



Empowered lives.  
Resilient nations.

## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

(Procurement Process ID: PROCESS-35-16976)

Date: 04 April 2014

<b>Country:</b>	Cambodia
<b>Description of the assignment :</b>	International consultant to conduct Capacity Development for Gender Mainstreaming and PBA under the project titled Partnership for Gender Equity Phase III (2011-2015)
<b>Project name:</b>	Democratic Governance Unit/ Partnership for Gender Equity Phase III (PGE III)
<b>Period of assignment/services:</b>	50 working days

### 1. BACKGROUND

United Nations Development Programme (UNDP) in Cambodia is looking for an Individual Contractor to perform the above mentioned assignment. Interested offeror is strongly advised to read the INDIVIDUAL CONSULTANT (IC) PROCUREMENT NOTICE for more detail about term of references, instructions to offeror, and documents to be included when submitting offeror.

Any request for clarification/additional information on this procurement notice shall be communicated in writing to UNDP office or send to email [vannara.chea@undp.org](mailto:vannara.chea@undp.org) or [procurement.kh@undp.org](mailto:procurement.kh@undp.org). While the Procurement Unit would endeavor to provide information expeditiously, only requests receiving at least 5 working days prior to the submission deadline will be entertained. Any delay in providing such information will not be considered as a reason for extending the submission deadline. The UNDP's response (including an explanation of the query but without identifying the source of inquiry) will be posted where this Individual Consultant (IC) Procurement Notice is posted. Therefore, all prospective Offerors are advised to visit the page regularly to make obtain update related to this Individual Consultant (IC) Procurement Notice.

### 2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

To assist you in understanding the requirements of this assignment, scope of work, responsibilities, and description of the proposed analytical work, we have attached hereto the following:

- Terms of Reference (Annex 1)
- The Individual Contract and its General Terms and Conditions (which are available on UNDP website at <http://www.un.org.kh/undp/media/files/procurement/IC/Form%20and%20Template/Annex%201.pdf>)

[204-a Template%20IC%20and%20General%20Conditions.pdf](#)) or Reimbursable Loan Agreement<sup>1</sup> (which are available on UNDP website at <http://www.un.org.kh/undp/media/files/procurement/IC/Form%20and%20Template/Annex%204-b Template%20RLA%20and%20General%20Conditions.pdf>), which you would be expected to sign in the event you are the selected Offeror in this procurement process.

### 3. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

Interested offeror/individual must submit the following documents/information to demonstrate their qualifications:

- Cover letter: Explaining why the candidate the most suitable for the work;
- Brief methodology, where applicable, on how they will approach and conduct the work, necessary assessments, consultations, equipment, and tentative proposed solutions with specific timeline of assignment and implementation
- Offeror's letter to UNDP confirming interest and availability for the Individual Contractor (IC) assignment and Final all-inclusive price proposal with breakdown of costs as per UNDP template, which is available on UNDP website at <http://www.un.org.kh/undp/media/files/procurement/IC/Form%20and%20Template/Annex%202 Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>;
- UNDP Personal History Form (P11), which is available on UNDP website at <http://www.un.org.kh/undp/media/files/procurement/IC/Form%20and%20Template/Annex%203 P11%20modified%20for%20SCs%20and%20ICs.doc>;
- Note for Interested Candidates above the age of 62: UNDP regulations require, at their own cost, to undergo a full medical examination including x-rays. Medical evaluation documentation does not need to be submitted with the other requested documents listed above, but will be requested should the candidate be chosen.

Your offer [proposal/application] should be submitted online through UNDP Online Recruitment System at the URL address [http://jobs.undp.org/cj\\_view\\_job.cfm?job\\_id=45469](http://jobs.undp.org/cj_view_job.cfm?job_id=45469) no later than application submission deadline. **Late application submission will be rejected.**

**To submit your offer through UNDP Online Recruitment System, please follow the steps below:**

1. Go to above mentioned URL address;
2. Click "Apply Now" button, fill in necessary information on the first page, and click "Submit Application";
3. Upload your offer. **Please note that UNDP Online Recruitment System allow only one uploading, so please make sure that you merge all your documents into a single file;**
4. You will receive an automatic response to your email confirming receipt of your application by the system.

