IBM would like to thank you very much for giving us the opportunity to submit our proposal for Business Applications Skills Frame Agreement.We have prepared our proposal based on the information provided in your Request for Proposal of 22nd December 2007 and your response to the asked questions. IBM highly appreciates the need of UNHCR to look for resources on demand to collaborate with its own IT staL and to look for suppliers which are able to partner for partial or complete pieces of work. In putting together our response we have drawn upon our IBM Global Delivery Model, which relies on highly skilled and experienced resources in the area of application development, maintenance and support in an oL-shore environment.While we have several strategic centres for IBM Global Delivery across the globe, in our proposal we have focused heavily on our IBM India oLshore capability which is the second largest operation of IBM after USA. IBM India has a large pool of 53,000 practitioners with proven CCMI L5 certification for delivery excellence.UNHCR is an important client to IBM. The IBM global team, dedicated to UN Organizations, has taken considerable care in preparing this proposal. Those are some of the key elements developed in detail in the following sections and the appendices:n To reduce costs for UNHCR we suggest leveraging our oL-shore capabilities in India. The proposed service delivery model is heavily based on using oL-shore staL. Our PeopleSoft, PC Web and Microsoft capabilities from India are presented in details. We are flexible to refine the staLing model to UNHCR specific requirements.

IBM has been a market leader in bringing fresh thinking to global trends in application implementation, enhancements and upgrades. Our governance scheme and quality-based global delivery model, extensively presented in this proposal, have proven records to successfully help today's organizations maximize value, while keeping risk at a manageable level in a remote delivery model.

IBM has a strong track in providing oL-shore services from India to more than 500+ customers in the area of system integration, application development, maintenance and support. We have done this for many years.
We have well proven and established service delivery, service transitioning and quality assurance methodologies. Also, IBM and its delivery organizations are ISO and SEI CMMI certified. This helps to mitigate potential business risks and to optimize our services to our clients.

The General Conditions for the Provision of Services of this proposal may, upon written agreement by IBM, be used as the basis for contractual relationships between IBM and

other organisations of the United Nations or its specialized agencies for the provision of services.IBM Global Business Services is one of the leading global IT service providers. In addition to the presented application development services, we have a wide range of business consulting services, deep IT know-how and a truly global delivery capability, available from other near-shore and oL-shore locations. All this makes IBM a strong,

reliable and flexible business partner for UNHCR.IBM is looking for a long-term partnership with UNHCR. In this perspective, we fully commit to make outsourcing of application development, maintenance and support successful and to further optimize UNHCR costs and service levels.At the same time we are confident to provide the right resources to UNHCR as and when required. IBM Global Business Services is a strong and reliable service partner and we look forward to further discussions as your evaluation proceeds