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TERMS OF REFERENCE

Documentation of Performance-based Grants for the Philippine Multisectoral Nutrition Project Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Manila, Philippines (Remote with travel)
DURATION OF CONTRACT	3.5 months

Purpose of Assignment

The purpose of the assignment is to build on existing PBG documentation and analysis and generate a more comprehensive and in-depth account of the implementation of the Performance-Based Grant (PBG) mechanism under the Philippine Multisectoral Nutrition Project (PMNP). Drawing on available PBG documentation, existing LGU case studies, and other relevant evidence, the assignment will examine how the mechanism was implemented in practice, how local government units (LGUs) responded to PBG resources and performance incentives, and how the mechanism interacted with existing local public financial management (PFM) and governance arrangements.

The assignment will deepen the documentation of the processes and institutional arrangements through which PBG was implemented, including the application of performance requirements, verification and accountability arrangements, and the integration of PBG resources and requirements within local planning, budgeting, expenditure, and reporting processes. It will also document relevant changes in local practices and approaches to nutrition interventions associated with the availability of PBG, drawing on the existing evidence and further analysis of selected LGU experiences. In doing so, the assignment will provide a more comprehensive understanding of PBG implementation and generate lessons for institutional learning and future program design.

The analysis will further identify the institutional conditions, practical requirements, and considerations relevant to sustaining and potentially applying PBG beyond the PMNP. The findings will be consolidated into PBG Process Documentation and a Policy Note to inform UNICEF, DOH-NPMO, the World Bank, and relevant stakeholders on lessons from the implementation of PBG, considerations for future program design, and the conditions relevant to its continued, sustained, or wider application as a performance-based financing mechanism.

Objectives:

The specific objectives of the consultancy are to:

1. Document and analyze the implementation of the PBG mechanism and LGU responses, including key implementation and accountability arrangements, the application of performance requirements and verification processes, and how LGUs responded to PBG resources and performance incentives including whether and how these influenced local practices and approaches to nutrition interventions

2. Examine the interface of the PBG mechanism with local PFM and governance arrangements, including the timing of PBG receipt relative to the local budget cycle and how PBG requirements and resources were accommodated within local planning, budgeting, expenditure, reporting, and accountability processes, and identify relevant changes in local practices and implementation lessons associated with PBG

3. Identify the institutional conditions and practical considerations for the continued and wider application of PBG, including the administrative, verification, financing, capacity, and governance requirements that may support or

constrain the institutionalization of PBG beyond the PMNP and its potential application in other LGU or sectoral contexts

Specific areas that will be explored and questions that this assignment shall seek to answer include:

Process Improvement Initiated by the PBG

1. To what extent did the PBG incentivize LGUs to innovate and adopt nutrition specific and nutrition-sensitive interventions?

2. To what extent the LGUs achieved the project development indicators, intermediate result indicators, and performance benchmarks aligned with the PBG indicators (considering the target indicators per tranche)?

3.How has the PBG improved the capacity of LGUs in terms of data, information, and knowledge management, human resources, supply chain, and governance systems, in delivering sustainable nutrition outcomes? Capture good practices and challenging practices.

Integration with Public Finance Systems

1. How has the PBG been integrated into the broader public finance systems, including planning, budgeting, and expenditure processes at the municipal level?

2. How do local government units (LGUs) develop counterpart strategies in response to the availability and limitations of the performance-based grants?

3. What challenges and opportunities have been identified in aligning the PBG mechanism with existing national, provincial, and municipal public financial management systems, policies, and practices?

4. To what extent has the PBG supported or influenced broader national, provincial, and municipal governance reforms in terms of fiscal efficiency, equity, and accountability?

Sustainability and Scalability

1. What systems, processes, or institutional changes have been established at the national, provincial, and municipal levels to sustain the performance-based financing mechanism beyond the PMNP timeline?

2. How can lessons learned from performance-based financing as an intervention for increasing access to health and nutrition services be applied to scale up similar financing models across other municipalities or sectors in the Philippines?

3. What could be/are the key enablers and barriers to institutionalizing PBG within the Philippine public finance and governance frameworks, including identifying fiscal policies that secure allotments for national transfers to fund performance-based financing?

4. What specific recommendations can be made to improve the design, implementation, and integration of performance-based financing in addressing health and nutrition challenges?

Scope of Work

The consultant will undertake the following tasks:

1. Document the key processes through which the PBG mechanism was implemented, including the application of performance requirements, assessment and verification of results, fulfilment of tranche conditions, grant release, and related reporting and documentation. The documentation will examine how targets and performance requirements were translated into implementation arrangements and how reported results were assessed and verified. It will also identify instances of unmet or partially met benchmarks and the factors associated with

differences in achievement, based on available evidence

2. Examine how LGUs responded to the availability of PBG resources and performance incentives, with particular attention to changes in local practices and approaches to nutrition interventions. The analysis will consider whether and how LGUs continued, expanded, adapted or introduced interventions or delivery approaches in response to the PBG, and identify relevant examples and factors that contributed to these changes. It will also consider how the PBG interacted with existing local decision-making and implementation practices

3. Examine how the PBG mechanism was incorporated into existing local public financial management (PFM) systems and processes, including the timing of PBG receipt relative to the local budget cycle and how these influenced the planning, budgeting, resource allocation, expenditure management and reporting. The analysis will consider how PBG requirements and resources were accommodated within existing local processes, where the mechanism aligned with established PFM arrangements, and where adjustments, additional procedures or parallel arrangements were required.