### 4. FINANCIAL PROPOSAL

---

<sup>1</sup> RLA is an instrument used to engage individuals that are employed with another legal entity, at the time of their engagement with UNDP. It must be the individual who will decide if the contract should be IC or RLA, not UNDP

This is Lump sum contracts. Therefore, the interested offeror is requested to submit **Final All-Inclusive Price** with breakdown of costs.

## 5. EVALUATION

Offerors will be evaluated based on the Cumulative analysis.

- Technical Qualification (100 points) weight; [70%]
- Financial/Price Proposal (100 points) weight; [30%]

A two-stage procedure is utilised in evaluating the proposals, with evaluation of the technical proposal being completed prior to any price proposal being compared. Only the price proposal of the candidates who passed the minimum technical score of 70% of the obtainable score of 100 points in the technical qualification evaluation will be evaluated.

### 5. 1. Technical qualification evaluation criteria:

The total number of points allocated for the technical qualification component is 100. The technical qualification of the offeror/individual is evaluated based on following technical qualification evaluation criteria:

<b>Technical Evaluation Criteria</b>	<b>Obtainable Score</b>
Advanced degree or equivalent in relevant area such as Gender, Organisational Development, Business, Economics, Public Administration or any development related field.	10
Proposed practical methodology for the assignment	20
Minimum of 7 years professional experience in Capacity Development and Institution/Organisation Strengthening, which includes at least 5 years of international experience in capacity development aspects preferably in Cambodia, and/or developing countries.	30
Solid experience in the participatory management of people from Senior to Operational level, consultative processes and systems in high-pressure environments.  Strong communication and capacity development skills in a range of methods (training, mentoring, coaching, advocacy, consensus building, and facilitation).	30
Previous Capacity Development experience in Cambodia is desirable.	10
<b>Total Technical Obtainable Score</b>	<b>100 points</b>

Only the offeror/candidate who have attained a minimum of 70% of total points will be considered as technical qualified offeror/candidate.

### 5. 2. Financial/Price Proposal Comparison:

- Only the financial/price proposal of offeror/candidate who have attained a minimum of 70% score in the technical evaluation will be considered and evaluated.

- The total number of points allocated for the price component is 100.
- The maximum number of points will be allotted to the lowest price proposal that is opened/evaluated and compared among those technical qualified candidates who have attained a minimum of 70% score in the technical evaluation. All other price proposals will receive points in inverse proportion to the lowest price.  $[\text{Lowest Price} \times 100 / \text{Other Price under Consideration}] = \text{Points for Other Candidate's Price Component}$ .

### **5.3. Selection Method and Award Criteria:**

The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. The total score for each offeror will be calculated independently by this formula:  $\text{Total Score} = \text{Technical Score} \times 0.7 + \text{Finance Score} \times 0.3$

## **6. ANNEXES**

- ANNEX 1 - TERMS OF REFERENCES (TOR)

## **ANNEX I – TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTOR**

### **Position Information**

Post Title:	<i>Consultant to conduct Capacity Development for Gender Mainstreaming and PBA under the project titled Partnership for Gender Equity Phase III (2011-2015)</i>
Practice Area:	<i>Gender Equality and Democratic Governance</i>
Post Level:	<i>International Consultant</i>
Duration of the Assignment:	<i>50 working days</i>
Duty Station:	<i>Phnom Penh, Cambodia (Ministry of Women's Affairs)</i>
Cluster/Project:	<i>Democratic Governance Unit/ Partnership for Gender Equity Phase III (PGE III)</i>
Supervisor:	<i>Team Leader of Governance Cluster</i>

### **1) Project Description**

UNDP Cambodia has been a long term supporter of the Ministry of Women's Affairs (MoWA) since 2000 through a number of initiatives, namely "Partnership for Gender Equity Programmes Phase I, II and III". The Partnership for Gender Equity Phase III (PGE III, 2011-2015) is the third phase of the UNDP-SIDA co-financed programme providing continuous technical assistance to MoWA in its endeavour to promote gender equality and women's empowerment. Through PGE III, UNDP support mainly focuses on MoWA's organizational capacity to effectively fulfil its mandate of coordinating and monitoring gender mainstreaming into national policies, strategies, plans and programmes including the Cambodian Millennium Development Goals, the Rectangular Strategy, the National Strategic Development Plan and more recently engaging in the Government's on-going reform programmes (Public Financial Management Reform Programme, Deconcentration & Decentralisation and Public Administration Reform).

