10	Kampala	CO	UGANDA	PO Box 11431	Kampala	Uganda
US10	Washington	CORMF	UNITED STATES OF AMERICA	1752 N St., NW Suite 700	Washington DC 20036	USA
US11	Guantanamo Bay	S-Off	UNITED STATES OF AMERICA	1752 N St., NW Suite 700	Washington DC 20036	USA
US20	New York	SLO	UNITED STATES OF AMERICA	122 East 42nd St., Suite 1610 Chanin Bldg.	New York, NY 10168-1610	USA
US21	Chicago	S-Off	UNITED STATES OF AMERICA	122 East 42nd St., Suite 1610 Chanin Bldg.	New York, NY 10168-1610	USA
US22	Los Angeles	S-Off	UNITED STATES OF AMERICA	122 East 42nd St., Suite 1610 Chanin Bldg.	New York, NY 10168-1610	USA
US23	Miami	S-Off	UNITED STATES OF AMERICA	122 East 42nd St., Suite 1610 Chanin Bldg.	New York, NY 10168-1610	USA
US24	Newark	S-Off	UNITED STATES OF AMERICA	122 East 42nd St., Suite 1610 Chanin Bldg.	New York, NY 10168-1610	USA
US25	JFK	S-Off	UNITED STATES OF AMERICA	122 East 42nd St., Suite 1610 Chanin Bldg.	New York, NY 10168-1610	USA
US30	Orange County	S-Off	UNITED STATES OF AMERICA	O'Hare Corporate Tower 2, 10600 West Higgins Road,	Rosemont, Illinois 60018 - 3720	USA
UY10	Montevideo	CO	URUGUAY	Casilla de Correo 1505	11 000 Montevideo	Uruguay
UZ10	Tashkent	CO	UZBEKISTAN	NULL	NULL	NULL
VE10	Caracas	CO	VENEZUELA	Casilla postal 62.358	Caracas 1060 A	Venezuela
VN10	Hanoi	CO	VIETNAM	1B Pham Ngoc Thach, Quan 1	Ho Chi Minh City	Viet Nam
VN20	Ho Chi Minh	S-Off	VIETNAM	GPO Box 83	Hanoi	Viet Nam
YE10	Sanaa	CO	YEMEN	B6 Str., Syassy area, end of Amman Road	Sanaa,	Yemen

Office Code	Office Name	Office Type	Country	AddressLine1	AddressLine2	AddressLine3
ZA10	Pretoria	CO	SOUTH AFRICA	PO Box 55391	Arcadia 0007	Republic of South Africa
ZM10	Lusaka	CO	ZAMBIA	P.O. Box 32036	Lusaka	Zambia
ZW10	Harare	CO	ZIMBABWE	101 Kwame Nkrumah Avenue, 7th Floor, Suite C	Harare	Zimbabwe

Relationship Codes

The following lookup details the interpersonal relationships in the system

Code	Description
AB	ADOPTED BROTHER
AD	ADOPTED DAUGHTER
AF	ADOPTED FATHER
AM	ADOPTED MOTHER
AR	ADOPTED SISTER
AS	ADOPTED SON
AU	AUNT
BH	HUSBAND'S BROTHER
BI	BROTHER IN LAW
BR	BROTHER
BW	BROTHER'S WIFE
DA	DAUGHTER
DI	DAUGHTER IN LAW
DR	DISTANT RELATIVE
ED	ESCORTING DOCTOR
EH	EX-HUSBAND
EP	ESCORTED PERSON
ES	ESCORTING STAFF
EW	EX-WIFE
FA	FATHER
FB	FOSTER BROTHER
FC	FEMALE COUSIN
FD	FOSTER DAUGHTER
FF	FOSTER FATHER
FI	FATHER IN LAW
FM	FOSTER MOTHER
FN	FIANCE
FR	FRIEND
FS	FOSTER SON
FT	FOSTER SISTER
GD	GRAND DAUGHTER
GF	GRAND FATHER
GG	GREAT GRAND MOTHER
GH	GREAT GRAND FATHER
GM	GRAND MOTHER
GN	GREAT GRAND SON
GR	GREAT GRAND DAUGHTER
GS	GRAND SON
GU	GUARDIAN

HB	HALF BROTHER
HS	HALF SISTER
HU	HUSBAND
MC	MALE COUSIN
MI	MOTHER IN LAW
MO	MOTHER
MR	RELATIVE BY MARRIAGE
MW	MINOR WIFE
NE	NEPHEW
NF	UNION WITH FEMALE
NI	NIECE
NM	UNION WITH MALE
PA	PRINCIPAL APPLICANT
SB	STEP BROTHER
SD	STEP DAUGHTER
SF	STEP FATHER
SH	SISTER'S HUSBAND
SI	SISTER
SL	SON IN LAW
SM	STEP MOTHER
SN	STEP SON
SO	SON
SS	STEP SISTER
SW	SISTER IN LAW
UK	UNKNOWN RELATIONSHIP
UM	UNACCOMPANIED MINOR
UN	UNCLE
US	HUSBAND'S SISTER
WB	WIFE'S BROTHER
WI	WIFE
WS	WIFE'S SISTER
ZZ	UNKNOWN
EM	Fiance
EF	Fiancee
UR	Unrelated

Section VI.

Pro-Forma Contract for Service

SERVICE AGREEMENT

Between

The International Organization for Migration

And

[Name of the Other Party]

On

Design, Development and Deployment of the Next Generation Migrant Applications framework/
ecosystem

1. Introduction and Integral Documents

The Service Provider agrees to provide IOM with Design, Development and Deployment of the Next Generation Migrant Applications framework/ ecosystem, 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**, with Headquarters in Geneva, Route des Morillons 17, 1218 Le Grand-Saconnex, represented by Vlatko Angelovski, IOM ICT Resource Management, 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, as well as any travel and out of pocket expenses.
- 4.3 Payments shall become due 30 days after IOM's receipt and approval of the invoice. Payment shall be made in USD 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:

International Organization for Migration
Route des Morillons 17
1218 Le Grand-Saconnex, Geneva

[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
Migration

(name)
(title)

For: *(Service Provider)*

(name)
(title)

Bank Guarantee for Advance Payment

To: *[name and address of Employer]*

[name of Contract]

Ladies/Gentlemen:

In accordance with the provisions of the Conditions of Contract ("Advance Payment") of the above-mentioned Contract, *[name and address of Service Provider/ Consulting Firm]* (hereinafter called "the Service Provider/ Consulting Firm") shall deposit with *[name of Employer]* a Bank Guarantee to guarantee his proper and faithful performance under the said Clause of the Contract in an amount of *[amount of Guarantee] [amount in words]*.

We, the *[Bank or Financial Institution]*, as instructed by the Service Provider/ Consulting Firm, agree unconditionally and irrevocably to guarantee as primary obligator and not as Surety merely, the payment to *[name of Employer]* on his first demand without whatsoever right of objection on our part and without his first claim to the Service Provider/ Consulting Firm, in the amount not exceeding *[amount of Guarantee] [amount in words]*.

We further agree that no change or addition to or other modification of the terms of the Contract or of Works to be performed thereunder or of any of the Contract documents which may be made between *[name of Employer]* and the Service Provider/ Consulting Firm, shall in any way release us from any liability under this Guarantee, and we hereby waive notice of any such change, addition, or modification.

This Guarantee shall remain valid and in full effect from the date of the advance payment under the Contract until *[name of Employer]* receives full repayment of the same amount from the Service Provider/ Consulting Firm.

Yours truly,

Signature and seal: _____

Name of Bank/Financial Institution: _____

Address: _____

Date: _____