



Date: 11 April 2016
Reference: RFP 2016/005

Request for proposals (RFP 2016/005)

Provision of Recruitment and Selection Services for the Green Climate Fund

1. Background

1.1 The Green Climate Fund (the "GCF") was established in December 2010 with the purpose of making a significant and ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change. In the context of sustainable development, the GCF will promote a paradigm shift towards 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 the impacts of climate change.

1.2 The GCF was designated as an operating entity of the financial mechanism of the United Nations Framework Convention on Climate Change ("UNFCCC"). It is governed and supervised by a Board that has responsibility for funding decisions pursuant to the Governing Instrument for the Green Climate Fund. It is supported by an independent Secretariat, accountable to the Board, having management capabilities to execute day-to-day operations of the GCF, providing administrative, legal and financial expertise. The GCF's headquarters (the Secretariat) are located in Songdo, Incheon City, Republic of Korea.

1.3 Over the next 18 months it is anticipated that the Fund will be hiring approximately 90 new staff at various levels. The Green Climate Fund is therefore looking for a number of highly professional partners (Agencies) who will work with the Fund to strengthen and expand its workforce. The Fund would like to contract Agencies who can fulfill senior level executive search mandates, and/or high volume junior to mid-level posts. The engagement will be in form of long term agreements (LTA) lasting up to two years. This RFP seeks to identify recruitment firms that will assist the recruitment process by undertaking the tasks described in this RFP and the Terms of Reference.

2. Invitation

2.1 Through this request for proposals ("RFP"), the GCF is seeking to employ qualified recruitment firms to provide recruitment services in selecting various staff members of the Green Climate Fund. Sealed Proposals must be submitted to the Secretariat not later than 6 May 2016 at 3.00 pm Korean time.

2.2 The RFP includes the following annexes:



Annex 1	Terms of Reference
Annex 2	Requirement for Firm's Financial Proposals
Annex 3	Evaluation Criteria
Annex 4	Company Profile Form
Annex 5	Acknowledgement Letter
Annex 6	Timeline

2.3 The terms set forth in this RFP, including all the annexes listed above, will form part of any contract, should the Secretariat accept your proposal. Any such contract will require compliance with all factual statements and representations made in the proposal, subject to any modifications agreed to by the Secretariat in the context of any negotiations entered into it.

2.4 The GCF may, at its discretion, cancel the requirement in part or in whole. It also reserves the right to accept or reject any proposal and to annul the selection process and reject all proposals at any time prior to selection, without thereby incurring any liability to proposers/firms.

2.5 Proposers may withdraw the proposal after submission provided that written notice of withdrawal is received by the GCF prior to the deadline prescribed for submission of proposals. No proposal may be modified subsequent to the deadline for submission of proposals. No proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of proposal validity.

2.6 All proposals shall remain valid and open for acceptance for a period of 90 calendar days after the date specified for receipt of proposals. A proposal valid for a shorter period may be rejected. In exceptional circumstances, the GCF may solicit the proposer's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing.

2.7 Effective with the release of this solicitation, all communications must be directed only to Procurement Specialist by email at procurement@gcfund.org. Proposers must not communicate with any other personnel of the GCF regarding this RFP.

2.8 This RFP is issued under the GCF Administrative Procurement Guidelines¹. Information regarding the guidelines can be found at

http://www.gcfund.org/fileadmin/00_customer/documents/MOB201410-8th/GCF_B.08_31_GCF_Procurement_Guidelines_fin_20141005.pdf

2.9 The Guidelines apply for the interpretation of this procurement process.

¹ Annex II "Corporate Procurement Guidelines on the Use of Consultants"



3. Request for Clarification of RFP documents

3.1 A prospective proposer requiring any clarification of the solicitation documents may notify the GCF in writing at the GCF mailing or email address indicated in the RFP by the specified date and time mentioned in Annex 6. The GCF will respond in writing to any request for clarification of the solicitation documents that it receives by the due date published on Annex 6. Written copies of the GCF response (including an explanation of the query but without identifying the source of inquiry) will be sent to all prospective proposers that have received the solicitation documents.

3.2 If the RFP has been advertised publicly, the results of any clarification exercise (including an explanation of the query but without identifying the source of inquiry) will be posted on the GCF website.

