

# Request For Quotation (RFQ) – Services Provision of Team Workshop Facilitator for IEU Retreats

To All Interested Vendors/Firms

Date: 24 May 2023

GCF Reference: RFQ/2023/014



Dear Sir / Madam:

We kindly invite you to submit your offer/proposal for the provision of **Team Workshop** Facilitator to conduct workshops for the Independent Evaluation Unit (IEU) of the Green Climate Fund ("GCF" or the "Fund"). The result of this bidding exercise will be a long-term agreement/contract for two (2) years.

Details of the assignment and expected deliverables can be found in the Terms of Reference (TOR) attached as Annex 1 in this RFQ bidding package. Please refer to the relevant Annexes of this RFQ when preparing your offer/proposal.

Offers/proposals must be submitted to the Fund on or before <u>Thursday</u>, 15 June 2023 at 23.00 <u>hours</u> Korean Standard Time (KST) and can either be sent by postal mail/courier or via E-mail to the address below:

#### **Green Climate Fund (GCF)**

Procurement Unit, Division of Support Services (DSS) G-Tower, 175 Art Center-daero, Songdo-dong Yeonsu-gu, Incheon 22004, Republic of Korea

#### **CONTACT PERSON:**

Helena Ngau, Procurement Officer

Email: hngau@gcfund.org and copy: procurement@gcfund.org

It shall remain your responsibility to ensure that your quotation will reach the address above on or before the deadline. Quotations that are received by GCF after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your quotation by e-mail, kindly ensure that it is signed and in the .PDF format.

We look forward to receiving your offer/proposal for this Request For Quotation (RFQ) by the deadline mentioned above.

Sincerely yours,

DocuSigned by:

Dragoljuh Kelecuic Procurement Manager

May 24, 2023 | 8:51 AM KST



Delivery Term based on Incoterms 2020 (Pls. link this to price schedule)	DDU (Delivered Duty Unpaid, Incoterms 2020) GCF Office, Songdo, Incheon, South Korea (for goods & services)
·	Not Applicable (for Services only)
	Green Climate Fund (GCF)
	Procurement Unit, Division of Support Services (DSS)
Delivery Address / Location	G-Tower, 175 Art Center-daero, Songdo-dong
	Yeonsu-gu, Incheon 22004
	Republic of Korea
	<b>RFQ for Services:</b> One Envelope with <b>SEPARATE</b> Technical
	and Financial Offers, clearly labeled as Technical Offer and
	Financial Offer - with bidder's name, address and the RFQ
	reference number;
Mathad of DEO Submission:	The Financial Offer doesn't have to be password locked.
Method of RFQ Submission:	However, there must not be any prices in Technical Offer.
	By E-mail to <u>Procurement@gcfund.org</u>
	By Courier or Postal Mail.
	Sole proprietors for this Services can also apply for this RFQ
IMPORTANT NOTE:	and shall provide the written evidences that they have the
IVII ORTINITI TOTE.	qualifications and work experiences applicable for the
	required Services.
	United States Dollars
Preferred Currency of Quotation <sup>1</sup>	Korean Won
	⊠ Euro
Tax <sup>2</sup> on Price Quotation	Offer must be exclusive of VAT and other applicable indirect
Tax off Trice Quotation	taxes as GCF is exempt from taxes.
	⊠100% within 30 days upon GCF's acceptance of the services
Payment Terms	delivered as specified and receipt of invoice;
	Others [pls. specify]
Conditions for Palance of Devement	Delivery of Services/Deliverables will be as per Purchase Order
Conditions for Release of Payment	or Contract terms and conditions

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<sup>&</sup>lt;sup>1</sup> Local vendors must comply with any applicable laws regarding doing business in other currencies.

<sup>&</sup>lt;sup>2</sup> (a) Under Article 10 of the Headquarters Agreement, the property of the Green Climate Fund ("Fund"), including the property of any offices, subsidiary bodies or facilities established by the Fund, the Fund's operations and transactions, and any property of the Fund in transit to or from the Headquarters, are:

<sup>(</sup>i) Exempt from all direct taxes, except those which are, in fact, no more than charges for public utility services;

<sup>(</sup>ii) Exempt from all indirect taxes, including any value-added tax and/or other similar tax, and excise duties levied on important purchases of goods and services for official purposes; and

<sup>(</sup>iii) Exempt from customs duties, prohibitions and restrictions on imports and exports in respect of articles of any kind imported or exported by the Fund for its official use, except for prohibitions and restrictions on imports or exports relating to health and safety.

