

**REQUEST FOR PROPOSALS**  
(*PROCUREMENT OF SERVICES*)

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**SERVICES FOR**  
**Risk management, project audit and Client's representative**

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**Prepared by**



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

*HQ BUILDING PROJECT UNIT*

*28.07.2022*

**REQUEST FOR PROPOSALS**  
**RFP No.: GVA2022/BLD01.2**

**Mission:** HQ GENEVA

**Project Name:** HEADQUARTERS BUILDING

**WBS: XX.0019**

**Title of Services:** Client's Representative (AMO), specialist in risk assessment and management, adviser in construction project management.

**Summary of the schedule of the Call for Tenders and studies:**

Sending RFP with annexes	29.08.2022
Question from Vendors (by mail)	08.09.2022 (COB)
Answer from Client to all Vendors (by mail)	13.09.2022 (COB)
Delivery of tender documents:	23.09.2022
Pre-award interview:	06.10.2022
Awarding of contract:	28.10.2022
Start of mission:	07.11.2022
End of Mission (project phase):	28.02.2026
End of Mission (construction phase):	01.06.2029



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## Request for Proposals

The International Organization for Migration (hereinafter called **IOM**) intends to hire Service Provider for the HEADQUARTERS BUILDING PROJECT for which this Request for Proposals (RFP) is issued.

IOM now invites Service Providers/ Consulting Firms to provide Technical and Financial Proposal for the following Services:

1. CLIENT'S REPRESENTATION: Monitor, manage and coordinate project teams
  - 1.1.Meetings
  - 1.2.Project documentation: Retain, sort, review and manage.
  - 1.3.Reports
  - 1.4.Design coordination: Ensure design coordination between project teams.
  - 1.5.Contractual support: Advise and assist IOM on appropriate contractual mechanisms and monitoring loan and of authorization processes.
2. RISK ASSESSMENT AND MANAGEMENT:
  - 2.1.Planning, coordination, monitoring and forecasting.
  - 2.2.Risk Management: Develop and update a risk register. Test risks in terms of costs and deadlines. Develop reserve plans as needed.
3. COST CONTROL
  - 3.1.Establish an overall budget
  - 3.2.Participation in project optimizations (Value engineering)
  - 3.3.Reporting
  - 3.4.Cost analysis
  - 3.5.Design Change Management
4. QUALITY CONTROL: Ensure a quality process throughout the project.
5. OPTIONAL: CALLS FOR TENDERS:
  - 5.1. Service providers
  - 5.2. ToR for General Contractor and/or specific contractors
6. Building Information Modeling (BIM)

More details on the services are provided in the attached Terms of Reference (TOR).

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. 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 (as Annex 6)

The Proposals must be delivered by hand or through mail to IOM with office address at:  
*IOM, HQ BUILDING PROJECT, 17, ROUTE DES MORILLONS, P.O. BOX 17, CH-1211  
GENEVA 19, SWITZERLAND*  
on 23 September 2022, 5 PM. 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

Christophe Favre  
Project Director,  
Headquarters Building Project Unit

IOM is encouraging companies to use recycled materials or materials coming from sustainable resources or produced using a technology that has lower ecological footprints.

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## Section I - Instructions to Service Providers/ Consulting Firms

### 1. Introduction

- 1.1 Only eligible Service Providers/ Consulting Firms may submit a Technical Proposal and Financial Proposal for the services required. The proposal shall be the basis for contract negotiations and ultimately for a signed contract with the selected Consultant Firm.
- 1.2 Service Providers/ Consulting Firms should familiarize themselves with local conditions and take them into account in preparing the proposal. ~~Service Providers/ Consulting Firms are encouraged to visit IOM before submitting a proposal and to attend a pre proposal conference if is specified in Item 2.3. of this Instruction.~~ Questions can be sent to IOM by mail until 08 September 2022 COB and answer to the question will be given to all participants in a Q&A document sent by 13 September 2022 COB.
- 1.3 The Service Providers/ Consulting Firms costs of preparing the proposal and of negotiating the contract, including visit/s to the IOM, are not reimbursable as a direct cost of the assignment.
- 1.4 Service Providers/ Consulting Firms shall not be hired for any assignment that would be in conflict with their prior or current obligations to other procuring entities, or that may place them in a position of not being able to carry out the assignment in the best interest of the IOM.
- 1.5 IOM is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to contract award, without thereby incurring any liability to the Service Providers/ Consulting Firms.
- ~~1.6 IOM shall provide at no cost to the Service Provider/ Consulting Firm the necessary inputs and facilities, and assist the Firm in obtaining licenses and permits needed to carry out the services and make available relevant project data and report (see 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 made will be made available to all short-listed Service Providers/ Consulting Firms who have acknowledged the Letter of Invitation.

