UNICEF State of Palestine
TERMS OF REFERENCE
FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title | ECW/MYRP Advocacy and Resource Mobilization Consultant
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Purpose | Development of the Palestine ECW/MYRP advocacy and resource mobilization strategy, the corresponding implementation plan, and the financial investment case for ECW/MYRP fundraising
Location | This consultancy will be conducted at distance, remotely
Reporting to | Programme Manager, ECW/MYRP Programme Management Unit
Duration | 30 working days within 3 months from the contract issuance date
Start Date | Estimated from 30 November 2020 to 28 February 2021

I. PART ONE – External

1. Background

Education Cannot Wait (ECW) - the first global multilateral fund dedicated to education in emergencies and protracted crises - is funding the Palestine Education Cannot Wait/Multi-Year Resilience Programme (ECW/MYRP) 2019-2021. The ECW/MYRP is a multi-year resilience investment window that addresses longer-term needs through multi-year joint programmes in protracted crises, enabling humanitarian and development actors to work together on delivering collective education outcomes.

In Palestine, the ECW/MYRP partners are the Ministry of Education, UNICEF, UNDP, UNESCO, UNRWA and Save the Children who assist the most vulnerable children and youth in desperate need of educational support, either in danger of, or already missing out on their education. The programme focuses on systems strengthening for emergencies and improving quality student learning, as well as crucial access to education and protection through three programme outcomes of Safe Access to School, Quality Education, and Capacity Development. The Programme Management Unit (PMU), housed in the UNICEF Palestine Office, provides management and coordination support to the ECW/MYRP partners.

There are approximately 1.3 million children enrolled in 2,963 primary and secondary level schools in the State of Palestine (2,249 schools in West Bank and 714 in Gaza)¹. Of this population, almost half a million children need humanitarian education assistance. It is within this population of nearly 500,000 that the ECW/MYRP Programme targets the most vulnerable and marginalized children since they reside in the areas most impacted by the Israeli occupation. Both girls and boys face obstacles to access education and at times cannot participate regularly in learning activities due to restrictions in movement, distance from school, military check points, harassment and sometimes violence by Israeli settlers, arbitrary detention, limited or debilitated school infrastructure, and lack of classroom space and materials. In addition to the education related obstacles, these same communities experience the highest levels of poverty, unemployment and limited access to services and resources, and are isolated in a manner that increases traditional practices such as child marriage that impact negatively especially on girls. As a result of these combined obstacles, girls and boys suffer trauma and experience developmental challenges, which if left unaddressed will negatively impact their educational attainment. For students with disabilities, such negative consequences are compounded by their need for assistive devices and customized learning supports that are largely unavailable due to financial constraints and shortage of properly trained teachers. The cumulative result is a significant student population that is vulnerable, out-of-school, without effective monitoring, psychosocial support and specific skills relevant for their specific educational and developmental

¹ Education Management Information System (EMIS) 2018/19
2. Purpose of the Assignment

The purpose of this assignment is to technically assist the Palestine ECW/MYRP partners to advocate and mobilise more resources for the education needs of the most vulnerable and marginalized children in the country, through developing the Palestine ECW/MYRP advocacy and resource mobilization strategy and its corresponding implementation plan, the Palestine ‘financial investment / business case’ and the related fundraising and advocacy tools and products.

The advocacy and resource mobilization strategy and the financial investment case will strengthen the advocacy and fundraising efforts of the ECW/MYRP to advocate for greater and more sustainable support to education, indicating clear gaps and needs in the country, and also the cost of the ‘in-action’ if additional funds are not available. The produced documents are expected to support the ECW/MYRP partners’ resource mobilization efforts targeted at the established and new donors as well as private sector enterprises and foundations, as relevant.

3. Major Tasks to be accomplished:

The selected consultant is required to conduct the following key tasks to develop the advocacy and resource mobilization documents:

1. Prepare and present a detailed inception plan on how to take the assignment and the production of the proposed deliverables forward, including a work schedule.

2. Conduct of a desk review, interviews/meetings with the key stakeholders and overall analysis of the available ECW/MYRP Palestine programme documents and reports, in order to understand the Palestine education context, and the progress, results, strengths and weaknesses of the ECW/MYRP Programme so far, including analysis of funding gaps and the available data towards developing compelling advocacy and resource mobilization messages. This work should include cost-benefit analysis and cost-of-inaction analysis to develop a solid case to donors for investment in the Palestine ECW/MYRP. The analysis could include some assessment on the aspects of risks and mitigation measures associated with investment and implementation and delivering services for education in emergencies in Palestine, paying special attention to inclusion and gender considerations. The consultant can also use other existing literature, research studies and data, in order to:
   a) Answer the question: why invest in education and particularly ECW/MYRP in Palestine. This may include analysis and messaging of the strengths, results, and progress of ECW/MYRP so far, and its comparative advantage, e.g. in terms of the COVID-19 response, the beneficiaries reached, the humanitarian/development nexus, joint programming, the MYRP model, etc.
   b) Integrate the information and estimated costs from the analysis into the case for investment, and to determine how much resources, for what and why are needed for ECW/MYRP.
   c) Determine the cost of not acting and not funding a programme such as ECW/MYRP in Palestine.

