

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

Title	Funding Code	Type of engagement	Duty Station:
Development of a WASH Capacity Development (CapDev) Framework and Pre-testing the Capacity Assessment Tool for Local Governments	SC229906 <i>-expires 12/31/2026</i> 3420/A0/07/885/002/006	Individual Consultant <input checked="" type="checkbox"/> Part-Time <input type="checkbox"/> Full-Time	Manila, Philippines
<p>Purpose of Activity/Assignment:</p> <p>The 9th Country Programme for Children (CPC9) 2024–2028 between the Government of the Philippines and UNICEF emphasizes advancing children’s rights and well-being within the country’s development and climate resilience agenda. CPC9 recognizes that climate change poses direct and indirect threats to children and youth—impacting their health, education, food security, protection, social protection, and access to safe water, sanitation and hygiene (WASH). Among the priority change pathway agreed with the Department of Interior and Local Government is strengthening institutional capacity of national and local governments to plan, design, implement and monitor climate resilient and safely managed WASH services.</p> <p>Access to safe, sustainable, and equitable water, sanitation and hygiene (WASH) services is critical to human well-being, economic productivity, and environmental sustainability. These services not only support the health and dignity of communities but also underpin climate resilience, food security, and local development. However, challenges such as fragmented planning, siloed financing, and inconsistent service delivery across jurisdictions hinder the realization of universal access and long-term sustainability. In the Philippine context, the provincial government, in collaboration with its component local government units (cities, municipalities and barangays), plays a strategic and enabling role in ensuring province-wide water security and in facilitating the implementation of Integrated Water Resources Management (IWRM). As water resources, infrastructure systems, and service delivery networks often cross political and ecological boundaries, effective governance and coordination mechanisms are essential. These require shared capacities, strategic planning, and harmonized investments across jurisdictions.</p> <p>Under the workplan between UNICEF and the DILG–Office of Project Development Services, UNICEF is providing technical assistance for, among others:</p> <ul style="list-style-type: none"> • Activity 5.2.6.8: Evidence generation and knowledge exchange on climate-resilient WASH programming and technologies; and • Activity 5.2.6.12: Establishment of a Local Infrastructure Learning Hub through cooperation frameworks with development partners, academic institutions, the private sector, and provincial LGUs. <p>A key component of this technical assistance is the crafting of a Capacity Development (CapDev) Framework tailored to the water and sanitation sector. The framework will inform a five-year roadmap for the DILG Local Infrastructure Learning Hub and will be grounded on the principles of sustainable local infrastructure services and the core institutional capacities required at national and subnational levels. These principles emphasize that:</p> <ol style="list-style-type: none"> 1. Infrastructure must be sustainable – technically, financially, environmentally, socially, and institutionally. 2. Services must be inclusive, equitable, and responsive to local needs, including those of marginalized and vulnerable groups. 			

3. The province has overall oversight and integrating role of the governance of WSS in collaboration with component and/or contiguous LGUs and under such recognition, will build the willingness and capacity to plan, finance, implement, operate, and sustain infrastructure and service delivery systems in the long-term under coherent and province-wide governance arrangements with clear LGU-specific accountability.
4. Multi-stakeholder and intergovernmental coordination is essential for managing shared resources and services.
5. Capacity development must be strategic, demand-driven, and tailored to the specific context and challenges of local governments.

The WASH CapDev Framework and accompanying assessment tools will be designed to reflect these principles, ensuring that the capacity needs identified go beyond technical skills to include organizational systems, enabling policies, institutional coordination mechanisms, local financing capabilities, and community engagement processes. This initiative ultimately aims to strengthen the institutional capacities at provincial and inter-LGU levels to enable more effective, inclusive, and sustainable WASH service delivery, aligned with national policies, global development commitments (e.g., SDG 6), and the principles of decentralized governance.

Apart from this, UNICEF has been assisting DILG in convening the annual Kwentong Tagumpay, a national platform for learning, collaboration, and inspiration—showcasing the latest technological and practical innovations, as well as compelling stories of transformation in local infrastructure governance. In 2025, DILG shared the stories and experiences of communities and stakeholders involved in local infrastructure projects – such as water supply systems, health facilities, farm-to-market road and tourism development among others, that highlight how inclusive and participatory local infrastructure governance fosters progress—beginning with the individual (*sarili*), extending to the community (*pamayanan*), and ultimately contributing to the development of the nation (*bayan*). In 2026, the plan is to include a search for local government initiatives related to climate-resilient WASH programs. The aim is to enhance awareness of programming approaches and practical interventions that local governments can implement to advance climate adaptation and mitigation objectives within the WASH sector.

