**REQUEST FOR PROPOSALS**

SERVICES FOR

IOM Determinants of Migrant Vulnerability Study

IOM Mission: IOM HQ

29 November 2017

**THIS ASSIGNMENT IS CONTINGENT ON RECIEPT OF FUNDING**

RFP Number: 001/ MAD/ HQ

**Letter of Invitation**

The International Organization for Migration (hereinafter called IOM) intends to hire a service provider for the IOM Determinants of Migrant Vulnerability Study for which this request for proposals (RFP) is issued.

IOM now invites service providers/consulting firms to provide technical and financial proposals for the following services: conducting a literature review on determinants of migrant vulnerability; mapping of key actors engaged in exploring or addressing migrant vulnerability and identifying lessons learned and best practices; conducing on-site assessments to identify and document best practices in household, community, and/or structural programming aimed at reducing migrant vulnerability; writing technical guidance on assessment of and programmatic responses to migrant vulnerability; and development and field testing of migrant vulnerability assessment tools. More details on the services are provided in the attached terms of reference (TOR).

The service provider/consulting firm will be selected under the quality/cost-based selection procedures described in this RFP.

The RFP includes the following documents:

Section I: Instructions to Service Providers/Consulting Firms

Section II: Technical Proposal Standard Forms

Section III: Financial Proposal Standard Forms

Section IV: Terms of Reference

Section V: Standard Form of Contract

IOM encourages service providers/consulting firms to notify IOM of their intention to submit a proposal under this RFP at their earliest convenience.

The proposals must be delivered by hand to IOM Headquarters at 17 Route des Morillons, 1218 Grand-Saconnex, Switzerland or through postal services to IOM Headquarters at P.O. Box 17 CH-1211 Geneva 19 Switzerland on or before **31 December 2017**, marked ATTN: Heather KOMENDA. No late proposal shall be accepted.

IOM reserves the right to accept or reject any proposal and to annul the selection process and reject all proposals at any time prior to contract award, without thereby incurring any liability to affected service providers/consulting firms.

**Heather Komenda**

Programme Manager

Migrant Assistance Division

International Organization for Migration HQ

P.O. Box 17 CH-1211

Geneva 19 Switzerland

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**Table of Contents**

[Section I: Instructions to Service Providers/Consulting Firms 4](#_Toc226878255)

[Section II: Technical Proposal Standard Forms 10](#_Toc226878256)

[Section III: Finncial Proposal Standard Forms 17](#_Toc226878257)

[Section IV: Terms of Reference 22](#_Toc226878258)

[Section V: Standard Form of Contract 27](#_Toc226878259)

**Section I: Instructions to service providers/consulting firms**

1. **Introduction**
   1. Service providers/consulting firms are to 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/consulting firms.
   2. Service providers/consulting firms should familiarize themselves with local conditions and take them into account in preparing the proposal. Service providers/consulting firms are encouraged to contact IOM at the contact details specified in the Letter of Invitation before submitting a proposal and to attend the pre-proposal conference as specified in Item 4.3 of this Instruction.
   3. The service providers/consulting firms’ cost of preparing the proposal and of negotiating the contract, including visit(s) to or communications with IOM, are not reimbursable as a direct cost of the assignment.
   4. Service providers/consulting firms shall not be hired for any assignment that would be in conflict with their prior or current obligations to other procuring entities, or that may place them in a position of not being able to carry out the assignment in the best interest of IOM.
   5. IOM is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to contract award, without thereby incurring any liability to the service providers/consulting firms.
   6. IOM shall provide at no cost to the service provider/consulting firm assistance in obtaining licenses and permits needed to carry out the services and make available relevant project data and reports (see Section V: Terms of Reference).
2. **Corrupt, Fraudulent, and Coercive Practices**
   1. IOM policy requires that all IOM staff, bidders, manufacturers, and 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**
   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**
   1. At any time before the submission of the proposals, IOM may, for any reason, whether at its own initiative or in response to a clarification, amend the RFP. Any amendment made will be made available to all service providers/consulting firms who have notified IOM of their intention to submit a proposal under this RFP.
   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 Letter of Invitation at least seven 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 service providers/consulting firms who notified IOM of their intention to submit a proposal under this RFP without identifying the source of the inquiry.
   3. For this purpose, an online pre-proposal tele-conference conference will be held on **15 December 2017** at 15:00. Invitations will be sent to all service providers/consulting firms who notified IOM of their intention to submit a proposal under this RFP. Attendance to the conference is optional.
5. **Preparation of the Proposal**
   1. A service provider/consulting firm proposal shall have two components:

a) technical proposal, and

b) financial proposal

* 1. 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.
  2. The service providers/consulting firms are expected to examine in detail the documents constituting this RFP. Material deficiencies in providing the information requested may result in rejection of a proposal.