3. Based on the above desk review and analysis:

   a) Develop an overall vision and advocacy and resource mobilization strategy for ECW/MYPR in Palestine, including a corresponding concrete and realistic fundraising implementation plan. The implementation plan should suggest how the stakeholders can best take the strategy forward in practice, e.g. through specific actions and activities such as events, meetings, messaging and products that the ECW/MYRP partners should
engage themselves in, for advocacy and resource mobilization. This should also include suggestions for targeting specific donors (traditional and non-traditional and/or the private sector actors) globally and in-country. Hence, some analysis of the donor profiles and donor prospects is needed, to identify the potential and best fit investors for Palestine ECW/MYRP, to leverage the core and prospective donors and their existing and increased support for equity and gender in education. In summary, the implementation plan needs to illustrate how the financing and leveraging of resources are done to secure sufficient investments at the global and/or at the in-country level for Palestine.

b) Develop a financial investment case or business case to advocate and ‘sell’ the Palestine ECW/MYRP for resource mobilization and to be able to tell a convincing story to the interested donors.

4. Develop short and concrete resource mobilization and advocacy templates and tools (‘a marketing package’) to the ECW/MYRP partners, for example: 1. a key donor proposal, 2. a short and attractive advocacy document, 3. a factsheet, 4. a brochure/e-pamphlet, 5. a human interest story or photo essay, 6. guidance for external messaging, e.g. for Tweeting. The specific products and their format will be discussed and agreed between the consultant and the PMU.

All developed products should respect the global ECW branding guidelines and the Palestine ECW/MYRP communication guidelines, and other global ECW policies and guidelines.

All activities will be carried out in a participatory and consultative manner.

Coordination and collaboration will be necessary with the UNICEF Palestine office-wide ‘partnership and resource mobilisation strategy’ development exercise. This includes sharing information and avoiding duplication, particularly regarding meetings and interviews with same stakeholders among the UN agencies, the donor community and within the UNICEF Palestine office.

4. Deliverables and deadline(s) for submission:

Each deliverable will be reviewed and cleared by the ECW/MYRP Programme Management Unit and the partners, and hence time and flexibility need to be allocated for the review/revision processes for each deliverable. The below tentative deadlines have considered this, which should also be reflected in the inception plan (deliverable 1).

(Based on the tentative start date of 30 November 2020)

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>DELIVERABLE</th>
<th>ESTIMATED NUMBER OF DAYS</th>
<th>TENTATIVE DEADLINE</th>
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<tbody>
<tr>
<td><strong>PHASE 1</strong></td>
<td><strong>1. Inception plan</strong></td>
<td>2</td>
<td>3 December 2020</td>
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<td>Develop an inception plan with detailed process, schedule and workplan for the development of the advocacy and resource mobilization deliverables, including indicative structures of key documents.</td>
<td><strong>2. Desk review and analysis document</strong></td>
<td>4</td>
<td>23 December 2020</td>
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<td>Conduct desk review, meetings, interviews and analysis of programme documents to gather background information for preparation of the advocacy and resource mobilization strategy and the ‘business case’.</td>
<td><strong>3. Advocacy &amp; resource</strong></td>
<td>9</td>
<td>10 January 2021</td>
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<tr>
<td>Activities</td>
<td>Deliverable</td>
<td>Estimated Number of Days</td>
<td>Tentative Deadline</td>
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<tr>
<td>implementation/action plan suggesting how the strategy should be put into practice and proposing specific fundraising actions and activities.</td>
<td>mobilisation strategy</td>
<td></td>
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<td>Produce an annotated outline of the business/financial investment case, outlining key components, e.g. purpose of the case, its alignment to the analysed information, targeted donors and champions.</td>
<td>4. Annotated outline of the financial investment case</td>
<td>1</td>
<td>20 January 2021</td>
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<td>Complete the draft business/financial investment case document of not more than 20 pages, as per the outline and agreed details.</td>
<td>5. Draft financial investment case</td>
<td>6</td>
<td>31 January 2021</td>
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<td>Solicit and integrate feedback in the draft business case from PMU, partners, ECW Secretariat, donors and other stakeholders.</td>
<td>6. Improved financial investment case</td>
<td>3</td>
<td>10 February 2021</td>
</tr>
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<td>Provide 1-2 pages outlining key points of the feedback received.</td>
<td>7. 'Marketing package' with resource mobilization and advocacy templates and tools</td>
<td>3</td>
<td>14 February 2021</td>
</tr>
<tr>
<td>Prepare agreed resource mobilization and advocacy tools and templates ('a marketing package') ahead of the final business case with external facing messaging, e.g. key donor proposal, short and attractive advocacy document, factsheet, brochure/e-pamphlet, human interest story/photo essay, guidance for external messaging / for Tweeting.</td>
<td>8. Final financial investment case</td>
<td>2</td>
<td>24 February 2021</td>
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**Total days for two phases** 30

