

## CONSULTANCY - TERMS OF REFERENCE

### **Title: WASH Partnership Consultant – WASH partnership landscape assessment, with a focus on innovation as an entry point – anchored in the global WASH practice**

*Division: UNICEF Sustainable WASH Innovation Hub, Copenhagen, Denmark*

*Duration: Approx. five months*

*Duty Station: Remote*

#### **Advertising summary**

The Global WASH Practice, including the WASH Hub and WASH Innovation Hub, are part of the UNICEF Centre of Excellence for WASH, Global Program Division in Nairobi. One of its key roles is to develop pathways to scale for high impact innovative initiatives. To support this work, shared value partnerships are needed across the partnership mix of funding and public financing and leveraging partners core resources and leadership to advocate and mobilise networks to drive WASH impact that align with UNICEF WASH priorities, including a focus on engagement across the innovation spectrum.

This analysis will strengthen UNICEF's global WASH practice role in bringing together partners to support and solve the most pressing WASH challenges facing children.

The consultant will assess partners and prospects with particular focus on climate resilience and innovation as entry points and identify funding, public financing and non-financial partnership opportunities. Through consultations across country offices and global partnership teams, and a few select external actors, the consultant will map partnership gaps and opportunities propose, and outline clear engagement approach that support efforts towards high impact and long-term partnerships.

A key deliverable will be identifying high-potential partners with strong interest in WASH, innovation, and climate-resilient solutions to produce a stakeholder matrix and develop a global partnership pipeline of the most viable prospects. This is to include funding, public financing, and core resources and networks, leverage opportunities towards areas such as capacity building, advocacy, and building a pipeline of solutions. The work will include preparing a high-level, tailored engagement strategy for each partnership type and context. This work will help establish a strong foundation for partnership collaboration, enabling UNICEF and partners to support, cocreate, and scale impactful WASH climate resilient programmes and innovations.

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## 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](#)**

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UNICEF works in some of the world’s toughest places, to reach the world’s most disadvantaged children. To save their lives. To defend their rights. To help them fulfill their potential.

Across 190 countries and territories, we work for every child, everywhere, every day, to build a better world for everyone.

And we never give up.

## For every child...innovate

For more than 70 years, UNICEF has championed innovation to advance the rights and wellbeing of every child. This commitment continues through the Sustainable WASH Innovation Hub, based in Copenhagen, where we bring new approaches, bold partnerships, and impactful technologies to the forefront of the global WASH agenda. Emerging from UNICEF’s Office of Innovation and now proudly part of the Global WASH Practice within the UNICEF Center of Excellence for WASH, the Hub is uniquely positioned to accelerate promising solutions across UNICEF’s extensive global network and that of our partners.

At the intersection of cutting-edge thinking and large-scale development challenges, the WASH Innovation Hub serves as a bridge—connecting UNICEF’s deep field experience with the agility of start-ups, the creativity of researchers, the vision of entrepreneurs, and the lived expertise of communities. This convergence of perspectives drives our mission: to transform how WASH challenges are understood, tackled, and ultimately solved.

We are cultivating a vibrant global community that includes children and young people, academic institutions, private sector innovators, public policy leaders, social development practitioners, humanitarian actors, and WASH and innovation colleagues across more than 150 countries. Together, we are co-creating, testing, scaling, and advocating for new ways to overcome long-standing barriers to safe water, sanitation, and hygiene.

Through collaboration, convening power, and a relentless focus on impact, the Hub is enabling a future where sustainable, climate-resilient WASH solutions become the norm—not the exception. By energizing and empowering the ecosystem, we aim to ensure that every child can grow up in a world where their right to safe water, sanitation, and hygiene is realized.

### How can you make a difference?

Building on existing partnership intelligence from UNICEF’s Private Fundraising & Partnerships Division (PFP), Public Partnerships Division (PPD), and the WASH team, UNICEF seeks a consultant to conduct a comprehensive WASH partnership mapping, including a specific review on innovation as an entry point. This will include actors across public and private sectors, foundations and development finance institutions – to create a refined, targeted pipeline of viable prospects for UNICEF WASH. Further, this analysis will highlight prospects with innovation as an entry point. It is important that the landscape assessment explores beyond the traditional WASH sector donors, to unpack potential new prospects. In addition, we seek to understand which prospects and/or existing partners should be prioritized to explore potential synergies for combining both flexible funding and earmarked for innovation and where these are parallel streams of work. This will include developing an engagement strategy for pursuing prospects.