<sup>(</sup>b) under bilateral agreements concluded between the GCF and certain countries, the GCF may be exempt from all taxation and from all customs duties, and from any obligation for the payment, withholding or collection of any tax or duty.



Other after-sale services / support	Required: duration (months):	
required	Not Applicable	
Deadline for the Submission of	Close of Business, [Day], [Date] and [Time] KST.	
Quotation	As defined on first page of this RFQ	
All documentations, including		
catalogs, instructions and operating	English	
manuals, shall be in this language.		
	Certificate of Registration	
	Company Profile and Organization Structure	
	Experiences with similar services or projects	
	Brief description of approach, methodology and work plan	
Additional documents to submit	to perform and implement the required Services.	
Additional documents to submit	Proposed Timeline to implement the Services.	
	Team composition and task assignments for the project.	
	Proposed personnel's CV to be engaged as per TOR	
	qualifications	
Period of Validity of Quotes starting	∑ 60 days	
the Submission Date	90 days	
Partial Bids / Partial Awards / Split	Not permitted. Only for full quantities required items.	
Awards	Permitted [pls. provide conditions for partial bids]	
	Full compliance with all requirements listed in Annex 1.	
Faralandia a Caita ain I. I.	The Contract/Purchase Order will be awarded to the lowest	
Evaluation Criteria [check as many	price substantially compliant offer.	
as applicable]	The Bidder that achieves the highest combined technical	
	and financial score, as detailed in TOR in Annex 1.	
	1) Terms of References (TOR) (Annex 1)	
Ammawas to this DEO	2) Forms for Submission of Proposal/Offer (Annex 2)	
Annexes to this RFQ	3) RFQ - Quotation Form (Annex 3)	
	4) General Conditions of Contract (Annex 3)	
	Helena Ngau, Procurement Officer	
Contact Person at GCF for Inquiries	Email: hngau@gcfund.org	
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- 1) The Services proposed shall be reviewed based on completeness and compliance of the quotation with the minimum specifications or as described in the Terms of Reference (TOR) above and or any other annexes providing details of GCF's requirements.
- 2) The quotation that complies with all of the specifications (TOR evaluation criteria) and requirements and offers the lowest price shall be selected. Any offer that does not meet the requirements shall be rejected.
- 3) Any discrepancy between the unit price and the total price (obtained by multiplying the unit price and quantity) shall be re-computed by GCF. The unit price shall prevail, and the total price shall be corrected. If the vendor does not accept the final price based on GCF's re-computation and correction of errors, its quotation will be rejected.





- 4) Any agreement/contract that will be issued shall be subject to the General Conditions attached to the RFQ. (Note: if PO is the resultant agreement, then GCF's PO terms and conditions is attached. If Contract is the resultant agreement, then conditions from the Model Contract for Services or Goods is attached).
- 5) GCF is not bound to accept any quotation, nor award a Contract/Purchase Order, nor be responsible for any costs associated with your preparation and submission of a quotation, regardless of the conduct or outcome of the selection process.
- 6) GCF reserves the right to accept or reject any Bid/Proposal, to render any or all Offers/Proposals as non-responsive, and to annul the solicitation process and reject all Offers/Proposals at any time prior to award of contract, without thereby incurring any liability to the affected Bidder/Proposer, or any obligation to inform the affected Bidders/Proposer(s) of the grounds for GCF 's action. GCF shall not be obliged to award the contract to the lowest price offer.
- 7) Prior to the expiration of bid/proposal validity, the contract may be awarded to the Bidder/Proposer whose proposal is determined to be in the best interests of the Agency, based upon the evaluation method indicated in the Data Sheet and with due consideration given to the general principles governing GCF procurement activities.
- 8) At the time of award of Contract or Purchase Order (PO), GCF reserves the right to vary the quantity of services and/or goods, by up to a maximum of 15%.
- 9) GCF implements a zero tolerance on fraud and corrupt (prohibited practices), and is committed to preventing, identifying and addressing all such acts and practices against GCF, as well as third parties involved in GCF activities.



