



The Employment and Social Affairs Platform (ESAP 2)

Terms of Reference:	Women Employment Study in the Western Balkan economies
Contracting Authority:	Regional Cooperation Council (RCC) Secretariat
Reporting to:	RCC Secretariat/ RCC ESAP 2 project
Duration:	1 November 2021 – 11 March 2022 (estimated)
Eligible:	Bidding consortia, respective consulting companies and other legal entities
Application Deadline:	25 October 2021
Reference Number:	097-021

I Background and Context

[The Employment and Social Affairs Platform \(ESAP 2\)](#) is a regional project financed by the European Commission and jointly implemented by the Regional Cooperation Council (RCC) and the International Labour Organisation (ILO) in the Western Balkan economies (Albania, Bosnia and Herzegovina, Kosovo* , Montenegro, North Macedonia and Serbia).

The objective of ESAP 2 is to assist Western Balkan (WB) economies with labour market and social policy reforms in order to improve the employment opportunities and working conditions of citizens in the region. More information about the ESAP 2 project can be found at Project's webpage: <https://www.esap.online/>

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence

In the WB region, women face multiple challenges in labour markets affecting their successful labour market participation and leading to a greater likelihood to be unemployed and/or employed in unsafe, part-time, and low paid work. While improvements have been noted, where female labour force participation has increased to an average of 48% in the WB economies between 2010-19, notwithstanding this, the WB economies lag behind the EU with the WB labour force participation and employment gender gaps 10 and 5 pp wider than in the EU, respectively (RCC²). The average women employment rate in the Western Balkans in 2020 in the 15-64 age group was 41.5%, and in comparison, the women employment rate in 2020 in the EU was 62.5% (RCC ESAP³). According to the RCC Gender Equality and Women Empowerment (GEWE) Study (2021), WB economies could raise their GDP per capita by 1.5% by 2035 if they undertake rapid action compared to the current situation to reduce the gender gap in participation rates. All of the above highlights the importance of action to address the gender employment gap.

The COVID-19 crisis, the unintended consequences of lockdown measures and the economic recession risk jeopardising the gains achieved in gender equality, as there are tangible risks of women disengaging from the labour market and of developments reinforcing gender roles (Eurofound, 2020)⁴. According to the RCC GEWE Study, the disaggregation of female employment figures by occupation for the Western Balkans reveals the unequal effect the Covid-19 pandemic has had by gender, and looking at the first two quarters of 2020, female employment fell by 1-percentage point. The World Bank research (2021)⁵ highlights that due to their having a relatively higher employment rate (official rates), men were more adversely affected than women with a sharper drop in the male employment rate than the female rate. However, informally employed workers and workers with temporary contracts have been disproportionately hit by the COVID-9 crisis since they were often the first to be laid off by employers, and these numbers are not fully accounted for in official rates. Moreover, working mothers bear an increased burden of childcare and unpaid housework brought by the closure of kindergartens, schools and workplaces due to the COVID-19 pandemic (ILO, 2020)⁶.

The goal of this Assignment is to develop a comprehensive study with actionable, tailored recommendations on reducing the gender gap (related to jobs) and increasing women employment for each WB economy, and the WB regional comparative study. This is a set of 6+1 reports, further in the text referred to as the “Study”.

² [RCC Gender Equality and Women Empowerment \(GEWE\) Study, 2021](#)

³ RCC ESAP Labour Market Study , 2021

⁴ Eurofound (2020), Women and labour market equality: Has COVID-19 rolled back recent gains?, Publications Office of the European Union, Luxembourg, available at https://www.eurofound.europa.eu/sites/default/files/ef_publication/field_ef_document/ef20068en.pdf

⁵ World Bank (2021). Subdued recovery, Western Balkans Regular Economic Report No. 19, Washington DC: World Bank Group.

⁶ ILO (2020). *A Quick Reference Guide to Common COVID-19 Policy Responses*, Geneva: International Labour Organisation

The overarching goal of this Study is to provide the factual, state of play of gender employment in each WB economy and provide actionable recommendations for the achievement of the following closely connected sub-objectives:

- reducing the **gender gaps in the labour market**;
- progress on **equal participation across different sectors** of the economy;
- addressing **the gender pay gap**;
- reducing the **gender care gap as a “vector” to reducing the gender gaps in the labour market**.