4.2. Service Providers/ Consulting Firms may request for clarification(s) on any part of the RFP. The request must be sent ~~in writing or~~ by standard electronic means and submitted to IOM at the address indicated in the invitation ~~at least 20 calendar days before the set deadline for the submission and receipt of Proposals~~ by 08 September 2022 COB. IOM will respond in writing or by standard electronic means to the said

request and this will be made available to all those who acknowledged the Letter of Invitation without identifying the source of the inquiry.

~~4.3 For this purpose, a pre proposal conference will be held on *[insert date, time and venue of the conference]*. Attendance to the conference is optional.~~

## **5. Preparation of the Proposal**

5.1 A Service Provider/ Consulting Firm Proposal shall have two (2) components:

- a) the Technical Proposal, and
- b) the Financial Proposal.

5.2 The Proposal, and all related correspondence exchanged by the Service Providers/ Consulting Firms and IOM, shall be in French or English. All reports and documents prepared by the contracted Service Provider/ Consulting Firm shall be in English for internal and international use and in French for local use (Administrations, local architect and service providers).

5.3 The Service Providers/ Consulting Firms are expected to examine in detail the documents constituting this Request for Proposal (RFP). Material deficiencies in providing the information requested may result in rejection of a proposal.

## **6. Technical Proposal**

6.1 When preparing the Technical Proposal, Service Providers/ Consulting Firms must give particular attention to the following:

- a) If a Service Provider/ Consulting Firm deems that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultant(s) and/or other consultants or entities in a joint venture or sub-consultancy, as appropriate. Service Providers/ Consulting Firms may ~~associate with the other consultants invited for this assignment or to~~ enter into a joint venture with consultants not invited, only with the approval of IOM. In case of a joint venture, all partners shall be jointly and severally liable and shall indicate who will act as the leader of the joint venture.<sup>1</sup>
- b) For assignment of the staff, the proposal shall be based on the number of professional staff-months estimated by the firm, no alternative professional staff shall be proposed.
- c) It is desirable that the majority of the key professional staff proposed is permanent employees of the firm or have an extended and stable working relationship with it.

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



- d) Proposed professional staff must, at a minimum, have the experience of at least 5 years, 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 TPF 6 (Section III).

- a) A brief description of the Service Providers/ Consulting Firms organization and an outline of recent experience on assignments of a similar nature (TPF-2), if it is a joint venture, for each partner. For each assignment, the outline should indicate the profiles of the staff proposed, duration of the assignment, contract amount, and firm's involvement.
- b) A description of the approach, methodology and work plan for performing the assignment (TPF-3). This should normally consist of maximum of ten (10) pages including charts, diagrams, and comments and suggestions, if any, on Terms of Reference and counterpart staff and facilities. The work plan should be consistent with the work schedule (TPF-7)
- c) The list of proposed Professional Staff team by area of expertise, the position and tasks that would be assigned to each staff team members (TPF-4).
- d) Latest CVs signed by the proposed professional 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 five years.
- e) A time schedule estimates of the total staff input (Professional and Support Staff, staff time needed to carry out the assignment, filled in the Excel chart provided, showing the time proposed for each Professional and Staff team members, their involvement in the process (RACI) (TPF-6). The Table WILL NOT INDICATE THE HOURLY RATE. The same table with hourly rate per team member will be provided in the financial proposal.
- f) A time schedule (bar chart) showing the time proposed to undertake the activities indicated in the work plan (TPF-7).

6.3 The technical proposal shall not include any financial information.

## **7. Financial Proposal**

7.1 In preparing the Financial Proposal, consultants are expected to take into account the requirements and conditions outlined in the RFP. The Financial Proposal shall follow the Financial Proposal Standard Forms FPF 1 to FPF 4 (Section IV).

7.2 The Financial proposal shall include all costs associated with the assignment, including (i) remuneration for staff (FPF-4) with the hourly rate per staff member; (ii) reimbursable expenses (FPF-5) such as copies, prints, cost of official documents. If appropriate, these costs should be broken down by activity.

All items and activities described in the Technical proposal must be priced separately; activities and items in the Technical Proposal but not priced shall be assumed to be included in the prices of other activities or items.

- 7.3 ~~The Service Provider/ Consulting Firm may be subject to local taxes on amounts payable under the Contract. If such is the case, IOM may either: a) reimburse the Service Provider/ Consulting Firm for any such taxes or b) pay such taxes on behalf of the Consultant.~~<sup>2</sup> Taxes shall not be included in the sum provided in the Financial Proposal as this will not be evaluated, but they will be discussed at contract negotiations, and applicable amounts will be included in the Contract.
- 7.4. Service Providers/ Consulting Firms shall express the price of their services in Swiss Francs.
- 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<sup>3</sup>. IOM will make its best effort to complete negotiations and determine the award within the validity period. If IOM wishes to extend the validity period of the proposals, the Service Provider/ Consulting Firm has the right not to extend the validity of the proposals.