1. **Technical Proposal**
   1. When preparing the technical proposal, service providers/consulting firms must give particular attention to the following:
2. If a service provider/consulting firm deems that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultant(s) and/or other consultants or entities in a joint venture or sub-consultancy, as appropriate. 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.
3. For assignment of the staff, the proposal shall be based on the number of technical/managerial staff-months estimated by the service provider/consulting firm. No alternative technical/managerial staff shall be proposed.
4. It is desirable that the majority of the key technical/managerial staff proposed are permanent employees of the firm or have an extended and stable working relationship with it.
5. Proposed technical/managerial staff must, at a minimum, have relevant experience of at least ten years.
   1. The technical proposal shall provide the following information using the attached Technical Proposal Standard Forms TPF 1 to TPF 6 (Section III).
6. A brief description of the service provider/consulting firm’s organization and an outline of recent experience on assignments of a similar nature (TPF-2). If it is a joint venture, a separate form shall be completed 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.
7. A description of the approach, methodology and work plan for performing the assignment (TPF-3). This should normally consist of maximum of ten pages including charts, diagrams, and comments and suggestions, if any, on terms of reference and counterpart staff and facilities. The work plan should be consistent with the work schedule (TPF-7).
8. The list of proposed technical/managerial staff team by area of expertise and the position and tasks that would be assigned to each staff team member (TPF-4).
9. Latest CVs signed by the proposed technical/managerial staff and the authorized representative submitting the proposal (TPF-5). Key information should include number of years working for the firm and degree of responsibility held in various assignments during the last three years.
10. A time schedule estimate of the total staff input (technical/managerial and support staff) and staff time needed to carry out the assignment, supported by a bar chart diagram showing the time proposed for each technical/managerial and staff team member (TPF–6).
11. A time schedule (bar chart) showing the time proposed to undertake that the activities indicated in the work schedule (TPF-7).
    1. The technical proposal shall not include any financial information.
12. **Financial Proposal**
    1. In preparing the financial proposal, consultants are expected to take into account the requirements and conditions outlined in the RFP. The financial proposal shall follow the Financial Proposal Standard Forms FPF–1 to FPF–4 (Section IV).
    2. The Financial proposal shall include all costs associated with the assignment, including (i) remuneration for staff (FPF–4), and (ii) reimbursable expenses (FPF-5) such as travel costs, data collection instruments, office supplies, etc. 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.
    3. The service provider/consulting firm may be subject to local taxes on amounts payable under the contract. If such is the case, IOM will reimburse the service provider/consulting firm for any such taxes. 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.
    4. Service providers/consulting firms shall express the price of their services in United States Dollars.
    5. The Financial Proposal shall be valid for 60 days. During this period, the service provider/consulting firm is expected to keep available the technical/managerial 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.
13. **Submission, Receipt, and Opening of Proposals** 
    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 proposals shall be disqualified.
    2. The original proposal (both technical and financial) 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.
    3. The service provider/consulting firm 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.
    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 labelled with IOM’s address as specified in the Letter of Invitation, the RFP number, and the name of the service provider/consulting firm submitting the proposal.
    5. Proposals must be received by IOM at the place, date, and time indicated in the Letter of Invitation 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 IOM and will be returned to the consultant unopened.
    6. After the deadline for the submission of proposals, all the Technical Proposal shall be opened first by the Bids Evaluation and Attribution Committee (BEAC). The Financial Proposal shall remain sealed until all submitted Technical Proposals are opened and evaluated. The BEAC has the option to open the proposals publicly or not.
14. **Evaluation of Proposals**
    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’s proposal.
15. **Technical Evaluation**
    1. The entire evaluation process shall be completed in not more than 30 calendar days after the deadline for receipt of proposals.
    2. The BEAC shall evaluate the proposals on the basis of their responsiveness to the TOR, compliance to the requirements of the RFP, and by applying an evaluation criteria and 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.
    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.
    4. The Technical Proposals of service providers/consulting firms shall be evaluated based on the following criteria and sub-criteria:

|  |  |
| --- | --- |
| **Criteria** | **Points** |
| I. Specific experience of the service providers/consulting firm relevant to the assignment. | 15 |
| **Total points for Criterion I** | **15** |
| II. Adequacy of the proposed methodology and work plan in response to the TOR. |  |
| Technical approach and methodology | 30 |
| Work plan | 10 |
| Organization and staffing | 10 |
| **Total points for Criterion II** | **50** |
| III. Key technical/managerial staff qualifications and competence for the assignment. |  |
| Team Leader | 20 |
| Other positions | 15 |
| **Total points for Criterion III** | **35** |
| **TOTAL POINTS** | **100** |

The minimum technical score required to pass is: **70 points**

* 1. Technical Proposal shall not be considered for evaluation in any of the following cases:

1. Late submission, i.e., after the deadline set, and/or
2. Failure to submit any of the technical requirements and provisions specified in this Instruction and the TOR.
3. **Financial Evaluation**
   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.
   2. IOM shall simultaneously notify the service providers/consulting firms that have passed the minimum qualifying score indicating the date and opening of the Financial Proposal. The BEAC has the option to open the Financial Proposals publicly or not.
   3. The BEAC shall determine the completeness of the Financial Proposal by assessing whether all the forms are present and the items required to be priced are priced.
   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.
   5. The Financial Proposal of service providers/consulting firms who passed the qualifying score shall be opened, the lowest Financial Proposal (F1) shall be given a financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals shall be computed based on the formula:

**Sf = 100 x Fl / F**

where:

Sf is the score of the financial proposal under consideration

Fl is the price of the lowest financial proposal

F is the price of the financial proposal under consideration

The proposals shall then be ranked according to their combined technical and financial scores based on the following formula:

**Sc = St x T% + Sf x F%**

where:

Sc is the combined technical and financial score

St is the score of the technical proposal under consideration

T is the weight given to the technical proposal, which is 80%

F is the weight given to the financial proposal, which is 20%

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

1. **Negotiations** 
   1. The aim of the negotiation is to reach agreement on all points and sign a contract. The expected date and address for contract negotiation is **12 January 2018** via tele-conference.
   2. Negotiation will include: a) discussion and clarification of the 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 staff-months and the personnel to be assigned to the job, and schedule of activities; 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.
   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.
   4. Having selected the service provider/consulting firm on the basis of, among other things, an evaluation of proposed key technical/managerial 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.
   5. All agreement in the negotiation will then be incorporated in the description of services and form part of the contract.
   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 providers/consulting firms shall initial the agreed contract. If negotiations fail, IOM shall invite the second ranked service provider/consulting firm to negotiate a contract. If negotiations still fail, the IOM shall repeat the process for the next-in-rank service providers/consulting firms until the negotiation is successfully completed.
2. **Award of Contract**
   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, IOM shall promptly notify all other grant applicants that they were unsuccessful. IOM will also return unopened financial proposals to grant applicants whose technical proposals did not meet the minimum threshold.
   2. The service provider/consulting firm is expected to commence the assignment on **1 February 2018**.
3. **Confidentiality**
   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 II: Technical Proposal Standard Forms**

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

[Location, Date]

To: Heather KOMENDA

IOM HQ

P.O. Box 17 CH-1211

Geneva 19

Switzerland

Dear Ms. KOMENDA,

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

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

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

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

We remain,

Yours sincerely,

Authorized Signature:

Name and Title of Signatory:

Name of Firm:

Address:

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

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

**TPF-3: Description of the Approach, Methodology and Work Plan for Performing the Assignment**

*[The description of the approach, methodology and work plan should normally consist of 10 pages, including charts, diagrams, and comments and suggestions, if any, on Terms of reference and counterpart staff and facilities.]*

1. Describe your understanding of the requirements and objectives of this assignment and how you propose to fulfil these requirements and meet these objectives. Any comments or suggestions on the Terms of Reference are to be included in this section.
2. Description of your organization’s plan to access populations, including migrant and migration-affected populations, at origin, transit, and destination points, and including in crisis or post-crisis contexts, in order to fulfil the requirements of the assignment. Include in your description an overview of the language skills of technical/managerial and/or support staff that may be useful in completing this exercise.
3. Description of your organization’s plan to identify policies, programmes, and/or practices that are suitable for the best practices documentation exercise (see item 2 under the “Scope of the Services” section of the TOR), and the methods to be used to conduct such an exercise. Include in your description an overview of the language skills of technical/managerial and/or support staff that may be useful in completing this exercise.
4. Describe the relevant facilities and equipment your organization has and how you intend to use them to undertake the activities necessary to fulfil the requirements and meet the objectives of this grant.
5. Describe the activities to be undertaken by your organization in order to fulfil the requirements and meet the objectives of this grant. Activities described in this sub-section should correspond to those presented in TPF-7: Work Schedule.