**Frequency of Reports:**

The consultant will have weekly online meetings with the supervisor/PMU for reporting progress. No separate written progress reports will be required as the assignment is focused on and paid against the specific deliverables.

**Recourse:** UNICEF/PMU reserves the right to terminate the contract and/or withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines, if the rules and the regulations regarding confidentiality, ethics and procedures of UNICEF/PMU and the partners are not followed.

The consultant must respect the confidentiality of the information handled during the assignment. Documents and information provided must be used only for the tasks related to these terms of reference. The deliverables will remain the copyright of UNICEF/PMU.
1. **Estimated duration of contract and Tentative Dates**

**Duration:** 30 working days within a 3-month period, from the start date of the contract  
**Dates:** 3 months from the start date of the contract, the estimated dates from 30 November 2020 to 28 February 2021. The consultant will organize his/her time accordingly.

2. **Cost and Terms of Payment:**

The consultancy will be for 30 working days within the period of late November 2020 - February 2021. The consultant will organize his/her time accordingly.

Candidates should submit a financial proposal for the assignment, outlining all-inclusive fees (including professional fees and other professional expenses, insurance etc.)

The agreed fee for 30 days will be paid to the consultant in 2 equal installments on receipt of the agreed deliverables above:

- Payment 1 for phase 1: Advocacy and resource mobilization strategy including implementation plan (deliverables 1-3);
- Payment 2 for phase 2: the drafts and final version of the Palestine financial investment case and the related advocacy and resource mobilization tools and templates (deliverables 4-8).

3. **Duty Station:** Remote work / Home

The consultancy will be home-based and completed remotely. However, the consultant will be expected to participate in regular virtual calls/meetings with the ECW/MYRP Programme Management Unit in East Jerusalem and will be expected to provide and use his/her own ICT equipment. The consultant will also use his/her own ICT equipment to arrange or participate in other relevant online ECW/MYRP meetings, calls and interviews with the ECW/MYRP partners, donors, ECW Secretariat and key stakeholders to gather information and inputs.

4. **Official Travel Involved:** Not required. Remote work with regular online meetings with the supervisor and the Programme Management Unit, and online meetings with the relevant partners, stakeholders, donors and other key informants who can provide important background information to the assignment.

5. **Qualification or Specialized Knowledge/Experience Required:**

The Consultant should have:

**Qualifications:**
- Master’s degree or equivalent in political/social sciences, economics, public policy, statistics, international development, or related fields.
- Specific training, knowledge or expertise in Education in Emergencies, resource mobilization and advocacy/communications beneficial.

**Experience:**
- At least 7 years' professional experience in one or some of the following: resource mobilization, advocacy, communications, economics, public policy, socio-economic development, market analysis and international development.
Education in Emergencies professional experience is desirable.

- Experience in analysis of humanitarian and development programmes, reviewing and summarizing quantitative and qualitative information and report writing.
- Experience in resource mobilization and development of business cases and cases for investment in humanitarian and development settings.
- Experience in overseeing the development of infographics and visual representations to effectively explain strategy, processes and approaches.
- Experience in and understanding of how the humanitarian clusters function, especially for sectors related to education and protection in emergencies.
- Experience in and understanding of multi-year approach to programming in emergencies.
- Knowledge from engagement in Sustainable Development Goal (SDG) 4, G7 Declaration for Girls and Women Education, (United Nations Girls Education Initiative (UNGEI), Global Partnership for Education (GPE), Global Campaign for Education (GCE), Education Cannot Wait (ECW) or other major efforts to advocate and promote access to quality education for children and youth.

- Experience working with graphic designers.
- Familiarity with the context of Palestine.

**Language:**

- Highly proficient written and oral skills in English with the demonstrated ability to draft reports, strategies, business cases and advocacy materials in a clear and compelling manner; experience in copy-editing.
- Knowledge of Arabic is of advantage.

**Other competencies:**

- Excellent organizational and communication skills.
- Strong analytical and research skills.
- Ability to work independently, against tight deadlines.
- Able to share samples of previous work.

**Core values:**

- Care, Respect, Integrity, Trust and Accountability

**Core competencies:**

- Communication
- Working with people
- Drive for results