To deliver on these workplan commitments, UNICEF requires a Capacity Development Consultant who will work with government partners, LGUs, and stakeholders to --

1. Develop a Capacity Development Framework and identify strategies to strengthen inter-LGU collaboration and shared capacities in delivering water and sanitation services under the leadership, oversight, and integrating role of the province.
2. Design and pre-test the Capacity Assessment Tool tailored to the water and sanitation sector, covering technical, institutional, regulatory, and governance capacities.
3. Provide technical support in the documentation and conduct of the Kwentong Tagumpay conference

Scope of Work:

1. Draft the WASH Capacity Development Framework and assessment tools

- a) Development of Water Supply and Sanitation Capacity Development Framework
 - Review relevant national and local water policies, IWRM guidelines, provincial water security frameworks, and sanitation master plans.
 - Identify essential individual, organizational, and shared capacities (technical, institutional, financial, regulatory, environmental) needed for sustainable water and sanitation service delivery.
 - Define CapDev strategies for LGUs (provinces, cities and municipalities), including knowledge management, training programs, systems strengthening, and organizational development.

- Ensure alignment with principles of water security, climate resilience, and ecosystem-based planning.

b) Design and Pretesting of WASH Capacity Assessment Tool

- Develop a diagnostic tool to assess LGU and provincial capacities for water and sanitation planning, service delivery, regulation, monitoring, and community engagement.
- Propose a scoring system, analysis methodology, and reporting templates.
- Include assessment areas such as:
 - o Planning and investment programming using climate and disaster-risk information
 - o Engineering and infrastructure design, integrating climate change adaptation and mitigation objectives
 - o Operations and maintenance (O&M)
 - o Resource mobilization and financing
 - o Data and information systems
 - o Regulatory and quality assurance
- Pre-test draft capacity assessment tool
 - o Field test the tool in selected LGUs with varying income levels and representing at least 1-2 LGUs per LGU (barangay, municipal, city and province).
 - o Conduct a workshop or FGD with selected LGU officials and technical staff to review the tool's relevance, accuracy and practical application
 - o Use the results of the pretest to revise the tool based on identified gaps in data collection, changes in assessment questions, rating descriptions, and methodologies

c) Support UNICEF in the preparation of the terms of reference for the conduct of the WASH capacity assessment study

- Prepare a detailed Terms of Reference for a consulting firm to implement the capacity assessment using the tools developed and agreed by the DILG.
- Define scope of work, methodology, deliverables, qualifications of the firm, and timelines.
- Ensure alignment with the CapDev Framework and include mechanisms for participatory validation and feedback from LGUs.

2. Provide technical support in the documentation and conduct of the Kwentong Tagumpay conference

- a) Review the documentation and lay-out the proceedings of the 2025 Kwentong Tagumpay conference
- Review the official conference proceedings, based on the detailed session summaries, key insights, and recommended actions, to ensure that the documentation is cohesive and in reader-friendly format.
- b) Serve as the Conference Moderator who will be working in close coordination with the chairperson of the DILG Technical Working Group for the KT 2026 conference:
- Provide a comprehensive documentation guide and template to assigned documenters for the plenary sessions and breakout rooms a day before the conference.
 - Provide a concise overview of the conference's mechanics, including the structure of the event.
 - Facilitate the plenary discussion, ensuring a smooth and engaging conversation among the panelists and participants

- Moderate the open forum following the plenary discussion. Prepare questions for the plenary speakers to initiate the discussion and facilitate a productive exchange of ideas during the forum.
- Conclude the conference with a synthesis that encapsulates the key insights and highlights of the conference, providing participants with a comprehensive overview of the conference's outcomes.

Child Safeguarding

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

YES NO If YES, check all that apply:

Direct contact role YES NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role YES NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

Budget Year: 2026	Requesting Section/Issuing Office: Climate, Environment and Resilience	Reasons why consultancy cannot be done by staff: Undertaking the consultations and pretesting necessary for framework development, as well as reviewing technical documents and serving as conference moderator, requires specialized technical expertise. Each of these tasks will demand dedicated time and attention.
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Included in Annual/Rolling Workplan: Yes No, please justify:

<p>Consultant sourcing: <input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Both</p> <p>Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (<u>Advertisement</u>/Desk Review/Interview)</p>	<p>Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment</p>
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If Extension, justification for extension (please attach approved Note for the Record): **Not applicable**

