

REQUEST FOR PROPOSALS
(PROCUREMENT OF SERVICES)

SERVICES FOR

**EVALUATION OF IOM'S EMERGENCY RESPONSE INDUCTION AND
SENIOR EMERGENCY LEADERSHIP AND COORDINATION TRAINING
PROGRAMMES**

Prepared by



IOM Department of Operations and Emergencies

16 March 2023

REQUEST FOR PROPOSALS

Office: IOM Department of Operations and Emergencies

Title of Services: Evaluation of IOM's Emergency Response Induction and Senior Emergency Leadership and Coordination Training Programmes



Request for Proposals

The International Organization for Migration (hereinafter called **IOM**) intends to hire Consultant(s) or a Consulting Firm to conduct an evaluation of IOM's Emergency Response Induction Training (ERIT) and Senior Emergency Leadership and Coordination (SELAC) Training Programmes, for which this Request for Proposals (RFP) is issued.

IOM now invites Consultants or Consulting Firms (hereinafter referred to as Bidders) to provide Technical and Financial Proposal for the following Services: Evaluation of IOM's Emergency Response Induction and Senior Emergency Leadership and Coordination Training Programmes. More details on the services are provided in the Terms of Reference (ToR).

The Bidder will be selected under a Quality – Cost Based Selection procedures described in this RFP.

The RFP includes the following documents:

- Section I. Instructions to Bidders
- Section II. Terms of Reference
- Section III. Scorecards for Assessment of Bids
- Section IV. Standard Form of Contract

Should you decide to submit a proposal for this service, we kindly request that you send an email to HumanitarianCB@iom.int within ten (10) calendar days from the date of issue. By doing so, IOM can provide you with any answers to questions submitted by other bidders.

The proposals must be delivered by email, by hand or through mail to IOM on or before midnight 1 April 2023 (Geneva time) at the following addresses (no late proposal shall be accepted):

- E-mail: HumanitarianCB@iom.int with a reference to Evaluation of IOM's ERIT and SELAC Training Programmes.

Office address for mail or by hand: IOM Department of Operations and Emergencies (DOE), 17 Route de Morillons, CP 17, CH-1211 Geneva, Switzerland.

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 Bidders.

IOM Department of Operations and Emergencies (DOE)

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 Bidders

1. Introduction

1.1 Only eligible Bidders 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.

1.1 The Bidders costs of preparing the proposal and of negotiating the contract, are not reimbursable as a direct cost of the assignment.

1.2 Bidders 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.

1.3 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 Bidders.

1.4 IOM shall provide at no cost to the Bidder 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 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 Bidders who have acknowledged the receipt of this RFP.

4.2 Bidders 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 ten (10) calendar days before the set deadline for the submission and receipt of proposals. IOM will respond in writing or by standard electronic means to the said request and this will be made available to all those who acknowledged the Letter of Invitation without identifying the source of the inquiry.

5. Preparation of the Proposal

5.1 A Bidder 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 Bidders and IOM, shall be in English. All reports prepared by the contracted Bidder shall be in English.

- 5.3 The Bidders 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.

6. Technical Proposal

6.1 When preparing the Technical Proposal, Bidders must give particular attention to the following:

- a) If a Bidder 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. Bidders 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.¹
- b) Proposed professional staff must have a proven record of at least 10 years of experience in conducting and leading evaluations in the context of international cooperation and UN organization programmes (preferably IOM) and advanced degree in social and political sciences or related field. In addition, thematic knowledge and experience are also required in conducting at least five evaluations in capacity building initiatives or training in particular. The consultant must have excellent analytical, writing and communication skills in English language.

6.2 The Technical Proposal shall provide the following information in the following order.

- a) A brief description of the Consultant or a Firm and an outline of recent experience on assignments of similar nature.
- b) An understanding of the assignment, description of the approach and methodology to conduct the study.
- c) Confirmation of workplan or suggested alternative in line with indicative workplan set out in the Terms of Reference.
- d) Detail of suggested team members if any and specific role in the study.
- e) Latest CVs for each suggested team member. Key information should include number of years working for the firm and degree of responsibility held in various assignments.

¹ This clause shall be included/revised as deemed necessary.

- f) Three references.
- g) Two examples of similar work.
- h) Any potential conflict of interest should be declared.

