

Terms of Reference (TOR)

Development of CARE Philippines' Public and Private Sector Partnerships Strategy and Framework

Duration: March 1, 2026 – May 31, 2026

Estimated Level of Effort: Up to **45 working days** (part-time, output-based)

Location: Remote, with consultations in Metro Manila and select field offices (as needed)

Reporting to: Country Director, CARE Philippines

Coordination with: Program Development and Partnerships Coordinator; Senior Management Team (SMT)

Program Development, Quality, & Learning (PQL) Team

1. Background

CARE Philippines has significantly expanded its portfolio in recent years through institutional funding and private, consortia-based humanitarian responses, and multi-sector development programs. At the same time, the external environment is shifting, characterized by constrained humanitarian financing, increased expectations for co-investment, and growing emphasis on **systems change, scale, and cross-sector collaboration**.

To sustain impact, scale effective models, and strengthen CARE Philippines' positioning as a trusted partner, the Country Office seeks to deepen and systematize its engagement with **public sector institutions and private sector actors**. These partnerships are envisioned not only as business development relationships, but as platforms for **policy influence, program co-creation, innovation, systems strengthening, and shared accountability for results**, building on CARE Philippines' growing experience in managing and delivering **private sector-funded programs** alongside institutional grants.

CARE Philippines is commissioning the development of a **Public and Private Sector Partnerships Strategy and Framework**. This consultancy is explicitly aligned with **CARE Philippines' Country Office Strategy 2026–2030**, which emphasizes systems change, locally led action, diversified partnerships, and sustainable impact across humanitarian response, climate resilience, health, and women's economic empowerment, including an expanding portfolio of **private sector-supported initiatives and systems strengthening work**. The Partnerships Strategy and Framework will serve as a **core enabler** of the Country Office Strategy by clarifying how CARE Philippines engages public and private sector actors to advance strategic outcomes over the 2026–2030 period.

2. Objectives of the Assignment

The overall goal is to position CARE Philippines as a **partner of choice** for public and private sector collaboration **in support of the Country Office Strategy 2026–2030**, while strengthening internal coherence around partnership engagement.

Specific objectives are to:

1. Define a **prioritized partnership engagement framework** for public sector institutions, private sector actors, and foundations aligned with CARE's **Respond, Sustain, and Rise** pillars.
2. Develop an **integrated partnership model** that articulates complementary pathways for systems influence, program collaboration, innovation, and co-investment.
3. Identify **high-leverage partnership opportunities** across CARE Philippines' priority sectors, rather than an exhaustive mapping of all potential actors.

Sustainable program financing and co-investment are understood as outcomes of effective partnerships, rather than the sole objective of the strategy.

3. Scope of Work

Phase 1: Partnership Landscape and Opportunity Analysis (Weeks 1–3)

The consultant will:

- Map key **public sector institutions** (national and relevant sub-national) aligned with CARE Philippines' Country Strategy and priority sectors (e.g., DSWD, DOH, DILG, DA, DTI, LGUs, relevant GOCCs).

- Map and **segment private sector actors** by type and relevance (e.g., large corporations, corporate foundations, sector-specific actors).
- Analyze trends in:
 - Public-private partnerships
 - CSR and ESG investments
 - Co-financing and co-investment mechanisms
- Review CARE Philippines' existing public and private sector partnership portfolio and extract lessons from peer organizations.
- Assess partnership opportunities against the **strategic priorities and operational shifts outlined in the Country Office Strategy 2026–2030**.
- Prepare an **opportunity matrix** distinguishing:
 - Short-term (0–12 months) high-potential opportunities
 - Medium-term (1–3 years) strategic partnership pathways

Phase 2: Partnership Strategy Design (Weeks 4–6)

The consultant will develop a **two-tier but integrated partnership strategy**, comprising:

1. Strategic Partnerships

Focused on:

- Policy influence and systems change
- Advocacy and thought leadership
- Ecosystem alignment with priority public sector institutions and multi-stakeholder platforms

2. Operational Partnerships

Focused on:

- Co-funded or co-implemented programs
- CSR/ESG-aligned initiatives
- Innovation pilots and delivery partnerships

The strategy will:

- Articulate how **strategic and operational partnerships reinforce each other** across the partnership lifecycle.
- Define CARE Philippines' **value proposition by partner type**, including:
 - **Public sector institutions** – policy influence, program collaboration, scale, systems strengthening
 - **Private sector actors** – ESG alignment, shared value, innovation, co-delivery
 - **Foundations** – strategic co-investment, learning, scaling impact
- Identify internal **capacity, systems, and process requirements** to operationalize the strategy.