PGE III currently focuses on two outputs that are mutually reinforcing:

**Output 1:** Gender-responsive policies, plans and budgets of key sectors developed and their implementation monitored.

**Output 2:** Increased access to gender-sensitive business development services for women small-business entrepreneurs

To date, MoWA/PGE III has made significant progress such as:

- MTR of the Five Years Gender Mainstreaming Strategic Plan 2009-2013, named Neary Rattanak Phase III – NR III including costing and resources mapping was carried out in 2011 as part of developing Programme-Based Approach on Gender Equality (PBA-GE).
- MTR of the {GE project was carried out in late 2013.
- The PBA-GE strategy, so-called "**PBA towards Gender Equality**" is being developed and implemented progressively by the MoWA with support from UNDP and partners who are supporting gender.

- Millennium Acceleration Framework/Action Plan on Women's Economic Empowerment (MAF-WEE) was fully developed by the MoWA with support from UNDP and launched in December 2013. and is being implemented under MoWA's coordination, with the intention of forming a PBA for MAF/WEE.
- A Practical Guide on Gender-Responsive Budgeting (GRB) was completely developed and a series of trainings/orientations were delivered for planning officials of MoWA, Ministry of Economy and Finance and other sector ministries including Cambodian National Council for Women in order to strengthen their capacity on GRB.
- Gender curriculum was completely developed and integrated into the academic programme of the Royal School of Administration (RSA). Gender Sensitive Courses are now mandatory for all RSA students, which are the Government's senior officials.
- Gender Mainstreaming Action Plans of concerned line ministries were formulated and updated with technical support from MoWA/PGE teams annually.
- High level dialogue and a number of national forums were held to promote women's entrepreneurship by establishing women's business networking and associations for small and medium women-led enterprises.
- In August 2014, MoWA will officially launch the Cambodia Gender Assessment (CGA 2014) which highlights the status of women and gender in Cambodia, key findings and policy recommendations; and the Neary Rattanak IV (NR4), the next Five Year National Strategic Plan for gender mainstreaming, which sets out gender equality and women's empowerment priorities and targets to be attained during the period 2014-2018.
- A Capacity Development Strategy (CDS) has been drafted and discussed within MoWA, to enable it to strengthen its capacities to support the implementation of NR4 using a PBA, and to scale up MoWA's role from project implementer to policy advisor and advocate across government.

PGEIII is currently supporting MoWA to strengthen capacity within MoWA network and across government to operationalise the CGA and implement NR4, essentially for mainstreaming gender equality and women's empowerment. PGE is also supporting MoWA to move forward on their plans to develop a PBA for two thematic programmes: Women's Economic Empowerment (WEE) and Gender Based Violence (GBV).

## **2) Objective and Scope of the work**

Currently MoWA is seeking the services of a team of Capacity Development Specialists (one national and one international) to: 1) consolidate capacity assessment finding within MoWA and her network, 2) support MoWA to articulate a common vision for gender equality and its mechanism across government using a participatory methodology, 3) develop an operational plan to Develop Capacity within MoWA to mainstream gender across government, starting with key government agencies, 4) strengthen MoWA's capacity to implement the CD plan.

It is suggested that the CD plan include sub-plans with detailed application of methodology to the key NR4 programmes, as follows:

- 1) women's economic empowerment
- 2) legal protection and gender based violence

- 3) leadership and decision-making, governance reforms
- 4) human development (education and health/HIV)

Each of these sub-plans will support MoWA's efforts to strengthen capacity across key government agencies to mainstream gender in their national plans and policies.