6.3 Financial proposal for the assignment: In preparing the Financial Proposal, consultants are expected to take into account the requirements and conditions outlined in the RFP. Financial proposals should include the daily rates of all members of the expert team, any travel costs, daily subsistence allowance as well as any costs related to data collection or analysis.

- a) Bidders shall express the price of their services in USD.
- b) An indicative cost can be included for potential travel to Geneva for presenting the findings.
- c) The Financial Proposal shall be valid for sixty (60) calendar days. During this period, the Bidder is expected to keep available the professional staff for the assignment². 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 Bidder has the right not to extend the validity of the proposals.

6.4 Excluding the CVs and any other annexes, the technical proposal should typically not exceed 10 pages.

7. Submission, Receipt, and Opening of Proposals

- 7.1 Bidders may only submit one proposal. If a Bidder submits or participates in more than one proposal such proposal shall be disqualified.
- 7.2 The original Proposal (both Technical and Financial Proposals) shall be prepared in PDF format or indelible link as applicable. It shall contain no overwriting, except as necessary to correct errors made by the Bidders themselves. Any such corrections or overwriting must be initialed by the person(s) who signed the Proposal.
- 7.3 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 Bidder after the deadline for receipt of Proposals prescribed by IOM shall be declared "Late," and shall not be considered by IOM.

² For this purpose, the hiring Office may have the option to require short-listed Consultants a bid security.

8. Evaluation of Proposals

- 8.1 IOM will confirm receipt of proposals and if Bidders does not receive confirmation, then they should contact IOM to ensure that their proposal was received and accepted.
- 8.2 After the Proposals have been submitted, the Bidders that have submitted their Proposals are prohibited from making any kind of communication with IOM staff involved in the RFP. Any effort by the Bidders to influence IOM in the examination, evaluation, ranking of Proposal, and recommendation for the award of contract may result in the rejection of the Bidders Proposal.
- 8.3 Clarifications may be requested from IOM in writing during the evaluation process of proposals and Bidders are expected to provide a response within two (2) business days.

9. Evaluation of Technical and Financial Proposals

- 9.1 The entire evaluation process, including the submission of the results and approval by the approving authority, shall be completed in not more than twenty-one (21) calendar days after the deadline for receipt of proposals.
- 9.2 IOM shall evaluate the Proposals on the basis of their responsiveness to the Terms of Reference, compliance to the requirements of the RFP and by using the scorecards for the assessment of bids (Section III). Financial proposals should be aligned with the current market rates. Each responsive proposal shall be given a score based on the score card. The highest scored proposals (3-5) will be considered as part of the shortlist.
- 9.3 A proposal shall be rejected at this stage if it does not respond to important aspects of the ToR or if candidates do not send any of the requested information.
- 9.4 Only shortlisted candidates will be notified on the outcome of the evaluation process.

10. Negotiations

- 10.1 The aim of the negotiation is to reach agreement on all points and sign a contract.
- 10.2 Negotiation will include: a) discussion and clarification of the TOR and Scope of Services; b) Discussion and finalization of the methodology and work plan proposed by the Bidder; 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 Bidder; and f) Provisions of the contract.

- 10.3 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.
- 10.4 Having selected the Bidder on the basis of, among other things, an evaluation of proposed key professional staff, IOM expects to negotiate a contract on the basis of the experts named in the proposal. Before contract negotiations, IOM shall require assurances that the experts shall be actually available. IOM will not consider substitutions during contract negotiation unless both parties agree that the undue delay in the selection process makes such substitution unavoidable or for reasons such as death or medical incapacity. If this is not the case and if it is established that staff were referred in their proposal without confirming their availability the Bidder may be disqualified. Any proposed substitution shall have equivalent or better qualifications and experience than the original candidate.
- 10.5 All agreement in the negotiation will then be incorporated in the description of services and form part of the Contract.
- 10.6 The negotiations shall conclude with a review of the draft form of the Contract. In the case of a consulting firm, the contract which forms part of this RFP (Section III) will be used. If a consultant is selected, a consultancy contract will be issued. If negotiations fail, IOM shall invite the second ranked Bidder to negotiate a contract. If negotiations still fail, the IOM shall repeat the process for the next-in-rank Bidders until the negotiation is successfully completed.

11. Award of Contract

- 11.1 The contract shall be awarded, through a notice of award, following negotiations and subsequent post-qualification to the Bidder with the Highest Technically Rated Responsive Proposal within the available budget. Thereafter, the IOM shall promptly notify other Bidders on the shortlist that they were unsuccessful.
- 11.2 The Bidder is expected to commence the assignment in May 2023.