**TPF-4: Team Composition and Task Assignments**

|  |  |  |
| --- | --- | --- |
| 1. Technical/Managerial Staff | | |
| Name | Position | Tasks |
|  |  |  |
|  |  |  |
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|  |  |  |
| *Instruction: add or delete rows as necessary* |  |  |

|  |  |  |
| --- | --- | --- |
| 1. Support Staff | | |
| Name | Position | Tasks |
|  |  |  |
|  |  |  |
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|  |  |  |
| *Instruction: add or delete rows as necessary* |  |  |

**TPF-5: Format of Curriculum Vitae (CV) for Proposed Technical/Managerial Staff**

|  |  |
| --- | --- |
| Proposed Position: |  |
| Name of Organization: |  |
| Name of Staff: |  |
| Profession: |  |
| Date of Birth: |  |
| Years with Organization: |  |
| Nationality: |  |
| Membership in Professional Societies: |  |
| Tasks to be completed under this assignment: |  |

**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 all relevant employment held. List all relevant positions held by staff member, 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.*

Signatures of staff member and authorized representative of the organization:

Full name of staff member:

Date:

**TPF-6: Time Schedule for Technical/Managerial Personnel**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Name** | **Position** | **Activities** | **Duration (months)\*** | | | | | |
|  |  |  | 1 | 2 | 3 | 4 | 5 | 6 |
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*\*Instruction: add or delete columns as necessary.*

Signature of Authorized Representative:

Full Name:

Title:

**TPF-7: Work Schedule**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Activity Description** | **Duration (months)\*** | | | | | |
| **1** | **2** | **3** | **4** | **5** | **6** |
| **1** |  |  |  |  |  |  |  |
| **2** |  |  |  |  |  |  |  |
| **3** |  |  |  |  |  |  |  |
| **4** |  |  |  |  |  |  |  |
| **5** |  |  |  |  |  |  |  |
| **6** |  |  |  |  |  |  |  |
| **7** |  |  |  |  |  |  |  |
| **8** |  |  |  |  |  |  |  |
| **9** |  |  |  |  |  |  |  |
| **10** | *Instruction: add or delete rows as necessary* |  |  |  |  |  |  |

*\*Instruction: add or delete columns as necessary.*

**Section III: Financial Proposal Standard Forms**

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

[Location, Date]

To: Heather KOMENDA

IOM HQ

P.O. Box 17 CH-1211

Geneva 19

Switzerland

Dear Ms. KOMENDA,

We, the undersigned, offer to provide the consulting services for IOM Determinants of Migrant Vulnerability Study, in accordance with your Request for Proposal (RFP) dated [insert date] and our proposal (technical and financial proposals). Our attached financial proposal is for the sum of [Amount in words and figures]. This amount is exclusive of the local taxes, which we have estimated at [Amount(s) in words and figures].

Our financial proposal shall be binding upon us subject to the modifications resulting from contract negotiations, up to expiration of the validity period of [insert validity period] of the proposal.

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

We confirm that we have read, understood and accept the contents of the Instructions to Service Providers/Consulting Firms, 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 subtotals indicated in Forms FPF-3 and FPF-4 provided with the proposal.

Signature of Authorized Representative:

Full Name:

Title:

**FPF-3: Breakdown of Remuneration**

|  |  |  |
| --- | --- | --- |
| **Name of staff** | **Position** | **Staff-moth rate** |
| Technical/Managerial Staff | | |
|  |  |  |
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| *Instruction: add or delete rows as necessary* | | |
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|  |  |  |
| *Instruction: add or delete rows as necessary* | | |

Signature of Authorized Representative:

Full Name:

Title:

**FPF-4: Breakdown of Reimbursable Expenses**

|  |  |  |
| --- | --- | --- |
| **Description**1 | **Number of Units** | **Unit Cost in USD** |
| 1. International travel costs |  |  |
| 1. In-country transportation costs |  |  |
| 1. Communication costs |  |  |
| 1. Shipping and courier costs |  |  |
| 1. Equipment costs |  |  |
| 1. Printing costs |  |  |
| 1. Supplies and materials |  |  |
| 1. Office rent |  |  |
| 1. Subscriptions and licensing fees |  |  |
| 1. Research fees |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| *Instruction: add or delete rows as necessary* |  |  |

1 The items listed in the table are indicative/examples only. The service provider/consulting firm is to add and/or delete from this lest as required.

