

TERMS OF REFERENCE

Gender Programmatic Review Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Accra, Ghana, remote + travel to Ghana
DURATION OF CONTRACT	7 months

Purpose of Assignment

UNICEF Ghana is implementing its 2023–2027 Country Programme which is expected to extend to 2029 in partnership with the Government of Ghana, to advance the rights and well-being of children, adolescents and women. Gender equality is a cross-cutting priority of the Country Programme and a critical enabler for achieving equitable and sustainable results across all programme areas.

In 2026, UNICEF launched its new Strategic Plan (2026–2029), which positions gender equality as a priority and identifies adolescent girls as one of UNICEF's organizational accelerators for achieving impact at scale. Complementing this, the UNICEF Gender Equality Action Plan (GEAP) 2026–2029 provides the organization's global framework for advancing gender-responsive and gender-transformative programming, strengthening accountability for gender results, and positioning gender equality as a catalyst for achieving outcomes across sectors.

To align with these new organizational priorities, UNICEF Ghana is seeking to assess the extent to which its Country Programme, organizational systems and partnerships are positioned to deliver on the ambitions of the Strategic Plan and GEAP. This is particularly timely following the 2026 Country Programme Mid-Term Review (MTR), which resulted in a revised programme structure comprising five integrated programme outcomes, strengthened programme effectiveness functions and a renewed emphasis on adolescent girls as strategic accelerators.

The purpose of this consultancy is to conduct a Review of Gender Integration across UNICEF Ghana Country Programme to assess the integration, quality and strategic positioning of gender equality across programme planning, implementation, monitoring, organizational systems and partnerships.

The review will support UNICEF Ghana in aligning its Country Programme with the UNICEF Strategic Plan (2026–2029) and the UNICEF Gender Equality Action Plan (GEAP) (2026–2029) by identifying strategic priorities, strengthening organizational positioning, and developing an actionable roadmap for integrating gender-responsive and gender-transformative approaches across the revised programme structure.

Scope of Work

The consultant will undertake a comprehensive Review of Gender Integration across UNICEF Ghana Country Programme using the UNICEF Gender Equality Programmatic Review (GPR) Tool. The review will assess UNICEF Ghana's alignment with the UNICEF Strategic Plan (2026–2029), the UNICEF Gender Equality Action Plan (GEAP) (2026–2029), the Ghana Country Programme Document (2023–2027), and the recommendations of the 2026 Mid-Term Review.

Following an inception phase, consultations with UNICEF Ghana, and a comprehensive review of relevant documentation, the consultant will undertake the following tasks:

Task 1. Analyze Ghana's Gender Ecosystem and UNICEF Ghana's Strategic Positioning

Conduct a comprehensive analysis of Ghana's gender ecosystem to assess the national policy environment, institutional landscape, financing, partnerships, gender norms, evidence base, and emerging priorities. The analysis should identify UNICEF Ghana's comparative advantage and opportunities to strengthen its contribution to advancing gender equality and adolescent girls' empowerment within the evolving national context.

Task 2. Review of gender integration across UNICEF Ghana country programme

Conduct a comprehensive review of gender integration across the current UNICEF Ghana's Country Programme and organizational systems. The review should assess programme quality, implementation, accountability mechanisms, institutional capacity, and alignment with the UNICEF Strategic Plan (2026–2029) and GEAP (2026–2029). and relevant national development priorities, policies, strategies, and commitments of the Government of Ghana.

Building on the findings from Task 1, the review should examine programme design, theories of change, results frameworks, Results Assessment Module (RAM) indicators, Gender Marker application, monitoring and reporting systems, and cross-sectoral programming approaches. The assessment should identify strengths, gaps, opportunities, and strategic priorities for strengthening gender-responsive and gender-transformative programming, while ensuring greater alignment between UNICEF Ghana's programme priorities, Government of Ghana priorities, and UNICEF's global strategic commitments.

