



Gender Equity and Social Inclusion Consultant - Terms of Reference

Summary of the role:

Position: GESI Consultant – UFUQ Project (Syria)

Location: Damascus, Syria

Project Name: UFUQ - Upskilling and Future-proofing human resources for health and enhancing health governance for Universal health coverage and better-quality care.

Role Duration: 12 Months (with possibility of extension), Part-time

Gross Salary: EUR 20,000

About Global Health Partnerships

[Global Health Partnerships](#), (formerly THET), has been a pioneer in strengthening health systems and fostering equitable partnerships for over 30 years. Originating from a vision to harness the expertise of health professionals across borders, we support governments, institutions, and frontline workers to build resilient, people-centred health systems.

We are a trusted partner to governments, funders, and health professionals in Africa, Asia, the Middle East and beyond, working to advance Universal Health Coverage (UHC) and the Sustainable Development Goals (SDGs).

UFUQ project overview and Rationale for the GESI consultant role

The UFUQ (Upgrading and Future-proofing human resources for health for Universal Health Coverage and better-Quality care) programme is a strategic initiative aimed at improving postgraduate medical education (PGME) across targeted medical specialties in Syria. Funded by the European Union (EU) and led by Global Health Partnerships (GHP), UFUQ adopts a structured, multi-track approach to foster sustainable improvements in healthcare quality, service delivery, and health outcomes.

Given Syria's complex humanitarian, social, and institutional context, the integration of Gender Equality and Social Inclusion (GESI) principles is critical to ensuring that program design, implementation, and outcomes are equitable, conflict-sensitive, and responsive to the needs of diverse population groups, including women, men, persons with disabilities, marginalised communities, and vulnerable healthcare workers.

GHP seeks to recruit a GESI Consultant to support the contextualisation, operationalisation, and mainstreaming of GESI across UFUQ's activities, with particular attention to PGME systems and health workforce development.

Purpose of the Role

The purpose of this consultancy is to define, contextualise, and operationalise the concept of GESI within the Syrian health and medical education context, and to develop a practical, context-appropriate GESI strategy that can be effectively applied across UFUQ programme activities.



The consultancy will ensure that GESI is not treated as a standalone component, but rather as a cross-cutting principle embedded throughout programme governance, technical design, implementation modalities, monitoring, and learning.

Key Responsibilities

The consultancy will focus on the core responsibilities below, with input from the GESI Consultant:

Responsibility I: Co-defining the GESI framework in the Syrian Context with relevant stakeholders

- Co-develop with stakeholders a clear, context-specific definition of Gender Equality and Social Inclusion (GESI).
- Conduct a desk review of relevant Syrian legal frameworks, policies, studies, and humanitarian and development reports related to gender, inclusion, health, and medical education.
- Engage with potentially marginalised stakeholders and conduct focus group discussions/ interviews with female, marginalised doctors/trainees, potentially non-marginalised doctors/trainees to identify barriers and enablers to active participation and inclusion.
- Co-identify with stakeholders any risks related to exclusion, discrimination, or unintended negative impacts of programme activities.

Responsibility II: Co-developing a strategy for applying & assessing GESI across programme activities

- Develop a practical and actionable GESI Strategy and Action Plan for UFUQ that outlines how GESI principles will be integrated and monitored across programme components, tracks, and activities.
- Define clear entry points for GESI mainstreaming within PGME reform, curriculum development, faculty development, governance, and service delivery improvement activities.

Responsibility III: Supporting the implementation of the female leadership mentoring component.

- Contribute to the conceptual design of the mentoring framework and structure/process (e.g. Support definition of mentor and mentee eligibility criteria and set up of the mentoring structure)
- Recruit champion female doctors mentors locally and possibly internationally and establish and facilitate the mentoring activities with UFUQ's female participants.

Responsibility IV: Review and support the integration of GESI's principles within training design, delivery, and assessment

- Support ongoing PGME specialties' curriculum evaluation and quality improvement in relation to GESI integration.
- Support the service provider in assessing trainees' understanding and application of GESI.