The Applicant needs to use all available gender data and reports and ensure no duplication. The illustrative list of recent RCC reports is given below. Note that this is by no means an exhaustive list.

RCC Gender Equality and Women Empowerment (GEWE) Study

The Applicant needs to build on the recently published report by the RCC on Gender Equality and Women Empowerment (GEWE), which, among other topics, analysed the situation of women in the labour markets and assessed the economic benefits of women empowerment in the WB economies. The Applicant needs to fully utilise information and data collected in the GEWE Study and build on this research. The GEWE report is available at the following link:

<https://www.rcc.int/pubs/114/economic-benefits-of-gender-equality-and-women-empowerment-in-the-western-balkans-six>

RCC ESAP 2 Study on WB economies alignment with the European Pillar of Social Rights

Gender dimensions are present in several places in the European Pillar of Social Rights (EPSR). Specifically, in the pillar “*Equal opportunities and access to the labour market*” and the relevant sections on “Gender equality”, “Equal opportunities”, pillar 2 on “*Fair working conditions*” which includes sections on “Work-life balance”, and also the pillar on “*Social protection and inclusion*”. All of these analyse gender-related development outcomes as relevant to the EU PSR structure. In 2020, RCC ESAP 2 project completed the Overview on the Performance of the Western Balkan economies regarding the European Pillar of Social Rights. The following links include the 2020 Reports for the Western Balkan economies: ([Albania](#), [Bosnia and Herzegovina](#), [Kosovo*](#), [Montenegro](#), [North Macedonia](#), [Serbia](#)) and the [Overview Report for Western Balkans](#). In mid-October 2021, the RCC ESAP 2 project will publish the 2021 updated reviews for WB economies at the RCC ESAP 2 webpage. The Applicant needs to fully utilise the information and data collected, and build on the RCC ESAP 2 EPSR reports for the WB economies.

In addition to the above reports, as relevant methodological background for this consultancy, the following EU Public Employment Service (EU PES) report needs to be reviewed available at <https://www.pesnetwork.eu/2021/01/15/pes-network-study-pes-approaches-to-the-promotion-of-gender-equality/> and the methodology for assessing the PES adapted to the WB context (see below

on scope and detailed tasks). This EU PES Report explores and provides the current position in regard to gender equality as a field of intervention in European Public Employment Services. Individual EU PESs provided information through the completion of a survey questionnaire distributed to 25 PES Network members.

II DESCRIPTION OF RESPONSIBILITIES

Scope of the Assignment/Main activities

The overall objective of the assignment is to produce a WB regional study consisting of analytical, individual WB economy reports for each Western Balkan economy and the WB comparative report (further in text referred to as the Study). The Study will analyse the current state of play related to women employment, assess policies and ALMPs, measures and capacities of main institutional stakeholders focused on women employment and propose six roadmaps for strengthening women employment programmes and reducing the gender employment gap, gender pay gap, and gender care gap, as relevant and contextualised for each WB economy. The roadmaps and recommendations need to be tailored to each WB economy context, including both policy and operational aspects, focusing on short- and medium term priorities.

This Assignment will specifically address the following I-VII pillars [the Applicant can suggest other specific areas as relevant to address the overall objective of the Study and develop policy roadmaps]:

I State of Play

Provide an analysis of the underlying causes of gender inequalities and their impact on labour market outcomes, including an analytical section on the state of play in gender **employment gap, gender pay gap, gender care gap (in relation to gender employment gap) and occupational segregation.**

II Covid-19- Recovery

Provide detailed **gender assessment of the socio-economic impact of COVID-19 and its repercussion on women labour market outcomes.** A similar assessment was provided in the GEWE report, and this Study should elaborate on GEWE Study findings in more detail. The Study needs to take stock of the latest data, development and measures (as of Q3 2021), especially in the context of government measures and recovery plans. The Study needs to provide specific, actionable recommendations for short-term and mid-term policy actions and Covid-19 recovery programmes to ensure that gender dimensions and improved gender employment outcomes are included. The responses to the pandemic included immediate measures preventing unemployment (supporting employers) and in some instances measures/elements of measures preparing for the recovery phase and potential structural labour market changes.