The consultant must explicitly investigate foundations and corporates already funding UNICEF country offices and recommend which ones could be elevated to global partnerships. This ensures continuity and maximizes UNICEF’s convening power at global level.

The goal is to have a set of identified partnerships opportunities for UNICEF WASH, with a focus on innovation prospects will be ranked according to appropriate mission alignment and their capacity to financially and strategically champion UNICEF WASH. This includes their willingness to support large scale initiatives, convene relevant actors and ecosystems, and leverage core skills and knowledge to support UNICEF in enabling rapid uptake of solutions and sustaining and scaling regional initiatives.

Specifically, the global partnership financial support will be defined as **including both grants and blended finance support**. Prospects need to be aligned with the WASH goals of

UNICEF's Strategic Plan, UNICEF's Africa Strategy and different phases of WASH innovation from ideation to scaling. This should be framed in relation to the different areas of UNICEF WASH work in water, sanitation and hygiene, clarifying the point of opportunity from humanitarian to development and UNICEF's work from system strengthening, technical assistance, products and services, and public financing flexible funding

1. Identify key public partner prospects globally with a strong interest in water/ sanitation/ hygiene/ and innovation, WASH in institutions and those with strategic priorities in climate, to explore entry points for WASH climate resilient solutions.
2. Map and analyse the stakeholder landscape of public financing institutions, foundations, and private sector partnership prospects for UNICEF WASH, with a focus on innovations, to develop a stakeholder matrix.
3. Develop a global priority partnership pipeline (long-list and short-list) of the most viable prospects for Climate-Resilient WASH including scaling innovative approaches, including funding and public financing, capacity building and leveraging networks
4. A high-level engagement strategy with recommended engagement strategies tailored to each partnership type and context.

While this consultancy is intended for an individual to carry out, it will be informed by the WASH partnership and technical teams and insights from key divisions can be used to support the consultant if outlined in the inception report and agreed by the contract manager.

### **Your main responsibilities will be:**

The consultant will develop a partnership stakeholder analysis and funding pipeline for UNICEF WASH, anchored in the Global WASH Practice, with a focus on innovations and their scaling.

#### **1. Global Partnership Landscape Analysis**

- Conduct a global review of donors and public financing actors for Climate-Resilient WASH and innovation, identifying entry points and synergies and detailing the intersection between core WASH climate resilient programming and WASH innovation
- Assess risks, opportunities, and emerging trends (e.g., climate finance, nature-based solutions, carbon credits) in alignment with UNICEF WASH priorities and innovation scaling needs
- Strategic alignment should include 1) grants and public financing, 2) collaboration on advocacy, mobilizing and accessing relevant networks and multi-stakeholder platform engagement, and 3) core resources outlining technical skills and knowledge that could be leveraged to support the WASH Innovation Hub for capacity building to support UNICEF country offices on how to adapt and adopt innovations
- Produce a stakeholder mapping covering bilateral/multilateral donors, development agencies, UN agencies, climate funds, foundations, corporates, ESG initiatives, and social impact investors.
- Start from existing UNICEF analyses (PFP, PPD, WASH team) to ensure continuity and avoid duplication.
- For each stakeholder, the analysis should cover:
  - Organizational priorities and strategies (CSR, ESG, sustainability goals)

- Investment / marketing / development policies and strategies
- Funding and/or public financing instruments
- Historical ticket size and support for WASH and or climate
- Political / leadership drivers (networks, champions, legacy ambitions)
- Preference for earmarked vs. flexible funding
- Funding trends and directions (e.g., climate adaptation, resilience, innovation)
- Expected level of servicing (categorize donors by engagement intensity and explain rationale)

The analysis should **include two specific sub-sections:**

#### **I. New Business Development & Current Partners**

- Identify **new prospects** (government donors, including public financing, corporates, foundations) with potential to support WASH innovation.
- Review **current UNICEF WASH partners** to highlight gaps, diversification opportunities, and renewal timelines.
- Investigate foundations and corporates already funding UNICEF country offices and recommend which could be elevated to global partnerships.