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

- 8.1 Service Providers/ Consulting Firms may only submit one proposal. If a Service Provider/ Consulting Firm submits or participates in more than one proposal such proposal shall be disqualified.
- 8.2 The original Proposal (both Technical and Financial Proposals) shall be prepared in indelible ink. It shall contain no overwriting, except as necessary to correct errors made by the Service Providers/ Consulting Firms themselves. Any such corrections or overwriting must be initialed by the person(s) who signed the Proposal.
- 8.3 The Service Providers/ Consulting Firms shall submit one original and one copy of the Proposal. Each Technical Proposal and Financial Proposal shall be marked "Original" or "Copy" as appropriate. If there are any discrepancies between the original and the copies of the Proposal, the original governs.
- 8.4 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "TECHNICAL PROPOSAL." Similarly, the original Financial Proposal shall be placed in a sealed envelope clearly marked "FINANCIAL PROPOSAL" and with a warning "DO NOT OPEN WITH THE TECHNICAL PROPOSAL." Both envelopes shall be placed into an outer envelope and sealed. The outer envelope shall be labeled with the submission address,

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

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

reference number and title of the project and the name of the Service Provider/ Consulting Firm.

- 8.5 Proposals must be received by IOM at the place, date and time indicated in the invitation to submit proposal or any new place and date established by the IOM. Any Proposal submitted by the Service Provider/ Consulting Firm after the deadline for receipt of Proposals prescribed by IOM shall be declared “Late,” and shall not be accepted by the IOM and returned to the consultant unopened.
- 8.6 After the deadline for the submission of Proposals, all the Technical Proposal shall be opened first by the Bids Evaluation and Awards 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.

## **9. Evaluation of Proposals**

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

## **10. Technical Evaluation**

- 10.1 The entire evaluation process, including the submission of the results and approval by the approving authority, shall be completed not later than 25 June 2022.
- 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 point system<sup>4</sup>. Each responsive proposal shall be given a technical score (St). The proposal with the highest score or rank shall be identified as the Highest Rated/Ranked Proposal.
- 10.3 A proposal shall be rejected at this stage if it does not respond to important aspects of the 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:

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

	<u>Points</u>
(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	30
b) Work plan	20
c) Organization and staffing	<u>10</u>
<i>Total points for criterion (ii):</i>	<i>60</i>
(iii) Key professional staff qualifications and competence for the assignment (one person can fill more than one role but his diverse qualifications and experience must be specifically outlined in his CV (TPF-5)):	30

The minimum technical score  $S_t$  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 (ITC) and Terms of Reference (TOR);

## **11. Financial Evaluation**

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

Firms who passed the qualifying score shall be opened, the lowest Financial Proposal (F1) shall be given a financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals shall be computed based on the formula :

$$Sf = 100 \times F1 / F$$

Where:

Sf - is the financial score of the Financial Proposal under consideration,  
F1 - is the price of the lowest Financial Proposal, and  
F - is the price of the Financial Proposal under consideration.

The proposals shall then be ranked according to their combined (Sc) technical (St) and financial (Sf) scores using the weights<sup>5</sup> (T = the weight given to the Technical Proposal = 0.70; F = the weight given to the Financial Proposal = 0.30; 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 28 October 2022.
- 12.2 Negotiation will include: a) discussion and clarification of the Terms of Reference (TOR) and Scope of Services; b) Discussion and finalization of the methodology and work program proposed by the Service Provider/ Consulting Firm; c) Consideration of appropriateness of qualifications and pertinent compensation, number of man-months and the personnel to be assigned to the job, and schedule of activities (manning schedule); d) Discussion on the services, facilities and data, if any, to be provided by IOM; e) Discussion on the financial proposal submitted by the Service Provider/ Consulting Firm; and f) Provisions of the contract. IOM shall prepare minutes of negotiation which will be signed both by IOM and the Service Providers/ Consulting Firms.
- 12.3 The financial negotiations will include clarification on the tax liability and the manner in which it will be reflected in the contract and will reflect the agreed technical modifications (if any) in the cost of the services. Unless there are exceptional reasons, the financial negotiations will involve neither the remuneration rates for staff nor other proposed unit rates.
- 12.4 Having selected the Service Provider/ Consulting Firm on the basis of, among other things, an evaluation of proposed key professional staff, IOM expects to

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

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 Providers/ Consulting Firms shall initial the agreed Contract. If negotiations fail, IOM shall invite the second ranked Service Provider/ Consulting Firm to negotiate a contract. If negotiations still fail, the IOM shall repeat the process for the next-in-rank Service Providers/ Consulting Firms until the negotiation is successfully completed.