4. Amendments to RFP Documents

4.1 At any time prior to the deadline for submission of proposals, the GCF may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective proposer, modify the RFP documents by amendment. All prospective proposers that have received the RFP documents will be notified in writing of all amendments to the RFP documents. For open competitions, all amendments will also be posted on the GCF website in the opportunities section, procurement.

4.2 In order to allow prospective proposers reasonable time in which to take the amendment into account in preparing their proposals, the GCF may, at its sole discretion, extend the deadline for the submission of proposal.

5. Language of Proposals

5.1 The proposals prepared by the proposer and all correspondence and documents relating to the proposal exchanged by the proposer and the GCF, shall be written in English. Supporting documents and printed literature furnished by the proposer may be in another language provided they are accompanied by an appropriate translation of all relevant passages in English. In any such case, for interpretation of the proposal, the translation shall prevail. The sole responsibility for translation and the accuracy thereof shall be the responsibility of the proposer.

6. Submission of Proposals

6.1 Proposers shall submit their proposal in hard copy. Technical and financial proposals must be submitted simultaneously in in separate sealed envelopes with the RFP reference and the clear description of the proposal (technical or financial) by the date and time stipulated in Annex 6. The two envelopes must be sealed in an outer envelope with the RFP reference and title.



6.2 Proposals must be sent ONLY to the address detailed below. Proposals sent to other addresses or to individuals will put offerors' proposals at risk of being rejected. Proposals sent via email or fax WILL NOT BE ACCEPTED.

6.3 Submission in hard copy may be done by post, courier or hand delivered. Both inner envelopes should indicate the name and address of the proposer. The first inner envelope should contain the proposer's technical proposal with copies duly marked "original" and "copy". The second inner envelope should include the financial proposal duly identified as such. If the envelopes are not sealed and marked as instructed, the GCF assumes no responsibility for the misplacement or premature opening of the proposals submitted.

Technical proposals shall be submitted in one (1) original envelope, clearly marked as technical proposal with two (2) additional copies. Technical proposals (both original and copies) must be sealed in a specially marked envelope/package labelled:

RFP No (RFP/2016/005) – Provision of Recruitment and Selection Services for the Green Climate Fund – TECHNICAL PROPOSAL- (name and address of proposer)

Financial proposals should be submitted in one (1) original envelope on the form prescribed herein. Financial proposals should be sealed separately in a specially marked envelope labelled:

DO NOT OPEN– RFP No (RFP/2016/005) – Provision of Recruitment and Selection Services for the Green Climate Fund – FINANCIAL PROPOSAL- (name and address of proposer).

Proposers should use recycled paper for all printed and photocopied documents related to the submission of this proposal and fulfilment of this contract and shall, whenever practicable, use both sides of the paper.

Hard copies must be delivered to:

Green Climate Fund
G-Tower, 175, Art Center-daero
Yeonsu-gu, Incheon 406-840
Republic of Korea

Attention: Procurement Specialist (procurement@gcfund.org)

All prospective proposers are kindly requested to return the completed Acknowledgement Letter of RFP receipt (Annex 5) by 25 April 2016, duly signed by an authorized representative, via email, advising whether it intends to submit a proposal by the designated closing date/time. Please also notify the Procurement Specialist immediately if any part of this RFP is missing and/or illegible.



7. Late proposals

Any proposals received by the GCF after the deadline for submission of proposals prescribed in Annex 6 of this document, may be rejected.

8. Opening of Technical Proposals

8.1 Proposals will be opened on 6 May 2016 at 3.00pm Korea time in the room designated for this purpose at the premises of the Secretariat. The purpose of this public opening is to record the names of proposers having submitted proposals by the due date and time. Only technical proposals will be opened at the public opening. The financial proposals will not be opened. Proposers submitting proposals are welcome to send one (1) representative, with proper authorization from their company, to observe the opening and recording of proposals received.

9. Opening of Financial Proposals

After the technical evaluation is completed, the GCF shall notify those Proposers whose Proposals did not meet the minimum qualifying technical score that their Financial Proposals will be returned unopened after completing the selection process and Contract signing. GCF shall simultaneously notify in writing those Proposers that have achieved the minimum qualifying technical score and inform them of the date, time and location for the opening of the Financial Proposals.