# **Annex 1 - Terms of Reference (TOR) - Services**

#### RFQ 2023/014 - Provision of Team Workshop Facilitator

#### 1. INTRODUCTION

The Green Climate Fund (GCF) is a multilateral fund created to make significant and ambitious contributions to global efforts to combat climate change. The GCF contributes to achieving the objectives of the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement. In the context of sustainable development, the GCF aims to promote a paradigm shift toward low-emission and climate-resilient development pathways by providing support to developing countries to limit or reduce their greenhouse gas emissions and to adapt to climate change, while accounting for their needs and supporting those that are particularly vulnerable to the adverse effects of climate change. The GCF is governed by a Board, composed of an equal number of members from developed and developing countries. It is operated by an independent Secretariat headed by an Executive Director.

The GCF is operated by a Secretariat headed by an Executive Director. The GCF also has three independent units including the Independent Integrity Unit (IIU), Independent Redress Mechanism (IRM) and Independent Evaluation Unit (IEU).

The Independent Evaluation Office (IEU) of the GCF informs decision-making by the Board, conducts periodic independent evaluations of GCF performance, and provides evaluation reports to the Conference of Parties of the UNFCCC. It has dual learning and accountability functions within the GCF.

#### 2. BACKGROUND

The Independent Evaluation Unit (IEU) of the GCF is mandated by the GCF Board under paragraph 60 of its governing instrument to inform its decision-making. Specifically, the governing instrument states "... the Board will establish an operationally independent evaluation unit as part of the core structure of the Fund. The head of the unit will be selected by and will report to, the Board. The frequency and types of evaluation to be conducted will be specified by the unit in agreement with the Board."

The IEU has several objectives: a. Informing decision-making by the Board and identifying and disseminating lessons learned, contributing to guiding the GCF and stakeholders as a learning institution, providing strategic guidance; b. Conducting periodic independent evaluations of GCF performance to objectively assess the results of the GCF and the effectiveness and efficiency of its activities; c. Providing evaluation reports to the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement for purposes of periodic reviews of the Financial Mechanism.

The IEU plans to organize two (2) team workshops in 2023 to strengthen team cohesiveness and structure to help the unit achieve its objectives for the year.



The IEU is seeking to hire a team workshop facilitator (the Facilitator) to support the two (2) inperson team workshops planned for 2023 to be held in Songdo, Incheon, South Korea. The workshops are tentatively scheduled for:

#### Workshop 1:

Date: 20 - 21 July 2023Duration: 2 daysVenue: South Korea

#### Workshop 2:

- Date: 2 -3 November 2023

Duration: 2 daysVenue: South Korea

#### 3. OBJECTIVES

For both workshops, the Facilitator is expected to work remotely on preparatory work needed for a two-day in-person workshop. She or He is to prepare a summary report with outputs from the workshops.

The objectives of the workshops are as follows:

- To engage the entire team to openly discuss and determine their leadership team values.
- Enhance teamwork, communication, and collaboration within the IEU.
- To consider opportunities for building resilience and capacity within the IEU.
- To encourage participation in the planning of the workplan at the workstream and Unit level.

#### 4. **REPORTING**

The Facilitator shall report to the Head of the IEU.

#### 5. ROLES

Under the guidance of the Head of the IEU and his delegates, the Facilitator shall provide the following deliverables per workshop:

#### 5.1. Deliverable 1: Plan of Intervention and Agenda for the Workshop

In preparation for the team workshop, the Facilitator, in consultation with the Head of the unit and Team Assistant, shall develop a proposed plan of intervention, including the approach s/he will take to accomplish this task. A detailed agenda for the actual workshop will accompany this schedule.

# 5.2. Deliverable 2: Design and Development of Activities and Methodology to Achieve Required Objectives



Once the objectives and the agenda have been agreed upon, the Facilitator shall provide the following deliverables well before the suggested team workshop takes place:

- An outline of the planned activities, group work, and other suggestions; and
- Reading materials and documents required to be made available to the participants. The Facilitator shall revise those deliverables based on the review by the Head of IEU.