### **13. Award of Contract**

- 13.1 The contract shall be awarded, through a notice of award, following negotiations and subsequent post-qualification to the Service Provider/ Consulting Firm with the Highest Rated Responsive Proposal. Thereafter, the IOM shall promptly notify other Service Providers/ Consulting Firms on the shortlist that they were unsuccessful and shall return their unopened Financial Proposals. Notification will also be sent to those Service Providers/ Consulting Firms who did not pass the technical evaluation.
- 13.2 The Service Provider/ Consulting Firm is expected to commence the assignment on 07 November 2022.

### **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 II – Technical Proposal Standard Forms**

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

*[Location, Date]*

To: Christophe Favre, IOM Headquarters, Route des Morillons 17, 1218 Le Grand-Saconnex.

Ladies/Gentlemen:

We, the undersigned, offer to provide the Services for Client's Representative (AMO), specialist in risk assessment and management, adviser in construction project management, in accordance with your Request for Proposal (RFP) dated 28 July 2022 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.]*

**TPF – 4: Team Composition and Task Assignments** (one person can fill more than one role but his diverse qualifications and experience must be specifically outlined in his CV (TPF-5))

<b>1. Technical/Managerial Staff</b>		
Name	Position	Task

<b>2. Support Staff</b>		
Name	Position	Task

**TPF – 5: Format of Curriculum Vitae (CV) for Proposed Professional Staff**

Proposed Position: \_\_\_\_\_  
Name of Firm: \_\_\_\_\_  
Name of Staff: \_\_\_\_\_  
Profession: \_\_\_\_\_  
Date of Birth: \_\_\_\_\_  
Years with Firm/Entity: \_\_\_\_\_ Nationality: \_\_\_\_\_  
Membership in Professional Societies: \_\_\_\_\_  
Detailed Tasks Assigned: \_\_\_\_\_  
\_\_\_\_\_

**Key Qualifications:**

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

\_\_\_\_\_

**Education:**

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

\_\_\_\_\_

**Employment Record:**

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

\_\_\_\_\_

**Languages:**

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

\_\_\_\_\_

**Certification:**

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

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

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



### TPF-7: Activity (Work) Schedule

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

### **B. Completion and Submission of Reports**

Reports	Date
1. Inception Report with project schedule	02 December 2022
2. Interim Progress Report (1 to 2 pages)	Monthly
3. Report for Draft Construction loan Report	October 2023
4. Report for Final Construction loan request	December 2023
5. Other reports during project development phase and tender preparation	TBD
5. Final Report / handover documentation	30 March 2029

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

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

*[Location, Date]*

To: Christophe Favre, IOM Headquarters, Route des Morillons 17, 1218 Le Grand-Saconnex.

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for Client's Representative (AMO), specialist in risk assessment and management, adviser in construction project management, in accordance with your Request for Proposal (RFP) dated 28 July 2022 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**

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

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

Authorized Signature:

Name and Title of Signatory:

**FPF-3: Breakdown of Costs by Activity**

Group of Activities (Phase): <sup>2</sup> <hr/> <hr/>	Description: <sup>3</sup> <hr/> <hr/>	
Cost Component	Costs	
	Currency	Amount
Remuneration <sup>4</sup>		
Reimbursable Expenses <sup>4</sup>		
Subtotals		

<sup>1</sup> 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 in any case the Excel form TPF-6 completed with hourly rates and renamed FPF-3-DETAILED

<sup>2</sup> Names of activities (phase) should be same as, or corresponds to the ones indicated in Form TPF-6.

<sup>3</sup> Short description of the activities whose cost breakdown is provided in this Form.

<sup>4</sup> 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:



**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.		

<sup>1</sup> Names of activities (phase) should be same as, or corresponds to the ones indicated in Form TPF-6.

<sup>2</sup> Short description of the activities whose cost breakdown is provided in this Form.

Authorized Signature:

Name and Title of Signatory:

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

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

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

Authorized Signature:

Name and Title of Signatory:



The Organization owns the building itself but not the land for which the Organization has signed a Land Lease Agreement (DDP) with the landowner, the State of Geneva. (See red dotted line on previous illustration: Building basement as well as land perimeter as per the LLA).

The building was financed through an interest-free mortgage of CHF 18 million taken out by the Organization from the Government of Switzerland. The loan is being repaid over a 50-year period that will end in 2033.

No major work nor heavy renovation has been carried out since its construction, except for roof and technical installations maintenance.

The Headquarters building is a triangular five-floor structure of 5,500 m<sup>2</sup>, occupied pre-Covid-19 by approximately 260 staff with approximately 8.2 m<sup>2</sup> of space per person. The building has a meeting room with a capacity of about 100 people if the seats are arranged in “theatre style” rows. If set up in a meeting layout with tables, it can accommodate about 40 people. The cafeteria also seats about 40 people.