III Policy and Active Labour Market Policies (ALMPs)

The GEWE Study provided stocktaking and assessment of policy progress in Western Balkan economies and some economy specific recommendations.

In this Study, the Applicant needs to build on the above GEWE recommendations and analysis and provide comprehensive analysis and assessment of the gender dimension of specific **active labour market measures and programmes for each WB economy, including general labour policies, from a policy perspective (relevant Ministries)**. In addition, the Study has to provide specific, tailored to each WB economy-context, recommendations to narrow the gender employment gap and gender pay gap, as relevant. Recommendations need to be contextualised in terms of the WB economies' Economic Reform Programmes (ERPs), alignment with EPSR and other strategic documents.

A separate subsection and analysis need to focus on women who are structurally underrepresented in the labour market due to vulnerability. The sub-section needs to include an analysis of policies and measures that focus on this group and provide tailored recommendations contextualised for each WB economy.

IV Public Employment Services

As the GEWE Study highlighted, the Public Employment Services (PES), through their placement activities, counselling and implementation of active labour market programmes can play an important role to reduce the unemployment of women and men and increase their employability, as well as in promoting the transition from informal employment and underemployment into formal jobs. The GEWE report provided a number of recommendations, select ones are listed below:

- Collect and publish gender-disaggregated data on participants by type of active labour market programmes.
- Evaluate active labour market programmes and measure outcomes and impacts by gender.
- Intensify efforts to place women into formal employment.
- Develop and implement dedicated entrepreneurship programmes for unemployed women.
- Significantly increase budgets for upskilling mid-level and low skilled unemployed adults.
- Increase regional mobility.
- Provide upskilling for women returning to the labour market after a childrearing break, provide upskilling to women to adapt their skills to economic and technological change.
- Improve cooperation with social services at the local level, including with child care and elderly care services to help women overcome employment barriers.

- Strengthen services provided to employers and raise awareness of employers to eliminate discriminatory behaviour in the recruitment process.

The Study needs to provide a detailed account of the activities of Public Employment Services (PES) in each WB economy on alleviating labour market gender inequality and on developing and implementing employment measures which address women's labour market integration and enhance their employability. **The Applicant needs to provide specific, tailored to the specific PES recommendations for enhancement of PES operations in terms of gender outcomes and identify promising and good PES practices. These recommendations need to be actionable and aligned with the context of the relevant PES.**

V Entrepreneurship

Analyse and **propose measures for women entrepreneurship and better inclusion of women in non-traditional jobs in each economy, in the context of both policy measures, programmes and PES operations.** This section needs to also include relevant recommendations to address gaps as relevant in the context of each economy.

VI Institutional strengthening

Analyse the **capacities of key stakeholders in each WB economy responsible for gender employment** (employment agencies-PES, Ministries of Labour and other stakeholders as relevant for women employment programmes and ALMPs) and provide specific recommendations for institutional strengthening and alignment with the EU acquis, EU PSR and EU PES practises.

VII Good practises

This Study needs to develop a collection of **good practices and lessons-learned** by developing a collection of replicable good practices for gender equality in the labour market for the WB, focusing on ALMPs and PES practices, EU and WB.

Methodology

In order to carry out the above tasks, the tender is open to Applicants with relevant expertise and experience detailed below.

The Applicant is expected to review the existing data, materials and reports, and develop/apply own mixed-methods research methodology that will address the above scope, in line with the relevant international standards (EU, EIGE, UN, ILO and other). The proposed research methodology needs to be accepted by the RCC ESAP 2 project.

The Applicant is expected to come up with best technical and research methodology approach to ensure the Study is a high-quality document. The following guiding principles need to be taken into consideration:

1. Written material of highest technical quality related to analysis in context of relevant international standards (to include, but not limited to EU, European Institute for Gender Equality (EIGE), UN, ILO and other relevant standards) on research and best practices in gender employment research.
2. Review and analysis of strategic documents, research reports, available data, evaluations, labour market surveys, and carry out own research, including qualitative and quantitative assessments, including any other analytical and research method as applicable.