The International Capacity Development Specialist is expected to facilitate capacity development and institution strengthening in MoWA, to advise on the development CD materials and methods for MoWA to use across government agencies for coordinating the implementation of the recommendations in the CGA/NR4 by the appropriate government counterparts. The CD Specialist/s will ensure that a core team of MoWA CD resource people are equipped with the skills to carry out gender mainstreaming CD objectives with their government counterparts. Core competencies that the CD Plan should aim to transfer to the MoWA team over the long term (2014-2015 and possibly beyond) include the following:

- 1) Advanced gender analysis, planning and monitoring skills, in specific thematic areas (see above).
- 2) Translating the findings and recommendations in CGA/NR4 into Line Ministry action plans (GMAPs) and working with GMAGs to integrate GMAPs into Line Ministry national plans and budgets (combination of gender planning and gender responsive budgeting).
- 3) Using Programme Based Approach to gender mainstreaming.
- 4) developing and implementing an M&E mechanism to monitor implementation of the above
- 5) collection and analysis of gender data, gender auditing, including institutional, policy and programme assessment, etc

### **Description of Responsibilities:**

Under the overall supervision of UNDP Governance Team Leader and direct guidance of the National Project Director and UNDP, the International Capacity Development Specialist will work together with the national CD specialist and the PGE team, and will ensure a participatory and consultative process for the design, implementation and monitoring of capacity development activities, with key results contributing to the overall successful achievement and sustainability of the NR4.

The Capacity Development Specialist has the following responsibilities, organised by key functions:

### ***Policy advice, strategic technical guidance and leadership:***

- Initiate strategic engagement discussions and contribute to the common vision of where MoWA would like to be in 5-10 years time, and a common understanding of the approach to capacity development to reach that vision, for MoWA senior management and operational staff. This vision should be related to mainstreaming gender equality using the PBA.
- Support the further sensitisation, ownership and implementation of the capacity development and PBA process by MoWA.
- On the basis of the above and a review of existing capacity assessment reports, support and oversee the design and implementation of the MoWA Capacity Development Plan to achieve the milestones identified and address the identified capacity gaps.
- Provide authoritative Capacity Development and Institution Strengthening advice and technical guidance on CDP implementation and delivery. (See Annex 1 for list of questions/issues for CD and Institutional Strengthening)

- Advise MoWA on the direction, strategies and technical issues concerning capacity development and institutional strengthening and PBA. Drawing on lessons learned from other Cambodia experiences (NCDD, CDC, Trade SWAP, etc) as well as from other national machinery gender mainstreaming CD processes internationally.

*Deliverables:*

- Prepare in close collaboration with the International Consultant and the PGE team :
  - o CD Plan proposals, methodology, materials, presentations and/or documents for internal and external strategic discussions, consideration, consensus building, and capacity development.

***Project planning, implementation and monitoring and reporting:***

- Support the design of a system to monitor measurable capacity development indicators aligned to NR4.
- Provide technical guidance and operational support to MoWA to enhance performance and quality assurance, share knowledge, and build capacity.
- Support MoWA to supervise the implementation of the Capacity Development Plan and report on the outcomes every quarter, based on CDP milestones.
- Together with PGE and the TGWGG, collaborate with development partners and other stakeholders to enable a harmonized approach and collaboration with the Capacity Development Plan.
- Together with PGE and the TGWGG, establish dialogue with donors, partners and stakeholders to maintain effective working relationships, sustain interest, and increase cooperation.
- Support the design and implementation of capacity development for Sub-Recipient(s) where needed, such as other key government agencies, the initial focus will be on the MAF/WEE programme and partners.

***Capacity development and knowledge management:***

- Provide coaching and mentoring to key MoWA staff, to support the capacity development process.
- Organize and implement training activities for MoWA and (possibly) for Sub-Recipient(s).
- To recommend a set of indicators for monitoring, evaluating and reviewing progress in implementing the Capacity Development Strategy.

**Methodology**

The consultant will employ the following principles and approaches during the assignment:

- Locate the Capacity Development work in the appropriate external setting, in particular the current national machinery (MoWA and network, including GMAGs), MoWA's aid management structure, but also including the overall public service reform agenda (e.g. SNDD, Public Administration Reform and Public Financial Management Reform);
- Adopt a broad and participatory approach that engages all relevant MoWA staff – and other RGC Ministries and agencies, and other stakeholders, as appropriate - so that appropriate needs are identified/confirmed and that relevant approaches to organisational strengthening and individual capacity development are identified;