The Administration has consistently tried to optimize occupancy in the Headquarters building and has rented additional office space for about 350 staff in the 2 Annex buildings situated next to the IOM Headquarters building and in the World Council of Churches building situated at 1 route des Morillons.

In the light of the continuing and expected future growth and complexity of the Organization’s operations, it has become increasingly impossible to adequately accommodate all staff in the current setting.

It is envisaged that the total number of staff based at Headquarters will consolidate to approximately 600 in the coming years, out of a total global workforce of approximately 17,900 as per 2021.

To explore ways of addressing the office space problem, the Administration initiated discussions with the Swiss authorities in October 2015 and a technical working group was formed.

## b) Objectives

The existing aging building no longer meets the current needs of the Organization and becomes too small for IOM's future headquarters needs.

The Administration prefers to maintain the current location of the Headquarters building due to its strategic position and proximity to the United Nations Office at Geneva and partner agencies. Moreover, the current location is well served by public transport, which will support the implementation of a mobility plan as part of the Organization’s efforts to protect the environment.

Although considered in the preliminary study, acquiring a new building in a different location was not deemed to be a viable option.

In November 2017, the consultancy firms Urbanité(s) and Tekhne presented five options to the technical working group: 1) Renovation + three additional floors; 2) partial renovation + extension; 3) Partial renovation+ 2 additional floors + extension; 4) Partial renovation +

rental of extra office space; 5) demolition of the existing building + construction of a new building.

Following consideration of the different options, consensus emerged that, despite being a more expensive option, the demolition of the current IOM building and construction of a new one would offer more benefits and prove to be cost-effective in the long term.

Construction of a new building would allow the use of the latest construction technologies and the installation of smart security measures, which would significantly improve on-site safety and provide a secure working environment. Moreover, energy conservation and ensuring a sustainable and environmentally friendly working space would be among the key criteria for the design of any new building.

The Organization therefore decided at the end of 2018 to launch a project for a new headquarters and to request for this purpose a study loan followed by a construction loan from the host State (the Swiss Confederation).

The options considered for this project is to demolish and rebuild the IOM building while maintaining in activity the neighboring building of the CAM (Centre Administratif des Morillons) with which it shares the basement.

An important consequence to this strategy is the necessity to plan and execute a swing move for all staff using the present HQ building (exit the building before its demolition, move to temporary premises and re-enter the newly constructed building.).

#### c) Needs

It is envisaged that a new building would have space for approximately 600 staff and a conference room with seating for around 300 people (see SIA 142 competition program for details)

Temporary office relocation would be one of the critical elements of the project. Different options have been considered, such as renting one building that can accommodate all staff or renting additional office space around Geneva to complement existing rented space.

In addition, it would be equally important to address business continuity planning considerations at the project initiation stage. A working group comprising heads of division and subject matter experts would conduct an in-depth analysis to develop a holistic business continuity plan to address potential risks related to operations, IT, human resources, security and finance. A back-up plan for critical operating systems and infrastructure, such as central IT servers, would need to be put in place and validated.

#### d) Initial decisions for the project

- At its 109th Session, the Council adopted Resolution No. 1373 of 27 November 2018 on a plan for the Headquarters building, which requested the Director General: (a) to prepare and submit a mortgage application to finance the construction of a new IOM Headquarters building at a preliminary estimated amount of CHF 68.1 million\* for consideration by the Government of Switzerland; (b) in consultation with the relevant authorities of the host State, to develop a construction project (demolition & reconstruction) detailing the requirements and the total costs; and (c) to submit the total project cost to the Council for approval when finalized.

\* *budget revised during the 111th Session of the Council to CHF 72M.*

- 30 November 2018, DG approval for the constitution of a Steering Committee.
- 17 June 2019, DG approval for the Terms of Reference (ToR) of the Steering Committee.
- 29 June 2020, DG approval on project development strategy through SIA 142 international competition with invitation of selected architects.
- At its 111th Session, the Council adopted Resolution No. 1391 of 24 November 2020 on a the New Headquarters building, which: a) approves the final budget level of 72.0 million Swiss francs, as set out in document S/27/13, entitled Plans for the IOM Headquarters building: update 4; b) authorizes the Director General to prepare and submit a study loan application in the amount of 5.7 million Swiss francs – which forms part of the total project budget – for consideration by the host Government.
- February 2021, DDG validation of the ToR for the Staff Consultation Group (SCG).
- 19 February 2021, DG approval of activity based shared workspace and space budget.
- 20 September 2021, DG approval of the shortlist of 15 invited architects.
- 20 September 2021, DG approval of the jury composition for the SIA 142 architecture competition.
- 8 February 2022, DG, DDG and all jury members approve the SIA 142 ToR.
- 7 March 2022, DG and FIPOI sign a Study Loan Contract to the value of CHF 5,7M.

e) Present situation and next steps

The Architectural competition was launched on 9 February 2022, a site visit organized on 16 February and answers to Architects questions was validated by jury members and sent on 4 March 2022.