#### **II. Identify current UNICEF public donors or prospects to secure multi-year funding for the WASH Innovation Hub and potentially the WASH CoE.**

- Identify priority prospects that prioritize Climate Resilient WASH Innovation and WASH development programming
- Include alignment with development policies and strategies, political leadership, recent historical funding support and directions and trends in their funding and preference for earmarked funding and how flexible this tend to be

This is expected to be carried out through a combination of internal interviews with UNICEF staff and desktop review

#### **2. Develop multi year Funding & Public Financing Pipeline**

- Develop a **multi-year pipeline** (longlist and shortlist) of viable prospects across foundations, public/private sector, and development finance institutions.
- Include funding mechanisms (grants, blended finance, guarantees), risk/opportunity analysis, and timelines.
- Apply clear prioritization criteria (strategic fit, innovation appetite, geographic relevance).

This is to be conducted through a combination of desk research and data gathering using donor databases, public financing reports, foundation directories, UNICEF's internal partnership intelligence, and where possible stakeholder consultations engaging UNICEF partnership teams to validate priorities. The analytical framework will be based on an agreed, structured and consistent approach. After preparing a draft pipeline report, conduct a validation workshop with key UNICEF stakeholders.

#### **3. Develop an engagement roadmap.**

- Recommend tailored outreach strategies for shortlisted prospects, including entry points, decision-makers, and sequencing for engagement over the multi-year horizon.
- Articulate UNICEF’s **value proposition as a global convener through the Global WASH Practice**, with pathways for converting country-level partners into global partners.

As part of the inception report, the above will be further agreed with the WASH hub team and will outline rationale for each area of the proposed outputs and recommended approaches.

### Description of assignment

	Deliverables/Outputs	Tasks	Delivery deadline	% of payment/ Estimated combined working days
1	Deliverable 1: Inception Report	<p>Deliver an inception report (up to 20 pages) outlining the planned work approach, timelines, activities and review process.</p> <p>Include:</p> <ul style="list-style-type: none"> <li>• proposed approach, overview of desk top approach</li> <li>• include interviews (number, people and format) and documents to be included in the review.</li> <li>• Outline the structure for the landscape analysis report and the final report,</li> <li>• include pipeline of funding and public financing prospects and engagement approaches.</li> </ul> <p>Explicitly show how existing UNICEF partnership intelligence (PFP, PPD, WASH team) will be used as the starting point.</p> <p>The approach should be agreed with the WASH Hub Partnership Manager before other activities continue.</p>	17/04/26	10%

2	<p>Deliverable 2: Donor &amp; Public financing Landscape Report</p>	<p>Combining the elements described above:</p> <ol style="list-style-type: none"> <li>1. Framing funding and public financing landscape within current market trends and possible market share and economic impact</li> <li>2. Analysis of each stakeholder group and their relevance, opportunities and barriers for engagement</li> <li>3. Review current UNICEF WASH partners to identify growth areas for innovation.</li> <li>4. Highlight 5–10 public donors and 5–10 foundations/corporates already funding UNICEF country offices with potential for global engagement.</li> <li>5. identify level of appetite for innovation and entry points in partnership strategy towards prospects</li> </ol> <p>Develop a stakeholder matrix and heat map to present the prospect research across all prospect sector programming, including</p> <p>Compile in a single report detailing partnership prospects for funding and public financing for</p> <ol style="list-style-type: none"> <li>1. UNICEF WASH Innovations and their scaling, including synergies and value add on partnership engagement around advocacy and core skills and knowledge.</li> <li>2. WASH Core programming, including partnership engagement around advocacy, core skills and knowledge</li> </ol> <p>The main report should be no more than 30 pages, and with annexes up to 50+ pages, with a minimum of one page per partners or prospect</p>	19//06/26	40%
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3	<p>Deliverable 3: Draft Funding &amp; Public financing Pipeline</p>	<p>Develop and justify a priority pipeline longlist and shortlist of the most viable prospects across foundations, public and private sector and development financial institutions for with climate resilience and innovations and their scaling as entry points.</p> <p>Prioritize prospects based on strategic fit with WASH innovation and potential to scale from country-level to global partnerships.</p> <p>This should cover the different areas of UNICEF WASH work;</p> <ul style="list-style-type: none"> <li>• water, sanitation and hygiene,</li> <li>• WASH in institutions</li> <li>• humanitarian to development work</li> <li>• Key areas of interest relating to UNICEF work such as system strengthening, technical assistance, products and services</li> </ul> <p>This should include a structured pipeline with</p> <ul style="list-style-type: none"> <li>• donor tiers,</li> <li>• Funding and/or public financing mechanisms,</li> <li>• Opportunity analysis including risk awareness</li> <li>• Timelines</li> </ul> <p>Presentation of draft document for review to then deliver a single report with supporting evidence. This will inform deliverable 4.</p>	17/07/26	25%
4	<p>Deliverable 4: Final report and presentation</p>	<p>Presentation of draft document for feedback to then deliver final summary report with a finalized pipeline, recommendations and engagement strategies, with supporting analysis and justification of prioritised</p>	21/08/26	25%