12. Confidentiality

- 12.1 Information relating to the evaluation of proposals and recommendations concerning awards shall not be disclosed to the Bidder who submitted Proposals or to other persons not officially concerned with the process. The undue use by any Bidder 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. Terms of Reference

EVALUATION OF IOM'S EMERGENCY RESPONSE INDUCTION AND SENIOR EMERGENCY LEADERSHIP AND COORDINATION TRAINING PROGRAMMES TERMS OF REFERENCE

Commissioned by: IOM Department of Operations and Emergencies (DOE), Institutional Capacity Building Unit

Managed by: DOE, Institutional Capacity Building Unit

11. EVALUATION CONTEXT

The world is experiencing a growing frequency, protractedness and scale of humanitarian crises, increasingly shaped by global challenges, such as the impact of climate change, heightened protection risks, socioeconomic inequalities, and the spread of epidemics. With a mandate and comprehensive approach to addressing the mobility dimensions of crises with protection at its core, IOM is uniquely positioned to provide response to crisis affected populations. In 2022, IOM's humanitarian operations were ongoing in over 100 countries with growing leadership responsibilities to the humanitarian system as IOM currently holds a coordination role in 142 structures across 62 countries through clusters, working groups, sectors, platforms, and task forces. This is a 92 per cent growth in the number of coordination structures led or co-led by IOM since 2019. IOM is now supporting more emergencies than at any other time in its history, assisting over 31.7 million crisis affected people.

Since mid-June 2021 alone, IOM has deployed experts to support emergencies response in Haiti, Afghanistan, Ukraine, Poland, Moldova, Belarus, Pakistan, Somalia, Uganda and most recently, Türkiye and Syria. Profiles of staff deployed include emergency coordinators, technical experts (e.g., in protection, health, cash-based interventions, etc.), cluster/sector coordinators, information management officers, and other support functions such as in finance, supply chain and logistics, project development and human resources. Deployment is organized in a timely manner to kick-start a response and prevent the situation from deteriorating further.

IOM has been investing in staff capacity building training, namely through its internal Emergency Response Induction Training (ERIT) and Senior Emergency Leadership and Coordination (SELAC) Training Programmes funded through global capacity building projects. Currently, ERIT and SELAC are administered by two different units within Department of Operations and Emergencies (DOE), Preparedness and Global Support to Field Operations respectively, with training facilitation led by thematic experts in their

respective areas. The SELAC and ERIT training programmes are designed to meet two crucial objectives to: (a) ensure that IOM staff working in humanitarian contexts have appropriate training to lead or deliver crisis programming and implementation within the broader inter-agency humanitarian ecosystem and (b) maintain an appropriately sized talent pool with specific profiles on-demand for emergency surge deployment. Due to multiple crises occurring simultaneously, many of which are protracted and large-scale, demands for emergency deployments have reached their highest peak. There is also a related challenge with IOM's institutional roster system that underwent a transition from DOE's emergency roster to one that is institution wide. Various factors are influencing limitations of existing pool of internal capacity being exhausted. As IOM's humanitarian operations continue to grow, it is critical that IOM positions itself more strategically in the overall humanitarian system.

Emergency Response Induction Training (ERIT)

ERIT has been equipping candidates for emergency deployment since 2014. It has targeted both IOM staff and Stand-By-Partners' talent pool with at least six months of experience in emergency response settings. The training course was first developed in 2014 by the DOE in coordination with the Staff Development and Learning Unit. ERIT has been normally conducted on a yearly basis³ (with an exception during the height of COVID-19 pandemic) with its curriculum regularly updated and improved based on feedback from previous iterations of the training as well as based on updates on inter-agency and IOM guidance and cooperation⁴.

ERIT continues to be an integral part of IOM's strategy for enhancing emergency preparedness through capacity building and institutional strengthening. ERIT builds the Organization's capacity to effectively scale up and respond to crisis situations by expanding IOM's pool of qualified staff that can be deployed to support emergency operations. The training brings together selected staff members with different profiles (e.g. resources management, operations, and programme support) and works to develop their capacity, building on their specific technical skills and creating a common understanding of the emergency response environment, relevant frameworks and operating procedures. Upon completion of the course, participants are added into the DOE Expert Roster and can be deployed as part of surge capacity to help start up or scale up emergency operations as the need arises.