At the opening, the names of the Proposers, and their overall technical scores shall be read aloud. The Financial Proposals shall be then opened, and the total prices read aloud and recorded.

10. Corrupt, Fraudulent, Coercive, Collusive and other Prohibited Practices.

The GCF requires that all GCF staff, proposers/bidders, suppliers, service providers and any other person or entity involved in GCF-related activities observe the highest standard of ethics during the procurement and execution of all contracts. The GCF may reject any proposal put forward by proposers, or where applicable, terminate their contract, if it is determined that they have engaged in corrupt, fraudulent, coercive, collusive or other prohibited practices.

11. Conflict of Interest

In their proposal, proposers must (i) confirm that, based on their current best knowledge, there are no real or potential conflicts of interest involved in rendering Services for the GCF, and (ii) set out their policy on dealing with conflicts of interest should these arise.



12. Confidentiality

Information relating to the evaluation of proposals and recommendations concerning selection of Firms will not be disclosed to Firms that submitted proposals.

13. Declaration

In the proposal, the proposer must confirm agreement to make its best endeavour to uphold and to ensure that its subcontractors also uphold the ten principles of the United Nations Global Compact. The proposer must acknowledge that it has reviewed these principles, which are available on the United Nations Global Compact website: www.unglobalcompact.org



Annex 1

Terms of Reference

Introduction

The Green Climate Fund (the Fund) was established in December 2010 with the purpose of making a significant and ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change. In the context of sustainable development, the Fund will promote a paradigm shift towards 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 the impacts of climate change.

Over the next 18 months it is anticipated that the Fund will be hiring approximately 90 new staff at various levels. This is a considerable challenge that is taken very seriously, as it is only by hiring additional experts and highly competent staff that the Fund will be able to achieve its ambitious objectives.

The Green Climate Fund is therefore looking for a number of highly professional partners (Agencies) who will work with the Fund to strengthen and expand its workforce. The Fund would like to contract Agencies who can fulfill senior level executive search mandates, and/or high volume junior to mid-level posts. The engagement will be in form of long term agreements (LTA) lasting up to two years. During this time the agencies will be allocated recruitment mandates according to the needs of the Fund and the capacity of the Agency.

Objective of the assignment

When the Agency is given a mandate to fulfill, the key objective will be for the Agency to partner with the Fund in a recruitment and selection process that will end in the appointment of a well-qualified and highly competent candidate to the vacant post.

Scope and Tasks

Recruitment mandates will be allocated to partner Agencies according to their areas of expertise and experience. The Agency will be responsible for sourcing, screening and selecting the candidates to provide a diverse shortlist of highly competent and qualified candidates to the Fund. The Agency will then support and facilitate the Fund's further selection from this shortlist and the eventual appointment of the leading candidate. The Fund will maintain oversight over the Agency's work to ensure compliance with the Fund's recruitment policies and procedures. The Agency recruitment and selection process must follow the principles of the Fund's recruitment policies and be open, fair and objective.

The Agency(s) will use a variety of advertising, networking, roster search, referrals and any other effective means to attract candidates for the allocated mandate. Using agreed screening techniques – among them, CV and application review, professional testing, background checking, references,



interviews – the Agency will provide a short list of at least 5 well qualified and highly competent candidates to the Fund, for each position. They will then provide support and facilitation during the final selection stages, that will take place at the Fund’s Headquarters in Songdo, Incheon City, South Korea, and the eventual appointment of the candidate to fill the vacancy.

Specific activities to be undertaken by the Agency for each allocated mandate:

- (i) Review the Job Descriptions of the positions and ensure that the selection criteria is clear and well understood
- (ii) Develop and advertise vacancies in appropriate international media;
- (iii) Receive and keep records of all applications;
- (iv) Communicate as necessary with applicants keeping them informed of the progress of their applications
- (v) Review all applications received;
- (vi) Confer with the Fund on the development of the long list of qualified candidates using all information that can reasonably gathered without contacting the candidates. Interview all the candidates on the long list to assess suitability and competence for the vacancy. Conduct reference checks and other appropriate checks including verification of motivation and realistic expectations about joining the Fund and moving to the Fund’s Headquarters in Songdo, Incheon City, South Korea. Present the final short list of at least 5 well qualified candidates to the Fund, along with full supporting documentation
- (vii) Assist and support the Fund to select the 2/3 candidates who will be invited to Songdo for the final selection process.
- (viii) Support the final selection process, including facilitating the acceptance of the offer by the successful candidate
- (ix) Provide the Fund with a full report of the process and all supporting documentation