		partnership stakeholders, including summary presentation with supporting report of up to 20 pages with annexes that can be used for key audiences (to be defined in discussion with the WASH hub), with supporting summary documents and presentation.		
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**To qualify as an advocate for every child you will have...**

- An advanced university degree (Master’s or higher) in Innovation, Business Management, International Relations or other relevant field.  
*\*A first University Degree in a relevant field combined with 2 additional years of professional experience may be accepted in lieu of an Advanced University Degree.*
- A minimum of 8 years of relevant professional experience in stakeholder management / fundraising and/or public financing for the development and/or humanitarian sector. Specific experience in WASH and/or climate would be an advantage
- Demonstrable experience of stakeholder analysis for partnership prospect development and strategic alignment to support funding/public financing for development programmes. Particular experience tying this to programme innovation is considered an asset.
- Experience of new business development, including shared value partnerships that goes beyond funding/public financing, with an awareness of due diligence and risk aware considerations
- Demonstrable strong research, analysis and concise report writing skills.
- Experience with private sector / public sector / development public financing sector actors considered an asset
- Experience in developing contexts and/or familiarity with fragile contexts is considered an asset
- Fluency in English is required. Knowledge of another official UN language (Arabic, Chinese, French, Russian or Spanish) or a local language is an asset.

**Travel:**

2 x visit from home location to Copenhagen for a total of 8 working days to meet UNICEF partnership focal points for key inputs and for review and/or presentation of key deliverables

**Payment details and further considerations**

- Payment of professional fees will be based on the submission of agreed 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.

“As per UNICEF DFAM policy, payment is made against approved deliverables. No advance payment is allowed unless in exceptional circumstances against bank guarantee, subject to a maximum of 30 per cent of the total contract value in cases where advance purchases, for example for supplies or travel, may be necessary”.

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.

#### How to apply:

- Interested applicant is required to submit both a financial and a technical proposal with all-inclusive fee. Please see the financial proposal template.
- The Financial proposal must include travel costs (economy class) and daily subsistence allowance, if travel is required as per TOR and any other estimated costs: visa, travel/health insurance.
- The technical proposal Please see instructions below:

The Technical Proposals will be evaluated against the following:		
REF	CATEGORY	POINTS
1.	<p>Experience of the consultant</p> <ul style="list-style-type: none"> <li>• Evidenced experience of previous work in partnership development, including landscape analysis in a specific field</li> <li>• Evidenced experience in the fields of Business Management and/or Water/Sanitation/Innovation or appropriately similar qualifications</li> <li>• Experience in new business partnership development with funding / public financing actors and the development sector, including shared value partnerships that goes beyond funding/public financing,</li> <li>• Strong knowledge of funding and public financing actors in development with programme areas of water / sanitation /climate an advantagee</li> </ul>	50

	<ul style="list-style-type: none"> <li>Experience in strong research, analysis and concise report writing skills.</li> </ul>	
2.	Assessment of previous partnership landscape analysis and reports <ul style="list-style-type: none"> <li>Based on review of submitted reports in Technical Proposal</li> </ul>	30
Total Technical (max 80)		
Only Proposals which receive a minimum of 60 points will be considered further.		
3.	Financial proposal	
Total Financial (max 20)		
Total Overall (max 100)		

**Applications without a financial and technical proposal will not be considered. Technical proposals should be no more than 10 pages (not including Annexes) and should outline how the consultant intends to approach the assignment. This excludes examples of previous work.**