The training curriculum is designed to provide participants with a better understanding of IOM's overall framework in migration crisis management as well as IOM's role within the inter-agency system for humanitarian response. In addition to this, the training also provides an overview of a wide range of thematic areas that are considered IOM's traditional sectors of engagement in emergency response.

³ ERIT 2014 Geneva, Switzerland, ERIT 2015 Amman, Jordan, ERIT 2016 Bangkok, Thailand, ERIT 2017 Pretoria, South Africa, ERIT 2018 Istanbul, Turkey, ERIT 2019 Nairobi, Kenya, and ERIT 2022 Pretoria, South Africa.

⁴ Changes in 2019 include additional sessions on Cash Based Interventions (CBI), Water, Sanitation and Hygiene (WASH) as growing programmatic areas in IOM emergency operations and an introduction to IASC Scale up protocols.

To date 218 (116 male and 102 female)⁵ participants have undergone ERIT and supported different emergencies through over 144 deployments by 103 trained participants (i.e., 47 per cent of graduates have been deployed at least once). An internal review of the ERIT was carried out in 2019 with a set of recommendations made. ERIT was also reviewed by an external consultant as part of the Preparedness and Response Division's capacity building strategy in 2021. The most recent ERIT roll out in 2022 incorporated many of the recommendations generated through the reviews.

Senior Emergency Leadership and Coordination (SELAC)

In December 2019, the first SELAC workshop was launched as part of the DOE's broader institutional capacity building strategy to create a robust cadre of senior managers capable of leading IOM's humanitarian response teams and positioning IOM for large scale crisis response. The SELAC training is conducted on a yearly basis⁶. Two versions of the SELAC have been developed to date: the SELAC for Emergency Coordinators (ECs) and the SELAC for Chiefs of Missions (COMs). The SELAC EC targets candidates who are in senior emergency management roles in country offices or may be deployed as ECs to lead crisis operations. The SELAC CoM training is designed to train IOM CoMs who are mostly serving in countries deemed at high-risk for sudden onset emergency or crisis-escalation. The primary objective is to prepare the CoMs to be able to position their mission in the emergency response, work with emergency coordinators to drive operations, and pivot the mission towards longer-term objectives in line with the Humanitarian Development Peace Network (HDPN) framework. The SELAC focuses on knowledge, strategies, and decision-making skills to position IOM effectively within an overall system wide humanitarian response, build effective partnerships, lead and scale up IOM's response and coordinate with both internal and external stakeholders and partners. Since 2019, 56 IOM Staff has completed the SELAC EC training, while 16 CoMs have completed the SELAC CoM training, with a further 19 CoMs planned to complete the upcoming SELAC COM in April 2023. As of the end of September 2022, 11 operations in countries affected by crises in Afghanistan, Mozambique, Poland, Ukraine and other contexts, demonstrating the success of SELAC in increasing the pool of deployable senior staff.

For both ERIT and SELAC trainings, training nominees/candidates undergo an extensive vetting process based on the set criteria. While availability and willingness to be deployed is part of the eligibility criteria to partake in ERIT and SELAC training, IOM continues to face shortages in readily deployable qualified staff, exacerbated by the increasing frequencies, protractedness and overall scale of crisis worldwide. Some of the challenges were identified through the reviews carried out for ERIT while other questions remain in terms of the optimal and most strategic use of available resources to have readily available and deployable staff to respond to emergencies. It will be important to evaluate its effectiveness against its objectives in terms of IOM's leadership capacity.

⁵ 161 national, 49 international and 8 Stand-by-Partner staff (at the time of their participation in the ERIT training).

⁶ SELAC EC 1 (2019) : Bangkok, Thailand, SELAC EC 2 (2021) : Istanbul, Turkey, SELAC CoM 1 (2022): Geneva, Switzerland, SELAC EC 3 (2022) :Athens, Greece, SELAC CoM 2 (April 2023): Athens, Greece, SELAC EC 4 (September 2023) : TBD

12. EVALUATION OBJECTIVE

The overall objective of the evaluation is **to assess the efficacy of ERIT and SELAC training programmes**, specifically looking at **the extent to which IOM is maximizing its resources for emergency deployment as well as increasing existing leadership capacity through these programmes**.