Signature of Authorized Representative:

Full Name:

Title:

**FPF-5: Narrative Description of Reimbursable Expenses**

Provide a brief description of each reimbursable expense. The items described in this section should be numbered and correspond with those presented in FPF-4.

Signature of Authorized Representative:

Full Name:

Title:

**Section IV: Terms of Reference**

**Background**

The International Organization for Migration (IOM) has developed a “determinants of vulnerability” model that examines factors at the individual, household, community, and structural levels that contribute to, mitigate, or protect individual migrants or groups of migrants against violence, exploitation, abuse, and/or rights violations before, during, or after a migration process.

IOM’s migrant vulnerability model conceives of vulnerability as the inter-play of factors that either increase or decrease the vulnerability of individuals, households, communities, and groups to violence, exploitation, abuse, and rights violations. It analyses factors at the individual, household, community, and structural levels, and takes into account the situational circumstance that can lead to greater exposure to these risks.

Individual factors are those related to the migrant as an individual: their status in society; their histories and experiences; their beliefs and attitudes; their individual emotional, psychological, and cognitive characteristics; and their physical and mental well-being. Individual characteristics are a central element in assessing vulnerability as they contribute to an individual’s vulnerability or resilience to risk factors, and mediate how individuals respond to their household, community, structural, and situational contexts.

Household factors are those related to the family circumstances of individuals, their role and position within the family, and family histories and experiences. Families are important in determining vulnerabilities as they are typically the option of first resort for individuals who require support, particularly for children and youth. Families offer both risk and protective factors against exploitation and abuse.

Individuals and their families are situated within a broader physical and social community context, and are affected by the community’s economic, cultural, and social structure and their position within it. Communities with strong social support networks and sufficient resources can offer support and protection to individuals and families; whereas being located in communities without such networks and resources can create risk factors for individuals and families.

At the broadest level, structural factors are the historical, geographic, political, economic, social, and cultural conditions and institutions at the national, regional, and international level that influence the overall environment in which individuals, families, communities, and groups are situated and which shape their economic, educational, and migration decisions. Structural factors are typically relatively stable and have longer-term impacts.

Situational factors are circumstances or statuses at any level that have changed quickly and in unforeseen ways, for example as the result of the outbreak of conflict, a sudden and unexpected change to family situation or socio-economic status, a change in migration status, etc. Such changes can increase the exposure of individuals, families, and communities to violence, exploitation, abuse, and/or rights violations.

Such an approach has clear implications for programming, as it demonstrates the need for holistic responses aimed at reducing the vulnerability of individual, families, communities, and/or groups to violence, exploitation, abuse, or rights violations through consideration of the risk and protective factors at each level and at any stage in the migration process.

IOM is in the process of developing the *IOM Handbook on Protection and Assistance to Vulnerable* *Migrants*, which aims to elaborate the determinants of vulnerability model and provide operational guidance on assessing and responding to migrant vulnerability at the individual level, through a case management approach. Tools for assessing migrant vulnerability at the individual level have been drafted and have undergone initial field testing.

IOM aims to develop complementary documents on assessment of and response to migrant vulnerabilities at the household, community, and structural levels, and to develop and field test assessment tools.

**Objectives**

The purpose of this assignment is to develop a series of documents that complement the *IOM Handbook on Protection and Assistance to Vulnerable Migrants.* These documents will elaborate the determinants of vulnerability model at the household, community, and structural level and will describe appropriate programmatic responses for addressing migrant vulnerability at these levels. They will also address the application of the model in crisis and/or transit contexts, and the application of the model to address the needs of groups of migrants who are vulnerable to or have experienced violence, exploitation, abuse, or rights violations as a community. In addition, a suite of operational tools will be developed to facilitate assessment of the determinants of vulnerability at the household, community, and structural levels. The operational tools are to be developed in such a manner that they may be adapted for use in a wide variety of contexts, including crisis or transit contexts, transitional contexts, and development contexts.