- Ensure that an appropriate focus is placed on organisational capacity issues, including inter-Departmental as well inter-Ministerial (GMAGs and TWGs) collaboration and modalities that will ensure that the efforts of individuals and Departments aggregate up to an effective overall performance of the organisation; Promote programme base approach to managing relationships with partners
- Ensure linkages between MoWA technical staff and relevant Line Ministries
- Identify current strengths so that capacity may be developed by building on existing foundations and practices to the fullest extent possible. The consultants are to identify where continuity is feasible and where change may be required;
- While recognising that capacity development is necessarily a long-term process, the consultants are requested to identify quick-win approaches where they are deemed to be feasible;
- The consultants must pay due attention to the sequencing and prioritising of capacity development activities, recognising the inter-dependence of many tasks and functions; and having a longer term vision;
- Identified capacity development activities should, as far as possible, be associated with measurable indicators that will allow progress to be monitored and evaluated.

#### **4) Final Products or Deliverables/Outputs**

The consultant shall manage to deliver the following outputs:

<b>Deliverables/Outputs</b>	<b>Estimated Duration to Complete</b>	<b>Target Due Dates</b>	<b>Review and Approvals Required</b>
Review previous reports, hold initial consultations, produce and present inception report with detailed workplan	7 working days	end-July 2014	PGE III National Project Director UNDP Governance Team Leader/ACD
Develop set of CD needs, tools and materials around one thematic sector (MAF/WEE) and organise pilot workshop session in MoWA w/MAF partners in LM, DPs, etc	22 working days	end Nov 2014	PGE III National Project Director UNDP Governance Team Leader/ACD
Develop one set of CD needs, tools for strengthening a robust PBA Secretariat related to regulations and systems on effective and efficient operations, and management, pilot PBA CD with MAF/WEE stakeholders	18 working days	end-Nov 2014	PGE III National Project Director UNDP Governance Team Leader/ACD

Final report of CDP: activities and results, recommendations for followup in 2015	3 working days	10 December 2014	PGE III National Project Director UNDP Governance Team Leader/ACD
---	----------------	------------------	--

## 5). Institutional Arrangement

- The consultant will work on a daily basis with the PBE team, in particular the Senior Policy Adviser, and the Aid Coordination Specialist, and under the overall guidance of the National Project Director. S/he will be an experienced international calibre professional well-versed in gender mainstreaming and the principles of capacity development.
- The consultant work in coordination with an national consultant, experienced in human resources development, organisational management, developing training programmes in Cambodia (desirable) and internationally (essential), and in leading a participatory assessment and capacity diagnostics exercise.
- The consultant will be engaged for a period of 50 Days, during which time they will be asked to present their draft findings in the form of an inception report and to facilitate all aspects of the work that will inform the Capacity Development Plan. The Aid Coordination Specialist under PGE is assigned to support the work of the consultants.
- MoWA will make available the time of the PBA Committee and or its Capacity Building Unit (to be established under PBA Secretariat). However, MoWA will assign a senior official from the General Department of Gender Equality and Economic Development to guide the work of the consultants, as well as to provide substantive inputs. Relevant MoWA staff, in particular the Heads of General Directorates and Line Departments, will be available throughout the duration of the assignment. The Senior Policy Adviser, PGE will work closely with the consultants throughout the assignment, and the PGE programme staff will also provide substantive and logistical support as may be required.

## 6) Duration of the work

Based in MoWA, for 50 working days over 6 months from June/July 2014 to mid-December 2014 (contract to be renewed annually based on performance and demand from MoWA) – details of specific workplan with timing and deliverables to be discussed and agreed with MoWA/PGE at the start of the contract. If the contract is extended into 2015 it will be for approximately 60-80 working days spread over the calendar year, and the outputs would be to extend the gender mainstreaming training to other sectors and line ministries and to sub-national level (in collaboration with NCDD).

## 7) Duty station

The incumbent is required to be in the country for the duration of the contract. He/she will be based in the MoWA.