14 competition entries were received on the 3 June 2022 and the decision of the Jury on the winning entry took place on the 29 June.

The Staff Consultation Group (SCG) activity started in April 2021. Consultations on program parts were finalized by September 2021 and incorporated in the competition brief. The workspace element of the program is still under discussion following visits of similar and different workspaces in other International Organizations.

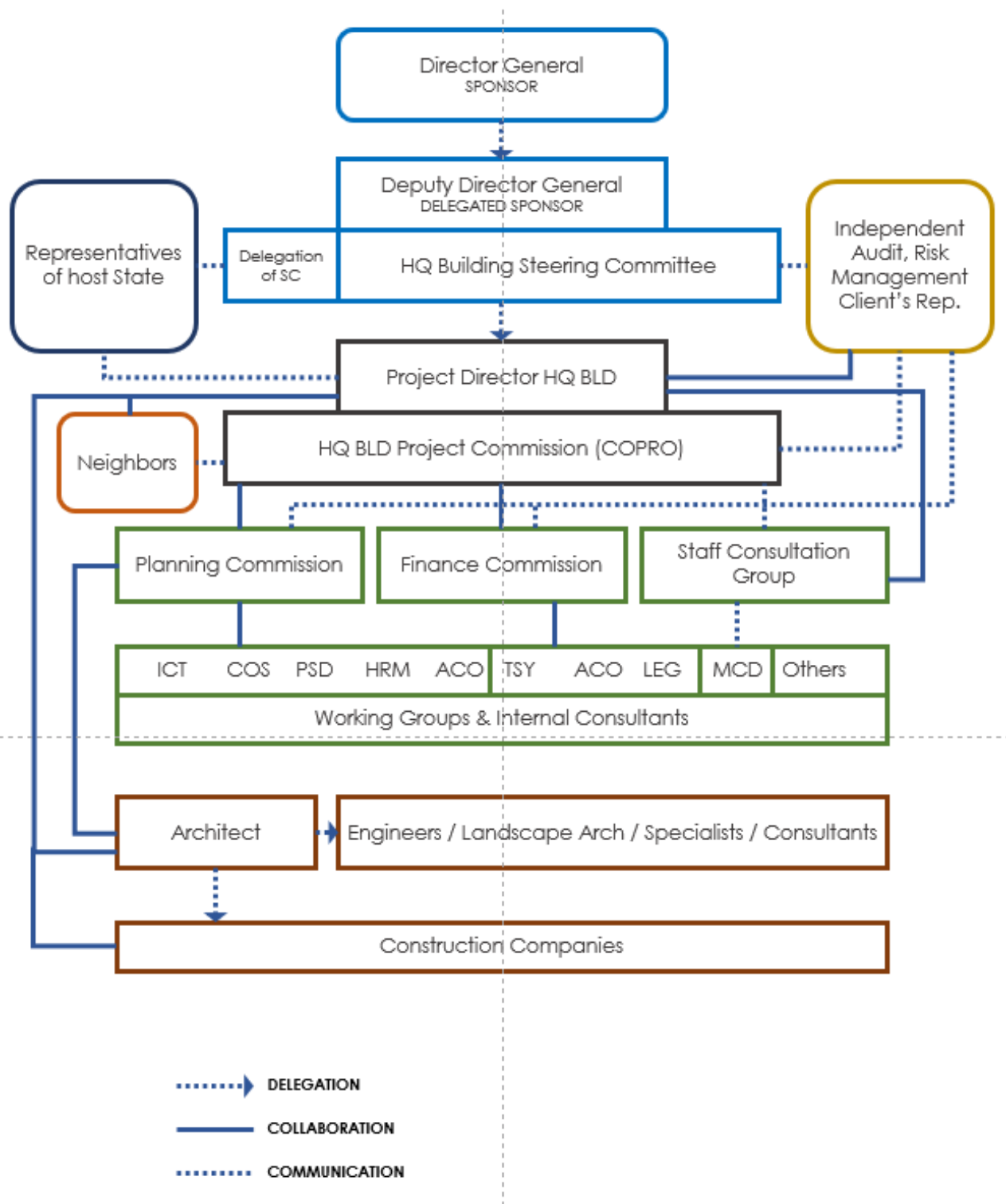
A Business Transformation (BT) initiative is under way with the purpose to refresh aspects of IOM's support and administrative functions to increase their efficiencies, the organization's overall transparency and responsiveness, simultaneously streamlining and strengthening organizational controls; all with the aim of enhancing the impact of IOM's programmatic work. One of the major effects of the initiative is the reorganization of departments around the DG and DDGs respective fields of responsibilities. The plans for the new HQ building will have to monitor progress and objectives of the BT to align the project with them, while keeping as much flexibility as possible.