4. Assess the institutional conditions relevant to sustaining and potentially applying the PBG mechanism beyond PMNP. The analysis will focus on the PBG as a financing mechanism, distinct from the sustainability of individual nutrition interventions. This will include consideration of the institutional, administrative, verification, capacity and fiscal requirements associated with maintaining the mechanism. It will also examine relevant public finance and governance arrangements and identify conditions and feasible options that may support the institutionalization or application of PBG in other contexts, considering differences in local government capacity and context

5. Synthesize the findings from the documentation and analysis to identify key lessons from the implementation of the PBG mechanism under the PMNP. The synthesis will bring together lessons relating to implementation arrangements, LGU responses, PFM integration, institutional requirements and the potential application of performance-based financing in other settings. The findings will be consolidated into a concise policy note setting out the key lessons and policy considerations arising from the PBG experience.

Work Assignments Overview	**Deliverables/Outputs**	**Delivery deadline to complete the deliverable**
The consultant will undertake a focused review of available documentation on the PBG mechanism under the PMNP, including relevant design and implementation materials, PBG guidelines and requirements, performance and verification records, existing LGU case studies, and relevant public financial management (PFM) and institutional documents. The consultant will also conduct a consultation with the relevant stakeholders (UNICEF, DOH, PMNP TWG – including WB) to validate the continued relevance	• The consultant will develop an Inception report which includes: • Detailed implementation plan Documentation Report Template that provides an agreed structure and clear guidance on the key content, evidence, and information requirements for documenting the PBG experience under the PMNP. The proposed template will be submitted to UNICEF, the NPMO, and the World Bank for review and clearance, and will serve as the framework for the succeeding	30 December 2026

of the assignment's objectives and scope.	documentation and analysis.	
The consultant will document and analyze the implementation of PBG Tranches 1 and 2 based on the three LGU case studies, focusing on the application of performance requirements, assessment and verification, tranche conditions, grant release, and reporting. The analysis will examine reported accomplishments and verification results, examine how LGUs responded to PBG resources and performance incentives, including changes, adaptations, or innovations in nutrition interventions, and how PBG requirements and resources were integrated into local planning, budgeting, expenditure, and reporting processes. The consultant will synthesize key implementation lessons, enabling factors, and areas requiring further consideration, drawing on the case studies, available PMNP documentation, and relevant findings from the Impact Evaluation, TPV Reports, and other PMNP outputs.	Draft Interim Report presenting the documented implementation experience and LGU responses across the three case studies, including emerging findings, implementation lessons, and areas for further consideration in assessing the institutionalization and broader application of the PBG mechanism	23 January 2027
Building on the evidence generated through the three LGU case studies and the Draft Interim Report, the consultant will reconstruct and document the PBG process as implemented under the PMNP. The documentation will map the end-to-end PBG cycle, including key stages, requirements, roles and responsibilities, decision points, supporting documentation, verification and approval	PBG Process Documentation Report presenting the validated end-to-end PBG process and key institutionalization considerations for its continued use and possible adaptation	13 February 2027

arrangements, tranche processing and release, reporting, and accountability mechanisms. The consultant will validate the documented process with relevant stakeholders and assess the institutional, administrative, financing, verification, capacity, and PFM/governance conditions required to sustain the mechanism beyond the PMNP. The analysis will identify key considerations and requirements for institutionalization and potential application in other LGU or sectoral contexts.		
The consultant will develop a concise Policy Note drawing on the findings and evidence generated through the preceding activities, including the analysis of PBG implementation and LGU responses, the documented PBG process, and the institutional considerations identified. The Policy Note will synthesize the key findings, policy implications, and considerations for the continued use and institutionalization of the PBG mechanism within relevant government systems.	PBG Policy Note synthesizing the key findings, policy implications, and recommendations for the continued use and institutionalization of the PBG mechanism.	5 March 2027

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

Minimum requirements:

- **Education:** Advance University degree (Masters) in any of the following areas: economics, public administration, public policy development studies, public health nutrition or any relevant field.
- **Work Experience:**
  - At least 10 years of relevant professional experience in results-based or performance-based financing, public financial management, budgeting processes, and financial accountability
  - Demonstrated experience in government programs and public sector initiatives, preferably in health, nutrition, social, or related sectors
  - Experience in policy analysis, program assessment, monitoring and evaluation, and preparation of evidence-based technical reports
  - Experience coordinating with government agencies, LGUs, development partners, and other stakeholders, including senior-level officials.
- **Skills:**
  - Strong knowledge of PBG principles and performance-based financing, including performance requirements, verification, financial incentives, and accountability mechanisms
  - Strong analytical skills in policy and institutional analysis, data analysis, performance assessment, and evidence synthesis
  - Ability to document and analyze implementation processes, identify lessons and risks, and develop practical recommendations
  - Strong skills in stakeholder coordination, consultation, facilitation, and technical writing
  - Excellent communication and presentation skills, with the ability to communicate complex findings clearly to government and other stakeholders.
- **Language Requirements:** Fluency in English and Filipino is required
- **Desirables:**
  - Experience with PBG or similar performance-based financing mechanisms in the health, nutrition, or social sectors
  - Familiarity with Philippine government and LGU systems, particularly planning, budgeting, and financing processes
  - Experience working with UN agencies or other development partners is an advantage
  - Experience developing policy notes, policy briefs, or process documentation