The evaluation will take both a formative and summative approach, as it will inform future approaches and strategies to capacity training and management, but also look at the extent to which ERIT and SELAC training programmes have impacted emergency deployment and improved leadership capacity within IOM. Specifically, the evaluation will document the reaction, learning, behavior, and results of the two sets of training programme incorporating the Kirkpatrick Model to inform DOE's strategic decision making in terms of resource allocations in the future. The evaluation will also compare ERIT and SELAC with similar staff capacity building efforts for emergency response implemented by other humanitarian operational (UN) agencies such as UNICEF and WFP.

The main finding of the evaluation report and recommendations will be shared internally mainly within DOE as well as with Staff Development and Learning Unit. They may also be presented to relevant IOM senior management through communication channels that will be identified further during the conduct of the evaluation.

13. EVALUATION SCOPE

The evaluation will cover the seven rounds of ERIT training programme completed between 2014 and 2022, and five rounds of SELAC training held between 2019 and 2023 (including the planned SELAC training in April 2023). The geographic scope is global, featuring the countries/crises for which the ERIT and SELAC training graduates have been deployed or supporting crises.

The evaluation will examine the six [OECD/DAC criteria](#) of relevance, effectiveness, efficiency, coherence, impact, and sustainability. Furthermore, cross-cutting issues will also be included within the evaluation, as per the official [IOM M&E Guidelines](#), with a focus on Gender and Accountability to Affected Populations as cross-cutting issues.

14. EVALUATION CRITERIA AND QUESTIONS

More specifically, the following key OECD/DAC criteria and questions will guide the evaluation and they will be fine-tuned at the inception phase, if needed.

Relevance:

- How relevant are the ERIT and SELAC training programmes with respect to the IOM's institutional capacity building priorities and strategic positioning as they relate to emergency operations?
- Are the topics covered by ERIT and SELAC training relevant to the emergency deployment and leadership needs on the ground?

- How does the training participant nomination and selection process consider relevant profile of staff?

Effectiveness:

- Have the trained staff members been successfully deployed and/or led emergency operations?
- Have the ERIT and SELAC training curricula and delivery been adapted to evolving needs of IOM's emergency operations?
- What are the enabling and/or limiting factors to ERIT and SELAC rollout in terms of having readily deployable staff and IOM's leadership capacity in emergency operations?
- For ERIT, to what extent have the recommendations developed from the completed reviews been implemented/follow-up (what remains as gaps)?

Coherence:

- Does DOE ensure internal coherence for the implementation of training programmes, including management buy-in, departmental and unit collaboration, internal reporting, training evaluation by staff, and internal partnerships, etc.?
- Does DOE ensure external coherence and harmonization (adjustments and modernization) in the implementation of its training programmes, for instance with other UN agencies, such as WFP, UNICEF, OCHA, etc.?

Efficiency:

- Are the current in-person training modalities of ERIT and SELAC implemented by IOM the most optimal/cost-effective ways of using the available financial resources to meet deployment requirements?
- Are IOM resources and funds made available for the ERIT and SELAC adequate in preparing deployable staff to respond to emergencies?

Impact

- To what extent have ERIT and SELAC contributed to increasing the availability deployable staff and IOM's leadership in emergency operations? To what extent has IOM's existing operational and leadership capacity been increased in either the country or regional offices as a result of the trainings?
- Have there been any unexpected impact and benefits as well as potential adverse effects?

Sustainability

- To what extent is the knowledge gained and/or applied by ERIT and SELAC training graduates sustained in the medium to longer-term and what mechanisms have been put in place to support it?

15. METHODOLOGY, ROLES AND TIMEFRAME

The evaluation will be conducted by an external consultant(s) under the supervision of DOE's Institutional Capacity Building Unit in coordination with relevant DOE units and IOM Central Evaluation. The methodology will consist of documentation review, structured and

semi-structured interviews with key staff and partners, as well as electronic surveys with ERIT/SELAC graduates. The use of various data collection tools will facilitate triangulation of information collected, thereby increasing the reliability of the findings, lessons learned, good practices and recommendations that will be presented in the evaluation report.

