**Defining Global Advocacy Strategy for Multilateral Institutions**  
**Terms of Reference for Consultancy**

<table>
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<tr>
<th>Client: BRAC Ultra-Poor Graduation Initiative (UPGI)</th>
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<td><strong>BRAC USA Lead:</strong> Rasha Natour</td>
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<td><strong>Position:</strong> Consultant</td>
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<td><strong>Location:</strong> Flexible</td>
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<td><strong>Dates of Assignment:</strong> August 10, 2020 – November 10, 2020</td>
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<td><strong>Duration of Assignment:</strong> 3 months</td>
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### Background

The [BRAC Ultra-Poor Graduation Initiative](https://www.brac.org/ultra-poor) (UPGI) team is in the process of defining advocacy strategies to ensure poverty reduction policies and programmes at the global and national level reach and best serve the extreme poor. BRAC UPGI is wrapping up a 2019-2020 global advocacy strategy and is seeking to develop a more detailed understanding of the landscape and the initial board framework for an updated strategy for the next 4-6 years. The work will be done in consultation with key BRAC UPGI team members and under the direction of the BRAC UPGI Managing Director.

As the pioneers of the Graduation approach, BRAC has played a pivotal role in designing an innovative approach that breaks the poverty trap for the extreme poor for the long-term. This has implications for many of international development’s most pressing areas of attention; inequality, gender, sustainable livelihoods, food security, climate resilience. Given the effectiveness of the Graduation approach, BRAC UPGI will increase our focus on policy and systems change by promoting the adoption and scaling of the Graduation approach through engagement of country governments in 8-9 select geographies. This is a country ownership agenda. In addition to concerted efforts at the national level, BRAC UPGI will also work to shape the global agenda and influence multilateral stakeholders to integrate the Graduation approach into their poverty-reduction investments, strategies, programming and policies for the extreme poor.

### Description of Assignment

We are seeking a consultant to conduct a thorough landscape analysis of the broad ecosystem of multilateral institutions focused on poverty reduction, social protection, and sustainable development to inform BRAC UPGI's efforts to shape the global dialogue on extreme poverty. In addition, the consultant will develop an advocacy strategy for our target multilateral institutions (MIs), particularly the World Bank (WB), Asian Development Bank (ADB), and African Development Bank (AfDB), based on a landscape analysis for each multilateral institution. The
duration of this consultancy is three months, with deliverables due at different points. Further details are included in the deliverables section.

**Scope of Work**

BRAC UPGI is seeking a consultant to conduct a detailed landscape analysis and comprehensive advocacy strategy to inform how BRAC will shape the global dialogue towards uptake and wide-scale promotion and adoption of the Graduation approach among large-scale multilateral institutions, including the World Bank, Asian Development Bank, and African Development Bank. The consultant will deliver a landscape analysis of the multilateral ecosystem writ large, as well as a landscape analysis and advocacy strategy for key institutions, based on the results of the landscape analysis and are likely to include the WB, ADB, and AfDB. The consultant will be provided with background material, including the 2019-2020 advocacy strategy and other existing materials relevant to multilateral institutions and already developed by BRAC UPGI to support their orientation on the project and inform comprehensive deliverables.

The overarching landscape analysis should provide a thorough overview of this space, particularly those with a focus on extreme poverty, social protection (including cash transfers, public works, employment schemes), economic inclusion, human capital development, gender, and poverty alleviation initiatives. More details on what this should encompass is included in the Deliverables section below, but the landscape analysis should answer the following overarching questions:

1. Who are the major actors engaging and investing in the focus areas listed above?
2. What are the major trends and focus areas in this space?
3. What are the entry points and policy windows for influencing and for raising the visibility and increasing the buy-in of the Graduation approach?

In addition, BRAC UPGI is seeking a consultant to develop an advocacy strategy for our multilateral stakeholder engagement encompassing each target multilateral institution (e.g. WB, ADB, AfDB). The advocacy strategy will be based on a landscape analysis for each target institution. The landscape analysis will be used to develop a comprehensive advocacy strategy that answers the following questions:

1. Based on identified gaps/opportunities, what change goal should we pursue related to social and economic inclusion policies and programmes that will yield the most impact for the extreme poor? What is the main advocacy ask(s)?
2. Based on the advocacy ask(s), who are the primary and secondary targets, and partners and allies?
3. What are the main tactics and activities that will help us achieve the advocacy ask(s) and influence the primary targets?
4. What messaging will resonate most based on existing commitments and expressed priorities? Is there messaging that is divisive and should be avoided?
5. Are there any entry points/policy windows we should prioritize for influencing and positioning of BRAC and the Graduation approach?
6. Are there key events or fora that will increase the visibility of BRAC and the Graduation approach?