**Scope of the Services**

The services to be undertaken within the scope of this contract are:

1. Literature review

The service provider will conduct a thorough literature review to identify existing frameworks, standards, practices, and guidelines on determinants of migrant vulnerability, with a particular focus on vulnerability factors at household, community, and structural levels.

*Deliverable: Literature review.*

1. Mapping, consultation, and documentation

The service provider will identify key actors engaged in theoretical or operational explorations of vulnerability and/or programming aimed at reducing vulnerability, with a particular focus on the household, community, and structural levels. The aim of this mapping will be to identify lessons learned and best practices that can be applied to efforts to reduce vulnerability within a migration context. The service provider will document the results of the mapping and propose a list of key informants for in-depth consultations and participation in a Group of Experts. The service provider will propose appropriate methods and plans for consultation (e.g., in person interviews, surveys, meetings, etc.) and, following agreement with IOM, will implement these plans. Efforts should be made to identify and include migrant and migration-affected populations within all consultation efforts. The service provider will also propose sites to visit to conduct comprehensive assessments of best practices to document. Following agreement with IOM, the service provider will conduct three on-site assessments to identify and document best practices in household, community, and/or structural programming aimed at reducing migrant vulnerability before, during, or after a migration process.

*Deliverables: Document summarizing identified actors and their work; document summarizing best practices and lessons learned; document proposing key informants and consultation methodology; and report on consultations held and key outputs of the consultation process.*

1. Drafting

Based on the findings of the literature review and consultations, the service provider will draft guidance documents on the following topics:

1. determinants of migrant vulnerability at the household level and appropriate programmatic responses;
2. determinants of migrant vulnerability at the community level and appropriate programmatic responses;
3. determinants of migrant vulnerability at the structural level and appropriate programmatic responses;
4. application of the determinants of vulnerability model to address the needs of groups of migrants who are vulnerable to or have experienced violence, exploitation, abuse, or rights violations as a community.

The service provider will also draft the following set of tools:

1. an updated tool or tools to assess individual factors that increase or decrease migrant vulnerability and accompanying user guidelines;
2. a tool or tools to assess household factors that increase or decrease migrant vulnerability and accompanying user guidelines;
3. a tool or tools to assess community factors that increase or decrease migrant vulnerability and accompanying user guidelines; and
4. a tool or tools to assess structural factors that increase or decrease migrant vulnerability and accompanying user guidelines.

These tools are to be suitable for use in a wide variety of contexts (crisis, transit, transitional, development, etc.). The service provider will propose either separate tools for each context, or tools that can be easily adapted to suit the relevant context.

*Deliverables: Draft versions of guidance documents; draft versions of tools.*

1. Field testing

The service provider will develop a methodology for field testing the tools. This methodology should take into account, at a minimum: the locations for field testing, the target populations; the sampling methodology; the staffing requirements; proposed data collection instruments; and ITC requirements. At least one of the field testing locations is to be in East Africa and the Horn. Following discussions with IOM and agreement on the methodology, the service provider will field test all tools.

*Deliverables: Document detailing proposed methodology for field testing; report on field testing.*

1. Revising

IOM expects that the development of guidance documents and operational tools will be an iterative and inter-dependent process. The service provider will revise all guidance documents and operational tools following consultations; initial feedback from IOM and, if relevant, external reviewers/the Group of Experts, and field testing. The revised documents will be submitted to IOM for final review. IOM will have an agreed upon window of time for final review and final inputs, after which time the service provider will not be required to consider or respond comments and inputs. All comments and inputs received within the window and within scope of the assignment are to be considered and addressed. All documents are to be prepared in line with the IOM House Style Manual and the IOM Spelling List. The service provider is to respond to reasonable requests for clarification during the editing and layout process to be undertaken by IOM in preparation for publication.