As the main focal point and member of reference group (RG), DOE's Institutional Capacity Building Unit will be providing relevant documentation to answer the questions raised and help identify the internal and external structures, processes, policies, strategies and other relevant information related to the ERIT and SELAC trainings. In collaboration with IOM Central Evaluation, the RG will propose a list of key persons to interview inside and outside of IOM, which will be finalized in coordination with the consultant(s). In terms of stakeholder consultations, some stakeholders will be consulted through semi-structured individual or group interviews and possibly surveys. Relevant stakeholders could include IOM management and staff directly and indirectly involved in delivering the ERIT and SELAC trainings, and other (UN) operational humanitarian organizations implementing similar training programmes. The interviews will be carried out remotely (by phone, MS Teams, electronically via email or through similar means). If the recruited consultant(s) is(are) based in Geneva, some face-to-face interviews may be considered with HQ staff. Interviewees' inputs will be fully confidential.

IOM Central Evaluation will discuss the conduct of electronic surveys with the RG, finalize the survey materials and target groups selection in collaboration with the consultant(s). Two different surveys may be developed, one internal focusing on IOM and the other on external partners.

A draft evaluation report will be sent to the RG for comments after having been cleared by IOM Central Evaluation. The evaluation is expected to start in May 2023 and a final report should be made available in July 2023 at the latest. Central Evaluation will be responsible for the overall implementation and management of the exercise. Participatory workshop will be organized to discuss preliminary findings, lessons learned and recommendations prior to the finalization of the evaluation report.

16. ETHICS, NORMS AND STANDARDS

IOM abides by the [Norms and Standards](#) of the UN Evaluation Group (UNEG) and expects all evaluation stakeholders to be familiar with the [Ethical guidelines for evaluation](#) of UNEG and the consultant(s) with the [UNEG code of conduct for evaluation in the UN System](#) as well. UNEG documents are available under IOM Evaluation Webpage www.iom.int/evaluation.

17. EVALUATION DELIVERABLES AND TIME SCHEDULE

The consultant(s) is(are) expected to provide the following deliverables:

- Inception report outlining data collection processes and analysis, including an evaluation matrix with further refinement of evaluation questions.
- Draft and final evaluation reports of no more than 50 pages (excluding annexes).
- Evaluation brief and draft management response (templates to be provided by IOM).

Below is an *indicative* work plan for the conduct of the evaluation, which will take place between May and August 2023.

Activity	Timeframe/ deadlines	Indicative Working Days for consultancy	Who is responsible
Inception phase (including kick-off meeting and inception interviews)	Early May 2023	5 days	Consultant(s)
Review of the inception report	End May 2023		Reference group
Documentation review, surveys, interviews, case studies, and synthesis	June 2023	10 days	Consultant(s)
Evaluation draft report	Mid-July 2023	5 days	Consultant(s)
Review of the draft report	End-July 2023		Reference group
Finalization of the report and accompanying material	August 2023	2 days	Consultant(s)
TOTAL DAYS CONSULTANT		22 days	

18. CONSULTANT(S) QUALIFICATIONS

- A proven record of at least 10 years of experience in conducting and leading evaluations in the context of international cooperation and UN organization programmes (preferably IOM) and advanced degree in social and political sciences or related field.
- Thematic knowledge and experience in conducting at least five evaluations in capacity building initiatives or training in particular.
- Advanced knowledge and skills in evaluation principles, methodology and best practice, categorization, mapping, mixed methods and evidence synthesis.
- High proficiency in English, with knowledge of French and Spanish languages being an asset.

19. SUBMISSION OF APPLICATION

IOM is looking for proposals from service providers to deliver the outlined products. Service providers are requested to submit the following:

- A proposal with description of the approach, methodology, activities, work plan, deliverables and consultant(s) experience and expertise matching the ToR.
- Two examples of similar work.
- Three references.
- The budget in USD should include a detailed breakdown of costs per activity, personnel costs, and any other costs relating to the implementation of the tasks outlined in the ToR.

Contract period: May 2023 to July 2023.

Potential conflict of interest should be declared.

Only shortlisted candidates will be notified. IOM reserves the right not to accept any tenders submitted.

Proposals must be submitted via email sent on or before midnight **1 April 2023 (Geneva time)** to the following email address HumanitarianCB@iom.int.

Should you need any additional information, please send your queries in writing to HumanitarianCB@iom.int.

Section III. SCORECARD

Scorecard for Assessment of Consulting Firms

The scorecard should be weighted to reflect the relative importance of the difference assessment criteria by inserting a value in the Value Column. 0-5 (lowest to 5 highest) guide for scoring below.