- Advise service providers on implementing GESI-responsive approaches in the design and delivery of diploma and clinical training, including training formats, timing, locations, accessibility, materials, and trainee support mechanisms.
- Support the design and use of surveys to monitor inclusion, exclusion, bias, discrimination, and retention using appropriately disaggregated data and identify approaches to address these.

Responsibility V: Lead the establishment and activities of the GESI Working Group

- Lead the establishment and facilitation of the GESI Working Group, including mandate, scope, and terms of reference.
- Lead integration of the GESI Working Group within existing programme governance and structures.

Deliverables

The consultant is expected to deliver are outlined below. The timeframe for the deliverables is outlined in a separate workplan, to be discussed with the GESI consultant upon hiring.

Deliverable
Inception Report submitted outlining a methodology and workplan for this GESI consultancy over 12 months based on agreed activities – including a Conceptual Framework tailored to the Syrian context.
Co-develop with stakeholders a clear, context-specific definition of Gender Equality and Social Inclusion.
UFUQ GESI Strategy and Action Plan developed (including implementation and monitoring framework, with GESI indicators for the programme).
Feedback report developed for the Service Providers (Track 1 and Track 2) to support GESI integration into their training and curriculum - including clear practical recommendations for how to include GESI approaches, assessments, GESI-related modules into the training.
In collaboration with Service Providers, surveys/questionnaires are developed to evaluate the extent to which training activities/curriculum are GESI-oriented and assess a change in knowledge and practice amongst trainees.
Quarterly monitoring report on the progress of GESI activities within UFUQ, with suggested correction measures.
A targeted engagement support plan developed - identifying trainees who face barriers to participation in programme tracks or capacity-building opportunities and proposing practical measures to support and enable their engagement.
A consultation mechanism established to consult female health workers (and any marginalised group) and explore barriers, experiences of inclusion, and opportunities for meaningful engagement and contribution to decision-making, with findings informing programme adjustments.
Contextual GESI Analysis Report specific to PGME and health workforce development in Syria informed by the consultation mechanism with health workers. This includes summary of barriers/challenges, progress made, updated context-specific GESI definition, and actionable plans to meet GESI objectives.



Provide guidance on selection criteria for the research grants to be GESI-sensitive and encourages women to apply. Identify if support can be provided to support this engagement, where needed. Ensure research topics consider underrepresented groups/conditions within the mini research papers.

Final report on UFUQ's team and partners' integration of GESI best practices across the first 12 months and recommendations going forward.

Lead the UFUQ GESI Working Group quarterly meetings – chairing the meetings, taking notes, and sharing actions following the meetings.

Lead a mentoring group with trainees on a quarterly basis to touch base on challenges, experiences, and recommendations for improvement – engaging female champions as mentors.

Summary reports on the progress/challenges of the mentorship programme between female mentors and female participants in UFUQ project.

Timeframe for the consultancy

- Estimated duration: 12 months (with possibility of extension)

Reporting and Coordination

- The consultant will report to the UFUQ Program Manager at GHP.
- Close coordination is expected with technical leads, implementing partners, and relevant stakeholders.

Required Qualifications and Experience

- Advanced degree in gender studies, public health, social sciences, international development, or a related field.
- Minimum **5 years** of demonstrated experience in GESI integration in health, education, or humanitarian-development programmes.
- Strong understanding of the Syrian context or comparable fragile and conflict-affected settings.
- Proven experience developing GESI-related strategies and practical implementation tools and experience with different stakeholders and research methods (such as Focus Group Discussions).
- Experience providing mentoring support or facilitating a mentoring process/scheme.
- Excellent spoken and writing skills in English and Arabic.

Ethical Considerations

The consultant must ensure confidentiality, cultural sensitivity, and a conflict-sensitive approach throughout the assignment, adhering to GHP and EU safeguarding and ethical standards.

Payment

Payments will be linked to the satisfactory submission and approval of agreed deliverables, as outlined in the contract.