Task 3. Developing Strategic Ghana Country Office (GCO) Gender Action Plan

Based on the findings of the review, develop an integrated strategic planning comprising:

A Gender and Adolescent Girl Strategic Roadmap that outlines recommended actions to strengthen coherence, coordination, and delivery of existing gender-related commitments across the Country Office, including opportunities to improve implementation, partnerships, accountability, and learning in line with the UNICEF Strategic Plan (2026-2029) and GEAP (2026-2029). The roadmap is intended to support continuous improvement and prioritization of ongoing efforts rather than the creation of new flagship initiatives or programme streams.

Task 4. Validate and Finalize the Integration of Gender Programmatic Review

Facilitate a validation workshop with UNICEF Ghana management, programme sections, and key stakeholders to present findings and recommendations. Incorporate stakeholder feedback and finalize the complete Gender Programmatic Review package, including the Gender Programmatic Review Report, Gender Systems Map, Gender Strategic Roadmap, and Monitoring Framework.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Activity 1: Inception Phase and Methodology Development	Deliverable 1 Draft Gender Programmatic Review Report, Prepare and submit an Inception Report outlining the refined scope, methodology, analytical framework, workplan, and timeline for the Simplified Gender Programmatic Review. The report will include key lines of inquiry, stakeholder consultation and data collection approaches, priority stakeholders, proposed tools, and key risks or limitations, incorporating UNICEF feedback prior to commencement of consultations and data collection.	30.12.2026
Activity 2. Conduct a Gender Ecosystem Analysis and Gender Programmatic Review	Deliverable 2 Comprehensive desk review and evidence synthesis completed , assessing gender equality and adolescent girls' outcomes in Ghana, UNICEF Ghana's contribution, and key opportunities, gaps and entry points for strengthening gender-responsive programming and institutional performance.	22.02.2027

Activity 3. Develop Strategic Recommendations and Planning Tools	Deliverable 3 Gender Adolescent Girl Strategic Programming , informed by stakeholder consultations, comprising a Gender Systems Map, Gender Implementation Roadmap, and Monitoring, Learning and Accountability Framework, with prioritized actions to strengthen implementation of existing gender equality and adolescent girls’ commitments.	30.03.2027
Activity 4. Validate and Finalize the Review Facilitate a validation session with UNICEF Ghana and key stakeholders, revise the draft outputs based on feedback, and finalize all products	Deliverable 4: Final Gender Programmatic Review Package, including: • Final Gender Programmatic and Adolescent Girl Review Report with Gender Systems Map as an annex. • Final Gender Strategic Roadmap (2026–2029) including a monitoring framework.	30.05.2026

Payment Schedule:

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

Important Notes

- Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

- Minimum requirements:
- Education:
 - An advanced university degree (Master’s or higher) in Gender Studies, Adolescent Development and Empowerment International Development, Social Sciences, Public Policy, Development Studies, Sociology, Political Science, Economics, Public Health, or another relevant discipline.
- Work Experience:
 - At least 8 years of progressively responsible international experience in gender equality, women's empowerment and gender-transformative programming.
 - Demonstrated experience conducting organizational or programmatic gender reviews, gender audits, gender assessments or similar strategic assignments for UN Agencies and development programs.
 - Extensive experience integrating gender equality across multi-sector development programmes
- Skills:
 - Proven experience applying systems-thinking approaches to programme design, institutional strengthening and organizational change.
 - Experience facilitating high-level consultations with governments, United Nations agencies, development

partners and civil society organizations.

- Demonstrated experience producing high-quality analytical reports and strategic recommendations for senior management.
 - Excellent facilitation, communication and stakeholder engagement skills.
 - Excellent analytical and report-writing skills in English.
 - Language Requirements: Fluency in English is required
 - Desirables:
 - Previous experience leading a UNICEF Gender Programmatic Review (GPR) or similar assignment.
 - Experience working on adolescent girls' empowerment, social norms transformation and systems strengthening.
 - Experience in organizational capacity assessments and institutional change management.
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