Criteria	Value	Score	Total
Technical			
The proposal indicates a comprehensive understanding of the assignment.			
If relevant, the application details the target number of respondents.			
If relevant, the application describes how the sampling frame will be derived.			
The proposed methodology is sufficient to meet the purpose of the evaluation.			
Expert team			
The consulting firm has specific technical knowledge of and is familiar with the methods and approaches needed to conduct the evaluation.			
The competencies required for this assignment are met through members of the team.			
The proposed study team is appropriate for the purpose and scope of the evaluation.			
The consulting firm has strong experience in conducting evaluations of a similar nature.			
The lead expert has experience in managing expert teams.			
Budget			
The budget proposal is realistic, and in line with international practices and standards.			
The budget does not exceed available funds.	YES/NO		
Other			
The sample of written work provided demonstrates strong writing and analytic skills.			
The consulting firm provided relevant references and the references provided were positive.			
The consulting firm is available within the necessary time frame.	YES/NO		
The consulting firm team member(s) has relevant language skills.	YES/NO		
The consulting firm has relevant knowledge of IOM, migration and/or the United Nations system.			
TOTAL			

Scorecard for Assessment of Individual Consultants

The scorecard should be weighted to reflect the relative importance of the different assessment criteria by inserting a value in the Value Column.

0-5 (lowest to 5 highest) guide for scoring below.

Criteria	Value	Score	Total
Technical			
The proposal indicates a comprehensive understanding of the assignment.			
If relevant, the application details the target number of respondents.			
If relevant, the application describes how the sampling frame will be derived.			
The proposed methodology is sufficient to meet the purpose of the evaluation.			
Consultant experience, competencies and education			
The candidate has specific technical knowledge of and is familiar with the methods and approaches needed to conduct the evaluation.			
The candidate demonstrates the specific competencies required to collect reliable, valid and accurate information.			
The candidate has strong experience in conducting evaluations of a similar nature.	YES/NO		
The candidate has the appropriate educational background (e.g. advanced degree in statistics, social sciences and other related evaluations) and/or years of experience for the evaluation.			
Budget (if a budget proposal was submitted)			
The budget proposal is realistic, and in line with international practices and standards			
The budget does not exceed available funds	YES/NO		
Other			
The sample of written work provided demonstrates strong writing and analytic skills.			
The consultant provided relevant references and the references provided were positive.			
The consultant is available within the necessary time frame.	YES/NO		
The consultant has relevant language skills.	YES/NO		
The candidate has relevant knowledge of IOM, migration and/or the United Nations system.			
Total			

General guide for scoring for all Bidders:

Findings	Score
Excellent, fully covers all requirements	5
Very good, covers all requirements	4
Good, covers half of the requirements	3
Low quality, partially covers and corresponds to the requirements	2
Very low quality, do not covers most of the requirements	1
Does not provide any relevant information	0

Section IV – Pro-forma Contract

In the case of a Consulting firm being selected, the following contract will be used. For individual consultants, the IOM consultancy contract template be used.

FPU.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]*

- (a) Annex A - Bid/Quotation Form*
- (b) Annex B - Price Schedule*
- (c) Annex C - Delivery Schedule and Terms of Reference*
- (d) 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:

- (a) It is a company financially sound and duly licensed, with adequate human resources, equipment, competence, expertise and skills necessary to provide fully and satisfactorily, within the stipulated completion period, all the Services in accordance with this Agreement;
- (b) It shall comply with all applicable laws, ordinances, rules and regulations when performing its obligations under this Agreement;
- (c) In all circumstances it shall act in the best interests of IOM;

- (d) No official of IOM or any third party has received from, will be offered by, or will receive from the Service Provider any direct or indirect benefit arising from the Agreement or award thereof;
- (e) It has not misrepresented or concealed any material facts in the procurement of this Agreement;
- (f) The Service Provider, its staff or shareholders have not previously been declared by IOM ineligible to be awarded agreements by IOM;
- (g) It has or shall take out relevant insurance coverage for the period the Services are provided under this Agreement;
- (h) It 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;
- (i) 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.

4.2 The Service Provider further warrants that it shall:

- a) 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:
 - 1. 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.
 - 2. 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.
- b) Strongly discourage its employees or other personnel having sexual relationships with IOM beneficiaries.
- c) 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.
- d) Ensure that the SEA provisions are included in all subcontracts.
- e) 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.

20. Special Provisions

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

Signature

For and on behalf of

[Full name of the Service Provider]

Signature

Name

Position

Date

Place

Name

Position

Date

Place