The following documents need to be taken into consideration and the Study needs to build on these studies: the RCC GEWE Study, EU PES report, RCC ESAP WB EU PSR reports, and other. Note that the background section of the TOR highlighted some requirements.

3. High-quality technical presentation in a regional workshop (online, hybrid or in-person event, subject to the pandemic situation).

Data collection, surveys, meetings, interviews, focus groups and other relevant methods including engaging relevant stakeholders in the WB region as required by the Applicant to achieve the goals of the Study within the duration of the assignment are Applicant’s obligation.

Lines of Communication

The Applicant will submit all deliverables to the ESAP 2 Project Team Leader and RCC for review and approval. The Applicant will work closely with the ESAP 2 project team from whom s/he will seek guidance to efficiently conduct the work.

The draft deliverables will be shared with the WB stakeholders and final deliverables will be presented and discussed in a regional meeting organised by the ESAP 2. Upon invitation, the Applicant will be required to participate and present the final report in a regional meeting. The cost of attending this regional meeting (if in person) will be treated separately and should not be included in the budget proposal under Annex II.

Timeframe

The engagement is expected to take place during 1 November 2021-11 March 2022. Below is an illustrative timeline of deliverables, final timeline to be approved by the RCC ESAP 2 as part of the contract and work plan.

Deliverables	Due date (from mobilisation)
<ul style="list-style-type: none"> • Methodology, technical approach and Work Plan with detailed timelines approved by the RCC ESAP 2 project 	2 weeks
<ul style="list-style-type: none"> • First draft of the Study submitted to RCC and ESAP 2 project 	8-9 weeks

<ul style="list-style-type: none"> Final version of the Study to be submitted to RCC and ESAP 2 project addressing all feedback from RCC ESAP 2 project 	14 weeks, depending on feedback timeline
<ul style="list-style-type: none"> Final data sets, excel sheets, gender data (WB economy, WB average and EU) with verified source files 	Within contract
<ul style="list-style-type: none"> Follow-up notes/questionnaires, data sets, briefs from the Study report and a power point presentation drawing from the Study 	Within contract
<ul style="list-style-type: none"> Presentation of the Study to stakeholders and RCC 	Within contract, on date agreed with the RCC

Note: The Contract is expected to be carried out during a period from 1 November 2021 to 11 March 2022, with an illustrative effort of 15 to 20 consultancy days per WB economy, plus a LOE of the Study Team Leader for overall quality control, editing and development of the regional WB overview study.

The contractor is expected to have a consortium or a team of experienced researchers from each WB economy in place, as all outputs and deliverables must be fully contextualised to each WB economy, including sourcing information from stakeholders, not only desk research.

The period of implementation of the contract (November 2021 - March 2022) is to ensure that draft WB economy reports and the comparative report are reviewed by stakeholders and all feedback is addressed by the Applicant. In addition, the event where the presentation of the Study is tentatively planned for should take place in the week of 7-11 March 2022 or on other date as specified by the RCC. Note that it is not expected that the experts are engaged for this entire period (November- March); however, the experts need to be available at required times during the contract period to address the feedback on draft WB economies' reports and the WB comparative report.

The indicative timeframe is stated above; the exact schedule will be agreed with the ESAP 2 project Team Leader.

III PROFILE AND COMPETENCIES OF THE APPLICANT

The Applicant needs to have a team in place consisting of the Team Leader with international or regional expertise and experts from each of WB economies: Albania, Bosnia and Herzegovina, Kosovo*, Montenegro, Republic of North Macedonia and Serbia with relevant expertise, per below.

The experts for this assignment should possess excellent skills and at least 7-10 years (10 years for Team Leader of the Applicant, and at least 7 years for individual experts) of experience and a proven trackrecord in labour market and gender studies and research, with a focus on women employment. In addition, the Applicant should have a team and a Team Leader that is analytically minded, highly responsive to deadlines and working under time pressure. The Applicant, its Team Leader and experts should possess excellent communication skills and flexibility.