#### **5.3.** Deliverable 3: Delivery of Facilitation

The Facilitator shall facilitate the Team workshop in person within GCF working hours (KST). The tentative dates for the in-person team workshops are as follows:

- 20 21 July 2023
- -2 3 November 2023

## 5.4. Deliverable 4: Report and a Follow-Up Team Meeting

The Facilitator will provide the following after the conclusion of the in-person workshops.

- A comprehensive report on the outcomes of the team workshop; and
- A follow-up virtual meeting with the team on the outcome report. The report and the follow-up meeting shall be provided within two weeks after the workshop.

#### 6. **DURATION OF THE WORK**

The Facilitator shall plan for three (3) preparatory working days prior to the team workshop, two (2) days at the workshop, and two (2) days to finalize the comprehensive report on the output/outcomes and a follow-up meeting with the team.

#### 7. DURATION OF THE CONTRACT

The IEU is intending to award a two (2) year contract for this Services, as it is envisaged to have more IEU workshops or retreats in 2024 as well.

#### 8. DUTY WORK-STATION

The Facilitator's preparatory work, outcome report, and follow-up meetings will be done remotely while the workshop will be delivered in person. S/he should plan to arrive at the confirmed location at least one day prior to the scheduled start to finalize preparations.

The Facilitator is expected to arrange the flights from/to Korea following the relevant GCF rules. The costs will be reimbursed after the travels are made upon the submission of the supporting documents such as the receipts and half-boarding passes.

#### 9. REQUIRED EXPERIENCE AND QUALIFICATIONS FOR FACILITATOR

(1) Master's degree in business administration; human resources; organizational psychology or other related fields;



- (2) At least 10 15 years of relevant work experience in management consulting, preferably with international development organizations on issues such as coordination and strategic planning, leadership and management, change management, and organizational culture;
- (3) Hands-on experience in the design and facilitation of team development workshops;
- (4) Excellent communication skills and the ability to articulate complex issues and information in a simple manner; and
- (5) Fluency in English is essential; knowledge of another United Nations language is advantageous.

#### 10. DESIRABLES for the FACILITATOR

- (1) Experience in a multilateral setting.
- (2) Familiarity with the GCF and the IEU.
- (3) Knowledge of another United Nations language is an advantage, particularly Spanish or French, is considered a decisive advantage.

#### 11. EVALUATION CRITERIA

- (1) Relevance of the educational background of the Facilitator to the TOR requirements.
- (2) Relevance of professional experience and proven established record of workshop/retreat facilitation and coaching. Copies of at least two agendas or programmes for teambuilding workshops/ retreats conducted in the last two years. Applicable consulting experience for multinational corporations, governmental ministries, international organizations and/or the UN System.
- (3) Adequacy of the proposed methodology and its implementation.
- (4) Proficiency in computer skills / Microsoft Office, as well as Fluency in English, excellent spoken and written skills.



#### APPENDIX 1 – EVALUATION CRITERIA

#### A. Evaluation of the Proposal

The proposal shall be evaluated in a three-stage procedure, starting with administrative compliance to ensure the proposal includes all necessary required documents and is duly signed by the authorized representative. Evaluation of the technical proposal shall follow and shall be completed before the financial proposal is opened and evaluated. The financial proposal shall be considered only if the submissions fulfil the minimum technical requirements.

#### B. Acceptance of Submissions

The proposer is expected to adhere to the requirements for submitting a proposal. If the proposals fails to comply, it shall be disqualified from further consideration as part of this evaluation. In particular:

- Full compliance with the formal requirements for submitting an offer/proposal.
- Submission of all requested documentation
- **Acceptance of the GCF Model contract** Where the bidder notes issues, these must be raised as part of the technical proposal for consideration during the evaluation.

The Technical Proposal shall include:

- A brief description, including ownership details, date, and place of incorporation of the firm, objectives of the firm, partnerships, qualifications, certificates, etc.;
- Details to demonstrate vast experience in working with relevant multilateral development funds and familiarity with their operations; and experiences with similar projects in the past/currently.
- Description of Approach, Methodology and Work Plan to perform and implement the required Services.
- Proposed Timeline to implement the Services.
- Team composition and task assignments for the project, proposed personnel's CV to be engaged as per TOR qualifications.