Phase 3: Partnerships Framework and Tools Development (Weeks 7–9)

The consultant will draft a **Public and Private Sector Partnerships Framework**, designed for relevance and use across the **2026–2030 strategy period**, that sets out:

- Governance and decision-making structures
- Partnership lifecycle management (identification, assessment, approval, implementation, review, exit)
- Risk assessment and mitigation mechanisms
- Accountability and escalation pathways

The consultant will also develop **practical, lightweight, and scalable tools**, including:

- Partner profiling template
- Partnership tracker and scorecard
- Risk assessment and mitigation tool

All tools must integrate **gender equality, localization, accountability to affected populations, and safeguarding principles**, and be immediately usable by the Country Office.

Phase 4: Validation and Integration (Weeks 10–12)

The consultant will:

- Facilitate validation workshops with SMT and select stakeholders from the **public and private sectors** (e.g., public agencies, CSR networks, foundations).
- Refine and finalize the strategy, framework, and tools based on feedback.
- Deliver a **final presentation and implementation roadmap** for adoption and rollout aligned with the **Country Office Strategy 2026–2030**.

Validation will focus on **relevance, feasibility, and institutional ownership**.

4. Expected Deliverables

Deliverable	Description	Timeline
Inception Report	Workplan, methodology, consultation plan, and prioritization criteria	Week 1
Landscape & Opportunity Analysis	Public and private sector partner mapping and opportunity matrix	Week 3
Draft Partnerships Strategy	Integrated strategy aligned with the CO Strategy 2026–2030	Week 6
Partnerships Framework & Toolkit	Governance framework and practical tools	Week 9
Validation Workshop & Final Outputs	Workshop summary, final strategy, framework, tools, and executive summary	Week 12

5. Indicative KPIs Enabled by This Consultancy

These KPIs reflect **outcomes enabled by the strategy**, recognizing that some results will materialize beyond the consultancy period.

Focus Area	Indicator
Public Sector Engagement	≥3 formal partnership processes initiated (e.g., MoUs under discussion, joint concepts, structured engagement mechanisms)
Private Sector Collaboration	≥3 CSR/ESG or foundation partnerships initiated or positioned
Operational Partnerships	≥2 co-funded or co-implemented initiatives enabled within 12 months
Strategic Positioning	CARE Philippines' participation in ≥2 major platforms/events with qualified partnership leads
Institutionalization	Strategy endorsed by SMT and integrated into FY26 Resource Mobilization Plan
Capacity & Systems	At least 2 internal learning sessions conducted; partnership tracker operational and reviewed quarterly

6. Consultant Qualifications

- **Minimum 5 years' relevant experience** in public–private partnerships, cross-sector collaboration, partnership strategy development, or related areas.
- Demonstrated experience engaging **public sector institutions and private sector actors**, including CSR/ESG-aligned initiatives and programmatic partnerships.
- Proven track record in **developing partnership strategies, frameworks, or comparable strategic products** for INGOs, development organizations, or the private sector.
- Strong understanding of the **Philippine public and private sector landscape**.
- Excellent analytical, facilitation, and communication skills.
- Experience working with INGOs operating in **federated or matrix structures** is an advantage.

7. Management and Oversight

The consultant will report directly to the **Country Director** and coordinate closely with the **Program Development and Partnerships Engagement Coordinator**.

The **Senior Management Team (SMT)** and **PQL Unit** will provide strategic and technical inputs, particularly during validation.

8. Level of Efforts and Payment Schedule

Payment schedule (deliverable-based):

- 20% upon approval of Inception Report
- 40% upon submission of Draft Strategy
- 40% upon approval of Final Framework and Tools

The final level of effort may be adjusted up to a **maximum of 45 working days**, subject to agreement and availability of funds.

Local travel and accommodation for consultations will be arranged and covered by CARE Philippines in accordance with CARE travel policies.

9. Application Process

Interested consultants or firms should submit by **15 February 2026**:

- Cover letter and CV(s)
- Technical and financial proposal (in PHP)
- At least two samples of relevant work

Applications should be sent to **Allan.Laraya@care.org**

Subject line: **“Consultancy – Public and Private Sector Partnerships Strategy & Framework”**