Outputs

For each mandate, the following outputs are expected:

- (a) A longlist of potentially suitable candidates who meet the requirements for the post, along with data and brief comments on each candidate
- (b) A shortlist of at least 5 well qualified candidates for each position, with full supporting information
- (c) A detailed final report on the recruitment process

Timeliness is essential for these recruitments, so a time schedule will be agreed to which the Agency(s) will be expected to adhere.



Fee structure

The payments will be phased, with 30% of the total fee on launching the recruitment, 30% of the fee on presentation of the short list that is acceptable to the Fund, the final 40% when the selected candidate signs the Fund's offer of employment. If a candidate resigns or their employment is terminated within one year of taking up his or her role, the recruitment firm will find a replacement without charge.

Requirements

Respecting and valuing diversity is one of our core values, the Fund is therefore looking for agencies with a global reach, able to attract a very diverse range of candidates including women and developing country nationals.

The successful agencies will have a track record of attracting candidates through traditional and new media, including social media.

The Agency must have the capacity, in experience and numbers of staff, to successfully complete the assigned mandates. The Agency must have at least 5 years of relevant experience. As a minimum, the key personnel for the assignment shall be 3 Human Resources experts with competencies as shown below:

- 1) Lead Consultant / Team Leader: Masters' degree in Human Resources Management, Business or Public Administration, Management, Statistics or Labour Economics, Social Sciences, Organization Development, Strategic Management or other related disciplines with at least 10 years work experience providing human resources advisory services; OR a Bachelor's degree in Human Resources Management, Business or Public Administration, Management, Statistics or Labour Economics, Social Sciences, Organization Development, Strategic Management and other related disciplines with at least 12 years work experience providing human resources advisory services, including recruitment and selection.
- 2) Senior Consultant: Masters' degree in Human Resources Management, Business or Public Administration, Management, Statistics or Labour Economics, Social Sciences, Organization Development, Strategic Management and other related disciplines with at least 5 years work experience providing human resources advisory services; OR a Bachelor's degree in Human Resources, Business or Public Administration, Management, Statistics or Labour Economics, Social Sciences, Organization Development, Strategic Management and other related disciplines with at least 7 years work experience providing human resources advisory services, including recruitment and selection.
- 3) Consultant: Bachelor's degree or Diploma in Human Resources Management, Business administration, Management, or other related discipline with at least 5 years work experience supporting human resources services, including recruitment and selection.



Annex 2

Requirements for Firms' Financial Proposals

The Proposer is required to prepare the Financial Proposal in an envelope separately sealed from the Technical Proposal and included inside the outer envelope containing the RFP.

The Financial Proposal must provide a detailed cost breakdown of indicative fees, fee structure, billing process, expected administrative costs and how they are calculated. Proposals should be as detailed as possible, taking into account that the recruitment process will cover both middle level and senior level staff of GCF. Any estimates for cost-reimbursable items, such as travel and out-of-pocket expenses, should also be listed if applicable, in accordance with the proposed approach and methodology indicated in the technical proposal.

It is not possible at this stage to provide a total contract price as recruitment needs will be determined during the long term agreement, as required.



Annex 3 Evaluation Criteria

A. Evaluation and Comparison of Proposals

1. The proposals will be evaluated in a three stage procedure, with evaluation of the technical proposal being completed prior to any financial proposal being opened and evaluated. The financial proposal will be considered only for submissions that fulfil the minimum technical requirements.