Qualifications:

Education:	<ul style="list-style-type: none"> ▪ Post-graduate degree in Economics, Gender Studies or related field.
Experience:	<p>Qualifications and Skills Required:</p> <ul style="list-style-type: none"> ▪ At least <u>10 years</u> of relevant work experience in labour market policies, gender employment, gender studies for the Team Leader, with demonstrated experience and trackrecord in the region and internationally for similar research and policy briefs; ▪ At least <u>7 years</u> of relevant work experience in labour market policies, gender employment, gender studies in each WB economy for the WB-economy experts; ▪ Technical expertise in analysing issues of employment, gender equality and labour market in the Western Balkans, with a particular focus on the position of women, and the ability to draw strong and valid conclusions; ▪ Previous experience of working with labour market institutions (Ministries of Labour, Public Employment Services, Gender Centres) in the Western Balkans; ▪ Excellent communication and writing skills; ▪ Analytical skills and ability to conceptualise and write concisely and clearly; ▪ Able to interact with professionals of and representatives from the national administrations in the WB region.
Language requirements:	<ul style="list-style-type: none"> ▪ Fluency in English, as the official language of the RCC; ▪ Fluency in languages of the WB, as relevant for WB-economy experts.

Core Values

- Demonstrates integrity and fairness by modelling RCC values and ethical standards;

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Core Competencies

- Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Result-oriented; plans and produces quality results to meet the set goals, generates innovative and practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations clearly;
- Team work: Ability to interact, establish and maintain effective working relations in a culturally diverse team;
- Ability to establish and maintain productive partnerships with regional and national partners and stakeholders.

IV QUALITY CONTROL

The Applicant should ensure an internal quality control during the implementing and reporting phase of the assignment. The quality control should ensure that the draft reports comply with the above requirements and meet adequate quality standards. The quality control should ensure consistency and coherence between findings, conclusions and recommendations. It should also ensure that findings reported are duly substantiated and that conclusions are supported by relevant judgment criteria.

The views expressed in the report will be those of the contractor and will not necessarily reflect those of the Regional Cooperation Council. Therefore, a standard disclaimer reflecting this will be included in the report. In this regard, the Applicant may or may not accept comments and/or proposals for changes received during the above consultation process. However, when comments/proposals for changes are not agreed by the Applicant, he/she should clearly explain the reasons for his/her final decision in a comments table.

Quality Control by the Regional Cooperation Council

The Applicant outputs shall undergo external reviews by relevant stakeholders, including the representatives of the ESAP 2 project team, and the Regional Cooperation Council.

Application Rules

- Qualified applicants are invited to send an application via e-mail to ProcurementforRCC@rcc.int no **later than 25 October 2021**.

- The assignment will be awarded to the highest qualified applicant based on the skills, expertise, and the quality of the concept note and the cost-effectiveness of the financial offer;
- The best value for money is established by weighing technical quality against price on a 80/20 basis;
- **Only shortlisted applicants might be contacted for a competency-based interview.**

The application needs to contain the following:

- Technical Offer;
- Financial Offer;

Technical Offer for legal entities and consortia of individual consultants:

- Legal entities' profile, including a brief description (up to 2 pages) of the entity. In case of a bidding consortium, the team leader should submit the profile of the consortium;
- Copy of Legal Entity's Registration Certificate (in case of consulting companies/legal entities). In case of a bidding consortium, a corresponding written authorisation, power of attorney is treated accordingly;
- Financial records - balance sheet and profit-and-loss statement for the past 2 years (only in case of bidding of consulting companies);
- CVs of all experts and the proposed Team Leader; each CV needs to highlight the women employment expertise in the specific WB-economy the expert is proposed for researching, outlining relevant knowledge and experience as described in the Terms of References, along with contact details (e-mail addresses) of referees;
- Concept note describing the key issues, information, research and analytical tools to be employed by the bidder as well as detailed proposal of the work to be undertaken and proposed timeline;
- List of references for relevant activities implemented over the past 5 years demonstrating relevant experience in the subject matter;
- Application Submission Form (Annex I);
- Signed Statements of Availability (Annex III).