*Deliverable: Final drafts of guidance documents; final drafts of tools.*

**Deliverables and Time Schedule**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Item** | **Timeline (February-July 2018)** | | | | | |
|  | **1** | **2** | **3** | **4** | **5** | **6** |
| 1. **Literature review** | | | | | | |
| Literature review |  |  |  |  |  |  |
| 1. **Mapping and consultation** | | | | | | |
| Document summarizing identified actors and their work. |  |  |  |  |  |  |
| Document summarizing best practices and lessons learned. |  |  |  |  |  |  |
| Document proposing key informants and consultation methodology. |  |  |  |  |  |  |
| Report on consultations held and key outputs of the consultation process. |  |  |  |  |  |  |
| Document(s) summarizing best practices assessed. |  |  |  |  |  |  |
| 1. **Drafting** | | | | | | |
| Draft versions of guidance documents. |  |  |  |  |  |  |
| Draft versions of tools. |  |  |  |  |  |  |
| 1. **Field testing** | | | | | | |
| Document detailing proposed methodology for field testing. |  |  |  |  |  |  |
| Report on field testing. |  |  |  |  |  |  |
| 1. **Revising** | | | | | | |
| Final drafts of guidance documents. |  |  |  |  |  |  |
| Final drafts of tools. |  |  |  |  |  |  |

**Data, Local Services, Personnel and Facilities to be provided by IOM**

IOM will provide the service provider/consulting firm with relevant documentation on its determinant of migrant vulnerability framework, and time-bound access to relevant data and data-sets.

IOM will also provide relevant project data and reports.

IOM will facilitate communication between the service provider/consulting firm and IOM staff in its nine Regional Offices for the purposes of mapping best practices, planning and coordinating in-country visits, etc.

IOM will provide the service provider/consulting firm with assistance in obtaining licenses and permits needed to carry out in-country activities.

When possible, IOM will provide in-country logistical support, support with access to populations, and support in identifying individuals and organizations for interview or consultation. However IOM’s ability to provide this support will vary depending on location of the activity, and the service provider/consulting firm should not plan for or depend on this support being available. Further, the availability of such support is not to be considered in the selection of sites. The overall responsibility for all activities, logistical or otherwise, rests with the service provider/consulting firm. Any failings on the part of IOM to provide this support will not be considered as a justification for any limitations or challenges experienced while conducting in-country activities.

**Section V: Standard Form of Contract**

GPSU.SF.19.20

|  |  |
| --- | --- |
| IOM office-specific Ref. No.: |  |
| IOM Project Code: |  |
| LEG Approval Code / Checklist Code |  |

SERVICE AGREEMENT

Between

the International Organization for Migration

And

[Name of the Service Provider]

On

[Type of Services]

This Service Agreement is entered into by the International Organization for Migration, Mission in [XXX], [Address of the Mission], represented by [Name, Title of Chief of Mission etc.], hereinafter referred to as “IOM,” and [Name of the Service Provider], [Address], represented by [Name, Title of the representative of the Service Provider], hereinafter referred to as the “Service Provider.” IOM and the Service Provider are also referred to individually as a “Party” and collectively as the “Parties.”

1. Introduction and Integral Documents

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

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

Annex A - Bid/Quotation Form

Annex B - Price Schedule

Annex C - Delivery Schedule and Terms of Reference

Annex D - Accepted Notice of Award (NOA)

2. Services Supplied

2.1 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. Description needs to be as detailed as possible to provide for a reliable yardstick to measure compliance. It may be necessary to attach a description of the Services as an Annex.]

2.2 The Service Provider shall commence the provision of Services from [date] and fully and satisfactorily complete them by [date].

2.3 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.

3. Charges and Payments

3.1 The all-inclusive Service fee for the Services under this Agreement shall be [currency code] [amount in numbers] ([amount in words]), which is the total charge to IOM.

3.2 The Service Provider shall invoice IOM upon completion of all the Services. The invoice shall include: [services provided, hourly rate, number of hours billed, any travel and out of pocket expenses, (add/delete as necessary)]

3.3 Payments shall become due [insert number of days in numbers] ([write figure in words]) days after IOM’s receipt and approval of the invoice. Payment shall be made in [Currency code] by [bank transfer] to the following bank account: [insert the Service Provider’s bank account details].

3.4 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.

3.5 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.

4. Warranties

4.1 The Service Provider warrants that:

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 the Services in accordance with this Agreement;

It shall comply with all applicable laws, ordinances, rules and regulations when performing its obligations under this Agreement;

In all circumstances it shall act in the best interests of IOM;

No official of IOM or any third party has received from, will be offered by, or will receive from the Service Provider any direct or indirect benefit arising from the Agreement or award thereof;

It has not misrepresented or concealed any material facts in the procurement of this Agreement;

The Service Provider, its staff or shareholders have not previously been declared by IOM ineligible to be awarded agreements by IOM;

It has or shall take out relevant insurance coverage for the period the Services are provided under this Agreement;

It shall 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;

The Price specified in Article 3.1 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.