B. Acceptance of Submissions

2. All proposers are expected to adhere to the requirements for submitting a proposal. Any proposals that fail to comply will be disqualified from further consideration as part of this evaluation. In particular:
 - Full compliance with the formal requirements for submitting a proposal;
 - Submission of all requested documentation
3. The Technical Proposal shall include information to demonstrate the current soundness of the firm's financial position of the submitting organization:
 - Organizational: a brief description, including ownership details, date and place of incorporation of the firm, objectives of the firm, partnerships, qualifications and certificates, etc.
 - Statement of Satisfactory Performance of similar services from the firm's Top 3 (three) Clients in terms of Contract Value the past 3 (three) years.
 - Environmental responsibility in place. To show this a copy of environmental policy will be attached to the proposal.
 - Listing of proposed personnel, experience and qualifications
 - Comments on the TOR and how the firm will address the requirement
 - Methodology and approach

C. Evaluation of Technical Proposal

4. A reviewing committee shall be established to evaluate each technical proposal. The committee will comprise of evaluation and technical specialists. The technical proposal is evaluated individually on the basis of its responsiveness to the technical requirements and will be assessed and scored according to the evaluation criteria listed below.
 - Proven track record of successfully recruiting candidates for international organisations at various professional levels.



- Proven experience in working with international public and private and multilateral organizations.
- Demonstrated track record of successfully recruiting middle and senior-level candidates with the skills-set required for an institution involved in environmentally sustainable development and/or international development assistance.
- Demonstrated availability of key individuals with applicable skills to provide the requested services (Please provide full CVs of key staff that will be involved in the assignment).

Academic qualifications of the team:

1) Lead Consultant / Team Leader: Masters' degree in Human Resources Management, Business or Public Administration, Management, Statistics or Labour Economics, Social Sciences, Organization Development, Strategic Management or other related disciplines with at least 10 years work experience providing human resources advisory services; OR a Bachelor's degree in Human Resources Management, Business or Public Administration, Management, Statistics or Labour Economics, Social Sciences, Organization Development, Strategic Management and other related disciplines with at least 12 years work experience providing human resources advisory services.

2) Senior Consultant: Masters' degree in Human Resources Management, Business or Public Administration, Management, Statistics or Labour Economics, Social Sciences, Organization Development, Strategic Management and other related disciplines with at least 5 years work experience providing human resources advisory services; OR a Bachelor's degree in Human Resources, Business or Public Administration, Management, Statistics or Labour Economics, Social Sciences, Organization Development, Strategic Management and other related disciplines with at least 7 years work experience providing human resources advisory services.

3) Consultant: Bachelor's degree or Diploma in Human Resources Management, Business Administration, Management, or other related discipline with at least 5 years work experience supporting human resources services.

Skills

- Professional training OR hands-on experience in recruitment outsourcing for at least 5 years.
- Knowledge of IT related /systems in recruitment and selection (key team members' qualifications and certifications; overall team competence).

	Criteria	Sub-score	Score
1	Expertise of Firm / Organization submitting Proposal		30
1.1	Proven track record of successfully searching for a similar mid-level and senior level of positions	10	
1.2	Technical capacity and proven relevant experience in working with international public and private and multilateral organizations.	15	
1.3	Demonstrated knowledge about the skill-set required to	5	

	work in an institution involved in environmentally sustainable development and international development assistance		
2	Proposed Work Plan and Approach		30
2.1	To what degree does the proposer understand the task?	5	
2.2	Have the important aspects of the task been addressed in sufficient detail?	5	
2.3	Is the scope of task well defined and does it correspond to the TOR?	10	
2.4	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation of the project?	10	
3	Personnel		40
3.1	Lead Consultant / Team Leader	16	
	Professional qualifications as specified in this annex	4	
	At least 10 years' relevant experience	4	
	Professional experience in similar assignments and in leading teams for recruitment of staff in international organisations	8	
3.2	Senior Consultant	12	
	Professional qualifications as specified in this annex	4	
	At least 5 years' relevant experience	4	
	Professional Experience in the area of the assignment with international organisations	4	
3.3	Junior Consultant	12	
	Professional qualifications as specified in this annex	4	
	At least 5 years' relevant experience	4	
	Professional Experience in the area of the assignment with international organisations	4	
	Total		100

Technical proposals that score at least 75 points out of 100 will be considered as qualified for the review of financial proposal. Any proposal less than that will be disqualified from proceeding to the next step and its financial proposal shall be returned unopened following the award of the contract.

D. Evaluation of Financial Proposal



5. The financial proposal of all offerors, which have attained the minimum score in the technical evaluation, will be evaluated subsequently.

