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TERMS OF REFERENCE

TITLE – Senior Consultant – Catalytic Financing Facility Design & Partnerships Enablement (Nutrition, India)

CONTRACT MODALITY	Individual Consultancy
Duty Station	**New Delhi (Office Based)**
DURATION OF CONTRACT	12 Months

Purpose of Assignment

This consultancy will provide senior technical and strategic support to UNICEF India to design and operationalise the early phase of a catalytic financing facility.

The purpose of this consultancy is to provide senior technical, strategic, and partnership enablement support to:

- Develop and refine catalytic/innovative financing models tailored to the Indian context across multiple UNICEF priority functions (including but not limited to nutrition).
- Strengthen UNICEF India's ability to originate, assess and structure innovative financing opportunities through market scanning, risk/feasibility analysis, and partner mapping.
- Engage with central and state government stakeholders to validate appetite, readiness, and feasible adoption pathways for staged financing approaches.
- Design feasible governance, risk management, compliance and verification/learning approaches that make models credible and scalable.
- Produce high-quality, audience-specific knowledge products, briefs and materials for internal decision-makers and external partners to support mobilisation and positioning.

The aim is to accelerate two key priorities in India
(1) nutrition programming and
(2) multisectoral programming (nutrition, health, education, child protection and WASH) in India.

The assignment is deliverable-based, time-bound, and linked to defined outputs, consistent with UNICEF consultant modalities.
The consultancy responds to the following needs identified through internal discussions and project materials:
1. Nutrition programming

- Developing an India-specific financing approach that is feasible within India's compliance and regulatory context to address nutrition financing gaps, including programme modeling, generation of evidence for decision making, system strengthening and behaviour change communication.
- Designing and implement the operational mechanism of a staged financing approach with Option A (Pooled Grant Facility) as the core mechanism; Option B (Match/Multiplier) and Option C (Outcome-Based Financing) introduced selectively and only when systems and verification mature; Option D (Blended Finance) considered only later and only if a clear market bottleneck is demonstrated.
- Ensuring all recommendations respect both Government of India compliance and regulatory context and UNICEF rules and procedures; e.g. UNICEF can host/manage pooled and match funds, but cannot host/manage repayment-based instruments (e.g., Outcome based financing/Blended finance).

2. Multisectoral programming

- Building on what has been identified for Nutrition programming, exploring India's financing opportunities for social sectors on interest for UNICEF, including nutrition; either separately or in combination, within India's compliance and regulatory context.

- Developing examples of financial models and their potential management mechanisms either as single options or through a staged financing approach that could be considered as feasible options to address financing gaps in key social sectors; this could be for 1 sector or multiple sectors together.
- Ensuring that the proposed options are in line with India's and UNICEF's compliance, regulatory and procedures context.

Scope of Work

Under UNICEF supervision, the consultant will deliver outputs across the following workstreams:

1. Nutrition Programming

a. Designing the Nutrition Programming Facility based approaches and staged instrument architecture

- Propose / design financial mechanisms options that seems most adapted for Nutrition Programming (single option and/or staged), pros and cons, opportunistic timeframe for each mechanism and organizational arrangements essential for smooth operationalization both for nutrition and for all sectors.
- Translate these designs into implementable operating models (windows, governance, decision gates, and criteria to move from pooled grants → match → selective Outcome-based financing) → Blended financing and consider "parallel windows" approaches if staged or mix models are not practical.
- Describe independent verification, associated terms of reference and potential instruments to be used for each of the different financial mechanisms options presented.
- Ensure that the designs reflect UNICEF constraints regarding hosting/management of different instruments.
- Realise an appetite check mapping of donors / philanthropic / CSR partners / multilateral institutions if relevant and practical adoption pathways aligned with existing performance-linked incentive models referenced in discussions.

b. Exploring Government's engagement and readiness (Centre + States)

- Develop a structured approach to identify and engage states/districts ready to commit to performance pathways and to sense-check feasibility with central/state counterparts.
- Support mapping of potential government champions and practical adoption pathways aligned with existing performance-linked incentive models referenced in discussions.

c. Documenting donor/investor readiness and partnership mobilisation support

- Develop a user-friendly advocacy narrative package and briefing materials for high level decision makers (government and donors) explaining the different approaches proposed in simple, decision-oriented language.

d. Preparing capacity transfer and institutionalization

- Assist UNICEF in introducing and informing Government counterparts on the facility concept, staged instrument logic, and verification/learning approach.

2. Multisectoral Programming: Building on the learnings from the Nutrition design, proposing adapted models that could support multisectoral programming:

a. Multi-sector financing strategy, modalities and pipeline

- Analyze UNICEF India priority portfolios and existing financing mechanisms to identify catalytic/innovative financing opportunities across multiple sectors/functions (nutrition plus other priorities).
- Develop a multi-sector pipeline of prospective instruments and partner pathways, with clear feasibility criteria and sequencing logic.
- Conduct business/market analyses of financial markets and trends relevant to India and document key internal/external risks and mitigations for shortlisted modalities.
- Undertake feasibility assessments for shortlisted instruments (what it is; where it fits; readiness assumptions to validate; risks/mitigations).
- Where relevant, draw on innovative finance typologies such as impact investing, climate risk financing,

sovereign-linked instruments, and results/outcome-linked approaches (without presuming their use) applicable to the Indian market context.
• Consider how single and mixed funding sources may apply and how we may be able to integrate and activate across sources such as Government, IFI, CSR, Foundations etc.