Financial Offer, Annex II Budget

The financial offer should reflect the following:

- All figures should be expressed in EUR;
- VAT amount, if applicable, should be presented,
- The proposed budget should include daily fee rate for consulting services; the fee rates should be broadly consistent with the framework rates applicable in the region for these types of professional services.

EVALUATION AND SELECTION

The Assignment will be awarded to the highest qualified applicant based on the evaluation of technical offer, per below matrix, and the cost-effectiveness of the financial offer.

The best value for money is established by weighing technical quality against price on a 80/20 basis.

Evaluation rules:

The applications are evaluated following these criteria:

EVALUATION GRID	Maximum Score
A. Technical Offer (A.1+A.2+A.3)	100
A.1. Work experience, references and general experience of the bidder: Relevant work experience; evidence of other contracts of the nature comparable to that of the Call; experience with clients comparable to the Contracting Authority.	30
A.2. Quality and professional capacity of the consultant(s): CVs satisfy the criteria set forth in the ToR, education and experience demonstrate professional capacity and experience required.	35
A.3 Quality of the Concept Note: Concept Note describing the main issues, methodology, data sources, and tools to be employed as well as approach to the work to be undertaken.	35
B. Financial Proposal/lowest price has maximum score	100

Score for offer X =

A: [Total quality score (out of 100) of offer X / 100] * 80

B: [Lowest price / price of offer X] * 20

In addition to the results of the technical and financial evaluation, a competency-based interview might be held with the selected applicants.

Information on selection of the most favourable bidder

The RCC Secretariat shall inform candidates and bidders of decisions reached concerning the award of the contract as soon as possible, including the grounds for any decision not to award a contract for which there has been competitive tendering or to recommence the procedure.

Standard letter of thanks for participation to unsuccessful bidders shall be sent within 15 days after the contract is signed with the awarded bidder.

The candidates and bidders wishing to receive a feedback may send a request within 15 days after receipt of the standard letter of thanks.

The request may be sent to the e-mail address ProcurementforRcc@rcc.int or to the address of the RCC Secretariat:

Regional Cooperation Council Secretariat
Attention to: Administration Department
Building of the Friendship between Greece and Bosnia and Herzegovina
Trg Bosne i Hercegovine 1/V
71000 Sarajevo
Bosnia and Herzegovina

Appeals procedure

Bidders believing that they have been harmed by an error or irregularity during the award process may petition the RCC Secretariat directly. The RCC Secretariat must reply within 15 days of receipt of the complaint.

The appeal request may be sent to the e-mail address ProcurementforRcc@rcc.int or to the address of the RCC Secretariat:

Regional Cooperation Council Secretariat
Attention to: Administration Department
Building of the Friendship between Greece and Bosnia and Herzegovina
Trg Bosne i Hercegovine 1/V
71000 Sarajevo
Bosnia and Herzegovina

ANNEX I:**APPLICATION SUBMISSION FORM****REF: 097-021 Women Employment study in the Western Balkans****One signed copy** of this Call for Consultancy Submission Form must be supplied.

1 SUBMITTED by:

Name	
Surname	
Address	
Telephone	
Fax	
e-mail	

3 **DECLARATION**

[Name] _____ hereby declares that we have examined and accepted without reserve or restriction the entire contents of the Call for Consultancy 097-021

And we are not in one of the following situations:

- (a) Bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- (b) Have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
- (c) Have been guilty of grave professional misconduct proven by any means which the Contracting Authority can justify;

- (d) Have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the Contracting Authority or those of the country where the contract is to be performed;
- (e) Have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity.
- (f) Are civil servants or other agents of the public administration of the RCC Participants, regardless of the administrative situation, excluding us from being recruited as experts in contracts financed by the RCC Secretariat.

We offer to provide the services requested in the call on the basis of supplied documentation subject of this call, which comprise our technical offer and our financial offer.

Name and Surname	
Signature	
Date	

ANNEX II: BUDGET BREAKDOWN

Women Employment Study in the Western Balkan economies

REF: 097-021

No	Cost categories	Daily fee rate	Total Cost
2	TOTAL COSTS		
3	VAT (if applicable):		
	GRAND TOTAL (2+3):		

Proposed daily fee rate for consulting services should be broadly consistent with the framework rates applicable in the region for these types of professional services.