### C. Evaluation of Technical Proposal

A reviewing committee shall be established by GCF to evaluate each technical proposal. The technical evaluation shall include the following steps:

#### (i) <u>Evaluation Criteria</u> (Scored Criteria):

The technical proposal will be evaluated individually based on its responsiveness to the technical requirements and will be assessed and scored according to the evaluation criteria below and as per scores in the table.



SN	Evaluation Criteria	Sub-score	Score
1	Technical Expertise of the Firm		30
1.1	The Firm must have proven track record of successfully supplying professionals as facilitators to multinational corporations, governmental ministries, international organizations and/or the UN Systems, etc., for their workshops, retreats, etc.  NOTE: Sole proprietors for this Services can also apply for this RFQ and shall provide the written evidences that they have the above work experiences.	15	
1.2	Demonstrated knowledge of the skill-set required to work and facilitate teamwork in a multinational corporation, governmental ministries, international organisations with multinational and multicultural staff members.  Please provide examples (min. 3) of past and recent work with any multinational corporations, international organizations and/or the UN Systems, etc., that will highlight your experience. Provide references (details of your past & recent clients' names & contact persons).	15	
2	Methodology or Workplan		30
2.1	Provide your methodology or workplan in accordance with the Terms of Reference (TOR).	15	
2.2	<ul> <li>Should be a clear presentation. Sequence of activities and planning should be understandable. Assurance of efficient implementation of the assignments.</li> <li>Describe the communication arrangements and logistical processes and reporting milestones/timelines for the assignments.</li> <li>Provide agendas for the proposed retreats.</li> </ul>	15	
3	Proposed Personnel for the Assignment		40
3.1	Master's degree in business administration; human resources; organizational psychology or other related fields;  At least 10 - 15 years of relevant work experience in management consulting, preferably with international development organizations on issues such as coordination and strategic planning, leadership and management, change management, and organizational culture;  Hands-on experience in the design and facilitation of team development workshops;  Excellent communication skills and the ability to articulate complex issues and information in a simple manner; and  Proficiency in computer skills / Microsoft Office, as well as Fluency in English, excellent spoken and written skills. Knowledge of another United Nations language is advantageous.	40	



SN	Evaluation Criteria	Sub-score	Score
	TOTAL		100

Technical proposals that score at least 75% will be considered as qualified for the review of the financial proposal. Any proposal less than that will be disqualified from proceeding to the next step.

#### D. Evaluation of Financial Proposal

The Financial Proposal of all proposers which have attained the minimum score in the technical evaluation will be evaluated subsequently. The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.

The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:

Sf = 100 x Fm/ F, in which "Sf" is the financial score, "Fm" is the lowest price, and "F" is the price of the proposal under consideration.

#### (1) Consolidated Evaluation

The weights given to the Technical (T) and Financial (P) Proposals are: T=0.70, and P=0.30

Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; P = 1) as following: P = 1 as following: P =

The Bidder that achieves the highest combined technical and financial score will be invited for contract negotiations or GCF may proceed to contract award.

#### (2) Award of Tender/Contract

The contract award will be made to the responsive proposer that achieves the highest combined technical and financial score, and if necessary, followed by negotiation of an acceptable contract. The GCF reserves the right to conduct negotiations with the proposers regarding the contents of their offer. The contract award will be in effect only after acceptance by selected proposer of the terms and conditions and the technical requirements.



# Annex 2

#### TECHNICAL AND FINANCIAL OFFER - SERVICES

Bidders are requested to complete this form, sign it and return it as part of their quotation along with Annex 3 - Quotation Submission Form. The Bidder shall fill in this form in accordance with the instructions indicated. No alterations to its format shall be permitted and no substitutions shall be accepted.

Name of Bidder:	Click or tap here to enter text.		
RFQ reference:	Click or tap here to enter text.	Date: Click or tap to enter a date.	

<u>Bidders are required to submit:</u> One Envelope with **SEPARATE** Technical and Financial Offers, clearly labeled as Technical Offer and Financial Offer - with bidder's name, address and the RFQ reference number; The Financial Offer doesn't have to be password locked. However, there must not be any prices in Technical Offer.