b. Facility/vehicle design (nutrition as anchor use-case; reusable across sectors)
• Translate the staged approach into implementable operating model components (windows, decision gates, roles, reporting and learning loops).
• Ensure designs respect UNICEF operating constraints and propose partnering /structuring routes as per UNICEF guidelines.
• Document strategic decisions and operational processes to ensure transparency and facilitate future replication.
c. Governance, risk, compliance and verification readiness
• Document key compliance considerations relevant to innovative finance and propose feasible structuring options, including "parallel windows" approaches where blending is not practical.
• Develop a concept for independent verification and a learning agenda (without assuming specific KPIs not yet agreed), sufficient to support credible reporting and potential future performance-linked instruments.
• Maintain robust tracking and reporting mechanisms to monitor progress against objectives and deliverables, including an issue/risk log and decision points.

d. Partnerships, positioning and knowledge products
• Support partnerships and resource mobilisation engagement with private sector partners and philanthropy/CSR, and coordinate with relevant teams on engagement with development banks/financial institutions where applicable.
• Develop partner-facing narratives and briefs that explain the staged approach in simple, decision-oriented language for different audiences (government, philanthropy/CSR, financiers).

Work Assignment Overview	**Deliverables/ Outputs (**	**Delivery deadline**	**Planned Travel***
Conduct inception phase, including desk review, scope confirmation with UNICEF and Government of India, and stakeholder mapping	Inception Report and Detailed Workplan (confirmed scope, methodology, stakeholder engagement plan, deliverables calendar)	November 30, 2026 (subject to change as per need and on ground realities)	NA
Conduct appetite-check mapping of donors, philanthropic actors, CSR partners, and multilateral institutions	Donor/Partner Appetite Mapping Report with prioritized engagement recommendations	December 14, 2026 (subject to change as per need and on ground realities)	NA
Map potential government champions (national/state/district) and adoption pathways for nutrition programming	Government Champions Mapping Report with structured engagement approach for states/districts	December 25, 2026 (subject to change as per need and on ground realities)	NA
Map government champions and adoption pathways for multisectoral financing	Government Champions Mapping Report (Multisectoral) with engagement strategy	January 4, 2027 (subject to change as per need and on ground realities)	NA

Analyze financing mechanism models for nutrition, assessing pros/cons, optimal adoption windows, and organizational requirements under GoI/UNICEF rules	Report on Financial Mechanisms for Nutrition Programming, with comparative analysis and compliance requirements	February 1, 2027 (subject to change as per need and on ground realities)	NA
Analyze financing mechanisms for multisectoral programming (nutrition, health, education, child protection, WASH), covering single-sector and combined models	Report on Multisectoral Financing Mechanisms, including single- and combined-programme models	March 1, 2027 (subject to change as per need and on ground realities)	NA
Design independent verification frameworks, terms of reference, and instruments for each financing mechanism	1 report describing independent verification, associated terms of reference and potential instruments to be used for each of the different financial mechanisms options presented	May 30, 2027 (subject to change as per need and on ground realities)	NA
Organize and facilitate a stakeholder workshop (participants identified during inception) to explore financing mechanism options for nutrition	Workshop Proceedings Report capturing stakeholder inputs and shortlisted mechanisms	June 21, 2027 (subject to change as per need and on ground realities)	NA
Organize and facilitate a stakeholder workshop (scope refined based on nutrition-phase learnings) on financing options for multisectoral programming	Workshop Proceedings Report on multisectoral financing options	July 12, 2027 (subject to change as per need and on ground realities)	NA
Organize one meeting with Government counterparts and one with donors to introduce innovative financing models	Meeting Reports (2) documenting discussions, feedback, and agreed next steps	August 9, 2027 (subject to change as per need and on ground realities)	NA
Organize one meeting with Government counterparts and one with donors on multisectoral innovative financing	Meeting Reports (2) - Multisectoral engagement	September 6, 2027 (subject to change as per need and on ground realities)	Mumbai – 2 trips x 3 days
Develop narrative and briefing materials for high-level decision-makers on nutrition programming	Narrative Package and Briefing Kit (decks, briefs, talking points) for senior engagement	October 4, 2027 (subject to change as per need and on ground realities)	NA
Develop narrative and briefing materials for high-level decision-makers on multisectoral financing	Narrative Package and Briefing Kit (Multisectoral)	November 15, 2027 (subject to change as per need and on ground realities)	NA

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.

- The selected candidate is solely responsible for ensuring that the health insurance (and visa if applicable) required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.
- 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

Education:

Public Policy/Public Finance, Economics, Development Studies, Public Health/Nutrition, Social Policy, or related.

Work Experience:

10 years of progressively responsible experience in at least two of: public finance for development, innovative finance, large-scale health/nutrition systems, or government advisory roles

Language Requirements:

English required; Hindi/other Indian languages desirable for government engagement.

Knowledge/Expertise/Skills:

• Core technical expertise (must-have):

Nutrition and multisectoral programming; ability to map and associate programme areas to appropriate staged instruments.

Innovative finance design in development contexts: pooled facilities, match/multiplier structures, and outcome-based financing roles (funder/implementer/payer).

Evidence/verification and learning design suitable for government systems.

• Government and fiscal landscape expertise (must-have)

Proven experience engaging central and state government stakeholders on programme design/financing/incentives.

Familiarity with and political acumen about India public finance architecture; experience connected to Finance Commission processes desirable.

• Compliance and structuring capability (must-have)

Cognizant of Government of India (national and state) financial landscape rules and regulations.

Ability to analyse and document India-specific compliance considerations and propose feasible innovative financing approaches.

• Partnerships and investment readiness (must-have)

Ability to produce board-/investor-grade briefs and narratives that are simple, rigorous, and decision-oriented.

Experience engaging donors, philanthropic/CSR stakeholders and supporting multilateral appetite checks.

• Delivery and ways-of-working (must-have)

Strong project management and multi-stakeholder coordination; issue/risk tracking and milestone delivery.

Workshop design and facilitation skills.