## 8) Minimum Qualifications of the Individual Contractor

Education:	<ul style="list-style-type: none"> <li>▪ Master's degree in Gender, Organisational Development, Business, Economics, Public Administration or any</li> </ul>
------------	--

	development related field.
Experiences:	<ul style="list-style-type: none"> <li>▪ Minimum of 7 years professional experience in Capacity Development and Institution/Organisation Strengthening, which includes at least 5 years of international experience in capacity development aspects preferably in Cambodia, and/or developing countries.</li> <li>▪ Experience and understanding of gender mainstreaming in public policy.</li> <li>▪ Experience in CD in PBA. Understanding of aid coordination mechanisms in Cambodia and internationally.</li> <li>▪ Solid experience in the participatory management of people from Senior to Operational level, consultative processes and systems in high-pressure environments.</li> <li>▪ Strong communication and capacity development skills in a range of methods (training, mentoring, coaching, advocacy, consensus building, and facilitation).</li> <li>▪ Experience of UN or UNDP gender policies highly desirable.</li> </ul>
Competencies:	<p><i>Corporate Competencies:</i></p> <ul style="list-style-type: none"> <li>▪ Demonstrates commitment to UNDP's mission, vision and values.</li> <li>▪ Exerts strict adherence to corporate rules, regulations and procedures.</li> <li>▪ Familiarity with the internal control framework and results-based management tools is a must.</li> <li>▪ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.</li> </ul> <p><i>Functional Competencies:</i></p> <p><u>Knowledge Management and Learning</u></p> <ul style="list-style-type: none"> <li>▪ Ability to synthesise and adapt lessons learned from best practice in other contexts</li> <li>▪ Shares knowledge and experience.</li> </ul> <p><u>Development and Operational Effectiveness</u></p> <ul style="list-style-type: none"> <li>▪ Ability to perform specialized tasks related to Organisational Change Management, Capacity Development and Institutional Strengthening in the area of gender mainstreaming; including support to design, planning and implementation of programme, managing data, reporting.</li> <li>▪ Ability to apply and use different capacity development methods.</li> <li>▪ Ability to provide inputs to business processes, re-</li> </ul>

	<p>engineering, implementation of new systems, including new IT-based systems.</p> <ul style="list-style-type: none"> <li>▪ Ability to establish and maintain contacts with senior-level officials of the host government required.</li> <li>▪ Excellent interpersonal skills are essential, to negotiate between different positions and view points, and facilitate consensus building and conflict resolution.</li> <li>▪ Ability to communicate effectively, both orally and in writing, is required to influence policy-making, and to obtain, evaluate and interpret factual data and to prepare accurate and complete reports and other documents.</li> </ul> <p><u>Leadership and Self-Management</u></p> <ul style="list-style-type: none"> <li>▪ Focuses on result for the client and responds positively to feedback.</li> <li>▪ Consistently approaches work with energy and a positive, constructive attitude.</li> <li>▪ Remains calm, in control and good humored even under pressure,</li> <li>▪ Demonstrates openness to change and ability to manage complexities.</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>▪ English language fluency and strong writing skills required.</li> </ul>

## Annex 1: Issues for consideration for CD in MoWA

MoWA needs to decide where to focus CD efforts, a number of options have been proposed such as:

1. Start with agreeing on common vision of MoWA and her functions and role at the highest level of the organisation: where does MoWA want to be in 5-10 years? how does she want to operate? with what impact?
2. Develop road map of CD to achieve that vision.
3. Communicate vision and road map throughout the organisation
4. What is the new role of MoWA: catalyst, facilitator, coordinator, advocate – how does this change what capacities are needed?
5. Restructuring – Organisational Change Management – based on the new functions/directions of MoWA?
6. CD for PBA: what are partnerships, with whom (across government, DPs, CSOs, etc), why do we need them, how to manage them, what leverage does MoWA have to generate change across government, where does the role of MoWA stop and of government agencies start for gender mainstreaming?
7. CD for gender mainstreaming in sectoral plans using CGA/NR4 as basis
8. CD for gender research and analysis and policy formulation: Build capacity of MoWA to manage the next CGA2018/NR5 formulation process., M&E of NR4, NSDP, sectoral plans/GMAPs.
9. CD methodology: beyond training and workshops: facilitated discussions, gender audits, applied gender analysis and planning (GMAPs and GRB), mentoring, coaching, etc

10. Proposal for GEPMI.
11. Proposal for Gender Learning Center.
12. *Add as necessary...*