A Project Manual (PM) is currently being discussed and should be reviewed and adapted at the important milestones of the project development.

The document is provided as Annex 3.

In particular, the AMO will assist the Project Director to finalize the Project Organization Chart in coordination with the stakeholder.

Project Organization Chart, current version under review.



The terms of loan contract that IOM signed with FIPOI, requests a financial and advancement report every Quarter. The Administration has already worked to align its internal accounting models and process with FIPOI’s requests.

The reporting document model is provided as Annex 4.

## c) Scope of the Services

The services to be provided by the consultant are divided in 5 categories, but it is probable that one set of service output would be a necessary input for another set of services.

Therefore, a close collaboration between specialists within the Service Provider Firm is expected.

Some services are indicated as optional. They will be used at the discretion of the Client, if rendered necessary by the circumstances. Those services will not be part of the base contract and will be subject to an addendum to the contract.

In the description of services below, we use the generic term Assistant Maître d’Ouvrage (AMO) for all specialists within the team of the Service Provider.

### 1. CLIENT’S REPRESENTATION: Monitor, manage and coordinate project teams

#### *1.1.Meetings*

- Planning, organizing and coordinating of the Project Owner (Maître de l’Ouvrage) sessions 2 times a month or according to the needs. This task includes the preparation and distribution of an agenda, the drafting of minutes (PV), the participation and direction of the session and the representation of the interests of the IOM.

- Assistance to the Project Director at the coordination meetings with the neighboring buildings owners (FIPOI, UNESCO, Ecole Internationale) and for regular information exchange. (once per month)

#### *1.2.Project documentation: Retain, sort, review and manage.*

- Provision of templates for project management (Minutes (PV), risk management, project modifications, etc.)

- Updates of the Project Manuel at project milestones or when necessary.

#### *1.3.Reports*

- Prepare a project report, at project milestones and when decisions from IOM are needed, with strict monitoring of costs, risks, quality control, planning, progress of studies, delivery of project documents. Propose “coût probable” by budget line (CFC) according to risks and opportunities.

- Analysis of the impact of deadlines and increased costs with recommendations of solutions to the IOM.

#### *1.4.Design coordination: Ensure design coordination between project teams.*

- At milestones, reviews and analyzes project documents and ensures adequate coordination of all infrastructure including technical equipment and advises IOM and project teams on risks and opportunities.

#### *1.5.Contractual support: Advise and assist IOM on appropriate contractual mechanisms and monitoring loan and of authorization processes.*

- Present a cost and risk analysis of the procurement variants with justified recommendation regarding the adequacy of the tendering strategy to be executed and the services/construction contract types to be proposed.

- In collaboration with the project teams, coordinate, develop and maintain a record of all required authorizations and their obtaining throughout the project. Advise the OIM in terms of risks and regulation evolution.



## 2. RISK ASSESSMENT AND MANAGEMENT:

### *2.1.Planning, coordination, monitoring and forecasting.*

- Review the planning established at the various stages of development (preliminary design, project, authorization, call for tenders, etc.) and advise the IOM accordingly, including all project related to and contiguous to the operation ((relocation, SIG heating room, possible renovation by FIPOI of the other buildings on the site, works on route des Morillons, Cour des Nobel, Security perimeter, etc.).

- Recommendation for optimization or correction according to the needs.

- *OPTIONAL* : Collaborate with the IOM in the assessment of temporary premises for relocation of staff before demolition and analyze “swing move” options on risks and opportunities.

- *OPTIONAL* : In liaison with the internal Space Planning team at IOM and the Space Planner consultant: Establish and coordinate the schedule of logistics projects (office moves, archives, etc.) and synchronize with the schedule of construction work annexed to the Call for Tenders. Perform a risk and cost analysis and propose appropriate solutions.

- *OPTIONAL* : As part of the logistics work, propose innovative solutions to reduce costs, where possible and appropriate.

### *2.2.Risk Management: Develop and update a risk register. Test risks in terms of costs and deadlines. Develop reserve plans as needed.*

- Establish an exhaustive register of risks related to the projects (main, related to and contiguous), whether it is concerning deadlines, costs, various authorizations, construction work, technical risks, risks related to safety, security or any other risk that may impact the projects (see among others the risks mentioned in sections 1.4, 1.5, 2.1, 3.)

- Analyze and evaluate the risks, their frequency, their impact and elaborate with the help of the project teams the measures to be taken to avoid them or reduce their impact using project simulations to focus on the critical path.

- Analyze the notices (“préavis) of the services of the State, Commune etc., and advise the IOM in terms of impact, costs and deadlines and propose the measures to be integrated into the application file for the construction loan.

- Analyze changes in the project phase or construction documents and advise the IOM in terms of impact, costs and deadlines.