Supervisor: Elmira B. Bacatan, WASH Specialist	Start Date: February 2026	End Date: December 2026	Number of Days (working): 135 working days
Tasks/Milestone:	Deliverables/Outputs:	Timeline	
Task 1 - Inception Report (including work plan and stakeholder mapping)	<ul style="list-style-type: none"> Inception Report (narrative document) Detailed Work Plan (Gantt chart or calendar-based) Stakeholder Mapping Matrix / Stakeholder Analysis Report for the CapDev Framework 	Month 1 14 working days	
Tasks 2 - CapDev Framework (Water and Sanitation)	<ul style="list-style-type: none"> Draft Capacity Development Framework on WASH (structured around organizational, institutional, individual levels) 	Month 1-2 21 working days	
Task 3 – Capacity Assessment Tool	<ul style="list-style-type: none"> Local WASH Capacity Assessment Tool to assess existing capacities at various levels (individual, organizational, system-wide) using quantitative and qualitative indicators User Guide/Manual for Tool Application and data analysis 	Month 2-3 30 working days	
Tasks 4 – Terms of Reference (ToR) for a Firm to Carry Out the Framework Implementation and Actual Capacity Assessment	<ul style="list-style-type: none"> Draft terms of reference (including scope of work, research questions, qualifications, evaluation criteria) to hire a consulting firm in implementing the conduct of Local WASH Capacity Assessments 	Month 3-4 10 working days	
Tasks 5 - Stakeholder Validation Workshop and Pre-testing of capacity assessment tool	<ul style="list-style-type: none"> PowerPoint Presentation(s) of Draft CapDev Framework, and Assessment Tool Workshop Agenda and Facilitation Plan Stakeholder Feedback Summary Report 	Month 4-5 20 working days	
Task 6 - Final CapDev Framework, Capacity Assessment Tool, and ToR	<ul style="list-style-type: none"> Final CapDev Framework (integrating stakeholder feedback) Validated and ready-to-implement package of tools and guidance Institutional alignment on the use of framework and assessment process Finalized ToR for the research firm 	Month 5-6 10 working days	
Task 7-Final Report with Documentation of Process	<ul style="list-style-type: none"> Final Narrative Report <ul style="list-style-type: none"> Executive Summary Methodology 	Month 6-7 5 working days	

Tasks/Milestone:	Deliverables/Outputs:	Timeline
	<ul style="list-style-type: none"> ○ Summary of Consultations & Workshops ○ Lessons Learned ○ Recommendations ● Annexes: <ul style="list-style-type: none"> ○ All deliverables (framework, tool, ToR, stakeholder lists, etc.) ○ Workshop materials and feedback 	
Task 8- WASH Capacity Development Strategy	<ul style="list-style-type: none"> ● Draft WASH Capacity Development Strategy- aligned with sector goals and SDGs, and integrating inputs from the stakeholder validation workshop ● Final WASH Capacity Development Strategy* - updated based on the results of the local WASH capacity assessments <p>*Note: This is contingent to completion of the local WASH capacity assessment by the research firm</p>	Month 6 10 working days Month 11 5 working days
Task 9-Technical review of KT2025 documentation and lay-out	<ul style="list-style-type: none"> ● Review of the draft conference proceedings of KT2025 	Month 7-8 7 working days
Task 10-Conference moderator for KT2026	<ul style="list-style-type: none"> ● Conference Framework that provides a concise overview of the conference's mechanics, including the structure of the event, documentation guide, and session discussion points or guide questions. ● Facilitate the plenary sessions and moderate the open forum ● Provide a conference synthesis of key takeaways and major insights from each of the plenary sessions, including a summary of main discussion points, lessons learned, and recommended actions from the speakers and participants. 	Month 8-10 3 working days
Assumptions and Risks between activities and outputs:	<ul style="list-style-type: none"> ● No major disaster or emergencies affecting the implementation of the consultations and KT conference ● Selected LGUs participate actively in the pretesting of the capacity assessment tools ● DILG and UNICEF provide a comprehensive review of key outputs in a timely manner 	

<p>Minimum Qualifications required:</p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Advanced degree in public administration, development studies, environmental management, community development, or any health or social science-related course.</p>	<p>Knowledge/Expertise/Skills required:</p> <ul style="list-style-type: none"> • At least 10 years of progressively responsible professional experience and demonstrated track record in local governance and capacity development programs. • Knowledge of Philippines governance structure, including policies, rules, and regulations on water and sanitation and its implementation in the Philippines will be an advantage • Strong technical, analytical skills related to WASH, climate change, and sustainable development. • Proven ability to conceptualize, innovate, plan and execute ideas and systems • Ability to express clearly and concisely ideas and concepts convincingly in written and oral form • Excellent communication and facilitation skills and ability to manage diversity of views in different contexts, especially in policies and research. • Demonstrated experience as conference moderator or plenary session facilitator. • Language: Excellent knowledge of written and spoken English and Filipino.
<p>Administrative details:</p> <p>Visa assistance required: <input type="checkbox"/></p>	<p><input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based:</p> <p>* Consultants are not provided desk space, and ICT equipment.</p>