The advocacy strategy should include, but not be limited to, the following components: SMART policy change goals, key primary and secondary targets, partners and allies, and defined tactics and activities for each target institution.

Proposals should include mechanisms for obtaining feedback and response before completion of the work. The consultant will be expected to share updates regularly with the BRAC UPGI team throughout the three month consultancy. The consultant will also be expected to share a draft landscape analysis and advocacy strategy for feedback to be addressed before finalization.

Required Skills

- Consultant should be well versed in the international development ecosystem with a strong understanding of the role that multilateral organizations play in fighting poverty and supporting governments in addressing poverty
- Extensive experience with multilateral institutions, either in advocacy or operations capacities
- Prior experience in developing strategy inputs, either in advocacy or for programming
- Ability to pull together multiple sources of information and ask key questions highly desirable
- Strong writing and analytical skills required
- Women and minority consultants or women and minority-owned enterprises are encouraged to submit a bid.

Deliverables and Timeline

The deliverables are expected to be delivered in phases, with regular updates and draft deliverables shared with the BRAC UPGI team for feedback throughout the consultancy period. Please note that subsequent deliverables may be slightly adapted based on previous rounds of findings if needed.

The consultancy project is divided into two main deliverables which are closely related:

1. **Delivered in Month 1**: An landscape analysis for multilateral institutions with a focus on extreme poverty, social protection (including cash transfers, public works, employment schemes), economic inclusion, human capital development, gender, and poverty alleviation initiatives. The analysis should include, but is not limited to:
   - An overview of multilateral institutions and the major actors engaging in this space
     - This could include, but not be limited to, the following actors: UNDP, UNOSSC, WB, OCHA, FARA, AU, Africa Green Revolution, ADB, AfDB, ILO, WFP, IFAD, and FAO
A description of MI's ideological stances on social protection/economic inclusion. For example, do they apply a rights-based approach in their language or discuss social protection as it relates to livelihoods and economic growth.

An overview of patterns and trends in priorities and focus areas

A tiered mapping of the main multilateral institutions to indicate level of influence in this space

A tiered mapping of which multilateral institutions have a regional focus or significant investments in sub-saharan Africa and Asia

A tiered mapping of major convening spaces and events including conferences, coalitions, platforms, and communities of practice, noting those which are open to CSOs

Any entry points or policy windows for influencing or raising the profile of the Graduation approach as a solution to extreme poverty

Format: A Word document that includes an executive summary of major findings and recommendations

2. The consultant will also develop a two-part deliverable: a comprehensive landscape analysis for our target multilateral institutions (MIs), particularly the World Bank (WB), Asian Development Bank (ADB), and African Development Bank (AfDB), as well as an advocacy strategy for each multilateral institution based on the findings from the aforementioned landscape analysis.

**Delivered in Month 2:** A comprehensive landscape analysis for each target multilateral institution which includes the following elements:

- An overview of existing programmes and investments related to social and economic inclusion, and the extreme poor
- An overview of existing policies and strategies related to social and economic inclusion, and the extreme poor
- The departments/offices with a focus on extreme poverty, social protection (including cash transfers, public works, employment schemes), economic inclusion, human capital development, gender, and poverty alleviation initiatives
- An overview of each target MI's ideological stances on social protection/economic inclusion, noting any differences by departments/offices. For example, do they apply a rights-based approach in their language or discuss social protection as it relates to livelihoods and economic growth.
- Key decision-making processes and policy windows/entry points for influencing and visibility/positioning
- Key fora and events hosted by the multilateral institution, or where the multilateral institution is actively engaged including communities of practices, coalitions, working groups, and global and regional conferences and workshops.
- Stakeholders and spaces that influence the multilateral institution, including donors, NGOs, think tanks, etc
- A mapping of priority target geographies

Format: A Word document that includes an executive summary of major findings and recommendations
Delivered in Month 3: Following the finalization of the landscape analysis for target MIs, the consultant will be expected to deliver a detailed advocacy strategy for each target multilateral institution with clearly defined advocacy asks that includes:

- SMART policy change goals
- Specific primary and secondary targets
- Identified partners, allies, and influential stakeholders
- Defined tactics and activities
  - This should include any key events and fora to prioritize, as well as events we should host ourselves

Format: A Word document with the detailed narrative and background, accompanied by a visual chart, either in Word or Powerpoint (reference template can be provided)

Duration of the Consultancy

The Consultant will be working 3 months in the proposed assignment between August 10, 2020 and November 10, 2020.

How to Apply:

Applicants should submit complete proposals to saru.duckworth@brac-upgi.org. Proposals should include complete contact information including name, email, and phone number, as well as the applicant’s expected compensation for the consultancy.