#### A. TECHNICAL OFFER

Bidders are required to submit the following:

- 1) A brief description, including ownership details, date, and place of incorporation of the firm/company, objectives of the firm/company, partnerships, qualifications, certificates, etc.;
- 2) Details to demonstrate vast experience in working with relevant multi-lateral development funds, international organizations, and familiarity with their operations;
- 3) A brief methodology, approach and implementation plan;
- 4) Proposed team composition and CVs of key personnels for this project.

#### **B. FINANCIAL OFFER**

Bidders shall submit a fixed-term lump sum amount for the provision of the services stated in the Terms of Reference and shall be in line with your technical offer. The lump-sum amount should include all costs of preparing and delivering the Services. All daily staff rates shall be based on an eight-hour working day.

Currency of Quotation: Click or tap here to enter text.



Table 1 – Breakdown Of Fees And Expenses<sup>3</sup> Per Cost Component

Description	Unit of measure	Total Period for Services (in working days)	Daily Staff Rate/ Unit Rate	Total Cost for the Period
I. Remuneration Costs:				
Name:	Workday			
Name (if offering more than 1)	Workday			
Sub-Total =				
II. Other Costs: (list below)				
(a)				
Sub-Total =				
III. Travel Costs: (list below)				
(a)				
Sub-Total =				
	TOT	AL (Total Cost of F	inancial Proposal)	

TABLE 2: Breakdown of Fees and Expenses per Deliverables

SN	Deliverables [list them as referred to in the TOR]	Percentage of Total Price	Price (Lump Sum, All- Inclusive)
1	Deliverable 1		
2	Deliverable 2		
3	Deliverable 3		
N			
	TOTAL PRICE (excluding travel costs)	100%	

<sup>&</sup>lt;sup>3</sup> The Bidder can estimate the travel cost (economy-class based on the proposed methodological approach) and DSA. The actual travel & other-related costs shall be paid on a cost-reimbursable basis following the reimbursement rules that shall be agreed upon by both parties before the contract is signed. Please also note that the travel cost is not subject to the financial proposal assessment. The financial score will be given based on the proposed contract amount excluding travel costs.



#### **Daily Staff Rate:**

Please provide the information below; this be used to establish cost of future work/services or payments to the Firm for possible future work/services requested by the GCF)

TABLE 3 - Breakdown of Remuneration or Price List for Experts (if applicable)

Name	Position or Title	Daily Staff Rate

- 1 Form FIN-3 shall be filled in for the same Professional and Support Staff list in Technical Offer. You can also list other proposed experts for future work/services required by GCF.
- 2 Professional Staff shall be indicated individually; Support Staff shall be indicated per category (e.g., technician, draftsmen, clerical staff).
- 3 Positions of Professional Staff shall coincide with the proposed experts for the project; You can also list other proposed experts for future work/services requested by GCF.
- 4 Daily Staff Rates shall be firm and fixed during the duration of the future Contract.

All other information that we have not provided automatically implies our full compliance with the requirements, terms and conditions of the RFQ.

[Name and Signature of Bidder's Authorized Person]
[Designation]
[Date]



# Annex 3

# RFQ - Quotation Form

The Quotation Form must be completed, signed and accordance with the instructions contained in this reques	-
The undersigned, having read the terms and conditions out in the attached document, hereby offers to provid specified in the RFQ at the price or prices quoted, in subject to the terms and conditions set out or specified in	e the services and related goods (if applicable) accordance with any specifications stated, and
I, (Name of Authorized Signing (Position/Title) of (Legal Name of Mathorized Signing (Position/Title) of (Legal Name of Mathorized Signing (Le	Name of Company); that by signing I am certifying
Name:	Title/Position
Signature:	Date:
Provide the name and contact information for the primary co	ontact from your company for this quotation:
Name:  Mailing Address (No., Street, City, Province, Zip code, Country):	Title/Position:
Tel. No.:	Fax No.:
E-mail Address:  Offer valid until: (Date)	Must be at least sixty (60) days from closing date

Currency of offer: USD/Euro/Korean won (exclusive of taxes): \_\_\_\_\_

GCF Payment terms: 30 days, after receipt and acceptance of deliverable and invoice; Accepted (Yes/No): \_\_\_\_\_



# Annex 4

# **Model Contract for Consultancy Services**

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