The Service Provider further warrants that it shall:

Take all appropriate measures to prohibit and prevent actual, attempted and threatened sexual exploitation and abuse (SEA) by its employees or any other persons engaged and controlled by it to perform activities under this Agreement ( “other personnel”). For the purpose of this Agreement, SEA shall include:

Exchanging any money, goods, services, preferential treatment, job opportunities or other advantages for sexual favours or activities, including humiliating or degrading treatment of a sexual nature; abusing a position of vulnerability, differential power or trust for sexual purposes, and physical intrusion of a sexual nature whether by force or under unequal or coercive conditions.

Engaging in sexual activity with a person under the age of 18 (“child”), except if the child is legally married to the concerned employee or other personnel and is over the age of majority or consent both in the child’s country of citizenship and in the country of citizenship of the concerned employee or other personnel.

Strongly discourage its employees or other personnel having sexual relationships with IOM beneficiaries.

Report timely to IOM any allegations or suspicions of SEA, and investigate and take appropriate corrective measures, including imposing disciplinary measures on the person who has committed SEA.

Ensure that the SEA provisions are included in all subcontracts.

Adhere to above commitments at all times. Failure to comply with (a)-(d) shall constitute grounds for immediate termination of this Agreement.

4.3 The above warranties shall survive the expiration or termination of this Agreement.

5. Assignment and Subcontracting

5.1 The Service Provider shall not assign or subcontract 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.

5.2 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 subcontract.

6. Delays/Non-Performance

6.1 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.

6.2 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.

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. 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 7 (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.

9. 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.

10. 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.

11. Notices

Any notice given pursuant to this Agreement will be sufficiently given if it is in writing and received by the other Party at the following address:

International Organization for Migration (IOM)

Attn: [Name of IOM contact person]

[IOM’s address]

Email: [IOM’s email address]

[Full name of the Service Provider]

Attn: [Name of the Service Provider‘s contact person]

[Service Provider‘s address]

Email: [Service Provider‘s email address]

12. Dispute resolution

12.1. 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.

12.2. In the event that the dispute, controversy or claim has not been resolved by negotiation within 3 (three) months of receipt of the notice from one party of the existence of such dispute, controversy or claim, either Party may request that the dispute, controversy or claim is resolved by conciliation by one conciliator in accordance with the UNCITRAL Conciliation Rules of 1980. Article 16 of the UNCITRAL Conciliation Rules does not apply.

12.3. In the event that such conciliation is unsuccessful, either Party may submit the dispute, controversy or claim to arbitration no later than 3 (three) months following the date of termination of conciliation proceedings as per Article 15 of the UNCITRAL Conciliation Rules. The arbitration will be carried out in accordance with the 2010 UNCITRAL arbitration rules as adopted in 2013. The number of arbitrators shall be one and the language of arbitral proceedings shall be English, unless otherwise agreed by the Parties in writing. The arbitral tribunal shall have no authority to award punitive damages. The arbitral award will be final and binding.

12.4. The present Agreement as well as the arbitration agreement above shall be governed by internationally accepted general principles of law and by the terms of the present Agreement, to the exclusion of any single national system of law that would defer the Agreement to the laws of any given jurisdiction. Internationally accepted general principles of law shall be deemed to include the UNIDROIT Principles of International Commercial Contracts. Dispute resolution shall be pursued confidentially by both Parties. This Article survives the expiration or termination of the present Agreement.

13. Use of IOM Name

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.

14. Status of IOM

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

15. Guarantee and Indemnities

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

15.2 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.

16. 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.

17. Termination

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

17.2 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 (seven) days from the date of termination.

17.3 Upon any such termination, the Service Provider shall waive any claims for damages including loss of anticipated profits on account thereof.

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.

Special Provisions (Optional)

Due to the requirements of the Donor financing the Project, the Implementing Partner shall agree and accept the following provisions:

[Insert all donor requirements which must be flown down to IOM’s implementing partners and subcontractors. In case of any doubt, please contact LEGContracts@iom.int]

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 Article 17.

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

Signed in duplicate in English, on the dates and at the places indicated below.

|  |  |
| --- | --- |
| For and on behalf of  The International Organization  for Migration | For and on behalf of  [Full name of the Service Provider] |
| Signature | Signature |
| \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Name  Position  Date  Place | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Name  Position  Date  Place |