As it is not possible at this stage to provide accurate fees (indicative rates shall be used) the evaluation shall be based on scoring the following

Criteria	Maximum Scores
Detailed cost breakdown of indicative fees, fee structure,	30
Presentation of expected administrative costs and how they are calculated	30
Transparency in, and feasibility of, the pricing of services	20
Billing/invoicing procedures, including the proposer's policy and timing of payments.	20
Total	100

The Financial Proposal will account for 30% (weight of 0.30) of the evaluation score.

E. 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; T + P = 1) as following:

$$S = St \times T\% + Sf \times P\%.$$

The total score of 100 points will consist of 70 points weighted from technical evaluation and 30 weighted points from financial evaluation. The firm (s) achieving the highest combined technical and financial score will be invited for contract negotiations.

F. Award

The Award will be made to the responsive proposer which achieves the highest combined technical and financial score, following negotiation of an acceptable contract. GCF reserves the right to conduct negotiations with the Proposer regarding the contents of their offer. The award will be in effect only after acceptance by the selected proposer of the terms and conditions and the technical requirements. GCF may contract 1 or more firms.



**Annex 4
Company Profile Form**

Please respond to all questions.

Company details - vendor's name

Name:

General Information

Primary contact for sales/client services	
Address	
	Postal Code: Country:
Telephone:	Fax:
E-mail:	Web site:
Parent company, if any	
Subsidiaries, Associates, and/or Overseas Rep(s), if any	
Year established	
Type of organization	Public enterprise () Private company () Organization sponsored (assisted by Government) () Other (please specify): ()
Type of Business	Manufacturer () Retailer () Authorized Agent () Consulting Company () Other (please specify): ()
Summary of main business activities	
No. of employees (by location)	
Staff turnover rate	
In-house working language (s)	



2
3

Conflict of interest

<i>Are there any likely circumstances or contracts in place that may introduce a conflict of interest with the parties to this contract? If so, explain how this will be mitigated</i>
1
2

Certification

I, the undersigned, confirm that the information provided in this annex is correct. In the event of changes, details will be provided.

Name: _____ Title: _____

Signature: _____ Date: _____



**Annex 5
Acknowledgment Letter**

Dear Sir/Madam,

We, the undersigned, acknowledge receipt of your Request for Proposal (RFP) No. 2016/005 dated 11 April 2016, and hereby confirm that we:

INTEND DO NOT INTEND

to submit a proposal to the secretariat of the Green Climate Fund (GCF) by the deadline date of 06 May 2016, and that we:

INTEND DO NOT INTEND

to send one (1) authorized representative to observe the public opening procedure on 06 May 2016, 15:00.

We acknowledge that this RFP is confidential and proprietary to the secretariat, and contains privileged information. Upon request, we will return this RFP or any part thereof, and all copies thereof, to the secretariat.

Name of Authorized Representative: _____

Signature: _____

Title: _____

Name and Address of Vendor: _____

Telephone: _____

Facsimile: _____

If you do not intend to submit a proposal to the secretariat, please indicate the reason:

- We do not have the capacity to submit a proposal at this time.
- We cannot meet the requirements for this RFP.
- We do not think we can make a competitive offer at this time.
- Other (please specify): _____

Kindly return this acknowledgement letter immediately via e-mail to procurement@gcfund.org

NOTE: Due to current security arrangements, your authorized representative must present a completed copy of this letter in order to observe the public opening procedure.



Annex 6 Timeline

1. The Green Climate Fund will follow the timeline below for this RFP. Any changes to this timeline will be posted on the GCF website. Please note that the target dates and may be adjusted.

	Event	Responsible Party	Date (and time, KST*)
1	Posting of RFP	GCF	11 April 2016; 17.00 Hrs
3	Last date for requests for clarification of the RFP	Tenderer	25 April 2016;
4	Last date to reply to questions received/ Last date for amendment	GCF	28 April 2016
5	Last date for submission of proposal	Tenderer	6 May 2016; 15.00
6	Notice of successful provider	GCF	16 May 2016 2016
7	Contract signing	GCF/Tenderer	23 May 2016
8	Work start	Tenderer	As specified in the contract.

* KST: Korean Standard Time (Seoul Time)