- Analyze tender documents and service providers contracts and future construction tenders and contracts and advise IOM in terms of impact, costs, and deadlines.

## 3. COST CONTROL

### *3.1.Establish an overall budget*

-Corroborate the budget established at the time of the loan application and advise the IOM accordingly.

-Establish an initial budget for all related and connected projects.

### *3.2.Participation in project optimizations (Value engineering)*

-At milestones, provide detailed project analysis and cost estimates, advise IOM on opportunities to reduce costs while maintaining project quality and execution. Analyse

General Planner team's change proposals and advise if they are within the target and opportunities validated by IOM.

-Provide a detailed analysis of the proposals of the construction companies consulted during the tender phase and advise the IOM on the cost impacts and deadlines associated with these proposals

### *3.3. Reporting*

-Analyze the impact of project and construction changes and propose solutions to respect the budget.

### *3.4. Cost analysis*

- Analysis of bids from construction companies as well as bids related to project modifications with reference to local market databases.

### *3.5. Design Change Management*

-Analyze and advise the IOM on change requests proposed by project teams.

## 4. QUALITY CONTROL: Ensure a quality process throughout the project.

-Establish the prerequisites in terms of quality control procedures.

-Coordinate with the IOM a definition of roles and responsibilities, clear approval procedures supported by efficient tools (see also, planning, risk management and cost control and document management).

- Check the tender documentation produced by the project teams.

- During construction phase, audit and validate construction parts (structural, technical (HSVC-E)); participate to the final reception of works.

## 5. *OPTIONAL; CALLS FOR TENDERS*: ToR for Service providers, General Contractor and/or specific contractors

*-Assist the IOM in the preparation, launch and follow-up of calls for tenders, in compliance with the formal and material purchasing rules of the IOM and/or its adaptations to Swiss construction standards.*

*- Assist in the drafting and revision of tender documents, including the conditions of the Client (MO), the determination of the pro-rata rate and the services covered, as well as the concepts of building site organization.*

*- Assist IOM and project teams in the preparation and analysis of submission documents.*

*- Assist the IOM and the project teams in discussions with construction companies during the establishment of the General Estimate (DG) and advise the OIM accordingly.*

*- Advise the IOM on alternative tender proposals or, as appropriate, present a proposal, if the latter is in the interest of the IOM.*

## d) Reports and Time Schedule

The services will take place on a regular schedule from July 2022 to March 2029 with the completion of the final report and handover of the documentation by End of May 2029.

Please note that IOM intends to sign a general agreement contract with 2 phases. The services provided during the Study loan phase (2022-2025) will be part of the first phase contract. The

services provided during the Construction loan phase (2026-2029) will be part of an addendum to the initial contract. This addendum will be signed depending of some conditions listed in the contract (for example, signature of the construction loan contract, reception of the services previously provided,...). The Service provider will be paid only for the services recaptured and will not be paid severance fees if the addendum is not contracted.

The main deadline identified for the project are; Milestones are identified with “(M)”:

End of 2022: procurement of all the necessary engineers and specialists for the development of the project

May 2023: presentation of the revised preliminary design (M)

September 2023: presentation of the revised construction budget with options to be considered (M)

December 2023: presentation to the host State of the complete construction loan request documentation. (M)

May 2024: Presentation of the building permit set of documents for signature (M)

June 2024: presentation of the procurement strategy for the construction with options to be considered and risk analysis. (M)

December 2024: swing move strategy proposed to DG and staff representatives.

March 2025: ToR and full documentation for call for tenders to general contractors or separate contractors according to the validated procurement strategy. (M)

July 2025: final contract negotiations with general / total contractor OR, (M)

September 2025: final contract negotiations with the main contractors for demolition, groundwork, structure etc...(M)

September 2025: final action plan for swing move presented to DG and staff

December 2025 at the latest: building permit acquired.

January 2026: Signature of the construction loan (M)

February 2026: Start of depollution and demolition phase

May 2026: Start of groundwork phase

September 2026: Start of construction process (M)

September 2028: End of Construction (M)

December 2028: final reception of construction (M)

February 2029: Move in the new structure by phase.

Every year, May and October, presentation of the update document on HQ Building project for the STANDING COMMITTEE ON PROGRAMMES AND FINANCE (SCPF)

Every year, every quarter, presentation to FIPOI on the financial report on the study phase

Every year, every month, report for the Steering Committee on HQ Building Project

Every year, March, report to the independent audit on project update, risks and opportunities, next steps. (M)

Regular meetings will be attended by the service provider with agenda and minutes of meetings (see Scope of services).

Other than billing according to deadlines and reports, the service provider could propose a payment plan per month or quarter to be discussed.

- 1- SIA 142 competition ToR and program
- 2- SIA 142 Q&A
- 3- Project Manuel, current version
- 4- FIPOI Reporting matrix
- 5- FIPOI construction loan document structure