

## ANNEXURE A

### Terms of Reference

#### **Advisory and Facilitation Services to Support Development of the IWMI Organizational Growth Strategy**

##### **1. Request for Services**

IWMI is seeking consulting services to advise and facilitate development of the IWMI Organizational Growth Strategy and implementation Plan. This internal strategy is complementary to the IWMI Strategy 2024-2030 and the IWMI Partnerships Strategy and Action Plan which are both currently under development.

##### **2. Background**

The International Water Management Institute (IWMI) is an international, research-for development organization that works with governments, civil society and the private sector to solve water problems in developing countries and scale up solutions. Through partnership, IWMI combines research on the sustainable use of water and land resources, knowledge services and products with capacity strengthening, dialogue and policy analysis to support implementation of water management solutions for agriculture, ecosystems, climate change and inclusive economic growth.

IWMI is headquartered in Colombo, Sri Lanka, with 10 Country Offices across Asia and Africa.

IWMI is a member of the CGIAR System, a global research partnership dedicated to transforming food, land, and water systems. CGIAR Research Centers, through the 'One CGIAR' reform process, are deepening their collaboration to form an integrated partnership in order to act in a more integrated way to tackle the complex and interconnected challenges to food, land, and water systems in the 21st century, and their interrelationships with climate change mitigation and adaptation; to thereby better deliver on their individual mandates; and to successfully implement the shared [2030 CGIAR Research and Innovation Strategy](#). Within the One CGIAR structure, IWMI leads and is embedded in the One CGIAR Water Systems department.

IWMI face challenges in its efforts to achieve its mission and deliver a growth trajectory of at least doubling revenue over the next five years and reaching more countries in not only Asia and Africa but at a global scale. The challenges include: a) the need to better integrate IWMI's research for development portfolio with a global and country context, b) how to better connect across the research for development pathway from discovery to partnerships for impact; c) the partnership model which needs strengthening especially the engagements with governments and the private sector; d) designing and implementing a suitable organizational structure adapted to fit the changing research priority and establishing core competencies for leadership and staffing; e) the need to improve how planning is organized and connected across the organization ensuring that financial sustainability and growth is a critical component of the planning cycle.

See [www.iwmi.org](http://www.iwmi.org)

See [www.cgiar.org](http://www.cgiar.org)

IWMI has been mandated by the IWMI Board of Governors to develop an Organizational Growth Strategy which will establish the roadmap of at least doubling the size of the organization over a 5-year period. This desire for organizational growth reflects the urgent need for IWMI, as one of only two international organizations dedicated to water security, to play a more significant role at a country and global level in addressing current and future global water security challenges.

The Organizational growth strategy is principally an internally-facing document setting out the growth pathway for IWMI, including business development and institutional systems changes.

### **3. Objective of the Consultancy**

IWMI is seeking a consultant that will coordinate, facilitate and advise throughout the development of IWMI Organizational Growth Strategy. The process will involve the preparation of Six Working Papers (outlined in Section 4) which are key inputs for the development of the Organizational Growth Strategy and implementation plan. Small Internal IWMI Working Groups will be established to lead the writing of each of the Working Papers.

Given the concurrent development of IWMI's 2024-2030 Strategic Plan and CGIAR Water Unit Strategy, a coordination mechanism will be established to ensure alignment. The IWMI Management Team will oversee the process (providing updates to the IWMI board) and may also engage an external advisory panel at stage-gates.

IWMI is seeking a consulting firm to provide coordination and advisory services over a 7-month period beginning in June 2023.

### **3. Tasks**

1. *Process design* – Review the organizational Growth roadmap (Section 5) and design a strategy development process that will meet expectations of the IWMI Management Team and One CGIAR Board members. The process design will also confirm the scope of each of the Working Papers and structure of individual working groups.
2. *Facilitation and advisory support for the development of the Six Working Papers* – Guide and facilitate implementation of the Six Working Papers, including through:
  - provision of regular and timely strategic advice
  - design and facilitation of working group meetings
  - Provide editorial advice and support to an IWMI-led Working Group writing teams
  - collation and synthesis of inputs for the Working Papers
3. *Facilitation of “Bringing it all together workshop”* – This workshop will take place after the completion of the Six Working Papers and will be attended by the IWMI Management Team and Working Group Leaders. The purpose of the workshop will be to consolidate working paper findings as primary inputs for the Organizational Growth Strategy.
4. *Preparation of the Organizational Growth Strategy and Implementation Plan* – Guide and facilitate the development of the Organizational Growth Strategy and Implementation Plan, including through:
  - provision of regular and timely strategic advice

- design and facilitation of working group meetings
- Provide editorial advice and support to an IWMI-led writing team
- In coordination with IWMI's communications unit, support the drafting, design and layout of the Organizational Growth Strategy and Implementation Plan including associated summary powerpoint presentations.

5. *Project management* – Manage the strategy development process to ensure timely completion of milestones.

#### **4. Expected Deliverables**

1. Report on process design, including roadmap with milestones, interim outputs, and project management plan

2. Six Working Papers no more than 15 pages each and accompanied with summary powerpoint presentations. The Working Papers include:

- Working Paper 1: What is the Market / What is the ideal size of IWMI? - *Analysis of the market related to water security in the international development sector and assessment of revenue target that is appropriate for IWMI's mandate*
- Working Paper 2: Protect and Grow: Growth in existing markets / regions - *Analysis of existing IWMI markets and geographies and assessment of opportunities for growth within these existing markets*
- Working Paper 3: Invest and Test: New geographies and/ or new research-for-development offerings and services - *Analysis of opportunities to enter new geographies and new research-for-development offerings or services.*
- Working Paper 4: Alliances for Growth within and beyond CGIAR - *Analysis of growth opportunities within One CGIAR as well as strategic alliances with existing / complementary institutions / organizations.*
- Working Paper 5: Current Constraints for growth & approaches to address these constraints - *Analysis of existing internal and external constraints to growth and recommendations of how to address these constraints*
- Working Paper 6: Growth Readiness – Governance, institutional and operational requirements for growth - *Analysis of governance, institutional and operational requirements to be put in place in order for IWMI to achieve desired organizational growth*
- “Bringing it all together Workshop” Summary Recommendations Report
- Organizational Growth Strategy
- Organizational Growth Implementation Plan

These outputs will document the differentiated but aligned strategic priorities and direction-setting of IWMI and One CGIAR Water Systems. They will be explicit about and build on the comparative advantage of IWMI and CGIAR in relation to research-for-development on water management.

## 5. Draft Strategy Roadmap – Organizational Growth Strategy

Activities	Outputs	Months											
		J	J	A	S	O	N	D	J				
Strategy process planning design/ roadmap	Roadmap ToR – internal working groups ToR - external advisory committee (TBC) Coordination Mechanism with IWMI 204-2030 Strategy Plan Process	■											
Working Paper 1: What is the Market / What is the ideal size of IWMI?	WP1 (including outputs of IWMI Strategy Plan Working Paper on Foresight)		■	■	■								
Working Paper 2: Protect and Grow: Growth in existing markets / regions	WP2 – Analysis of existing IWMI markets and geographies and assessment of opportunities for growth		■	■	■								
Working Paper 3: Invest and Test: New geographies and/ or new research offerings and services	WP3 – Analysis of opportunities to enter new geographies and new research offerings or services.		■	■	■								
Working Paper 4: Alliances for Growth within and beyond CGIAR	WP 4 – Analysis of growth opportunities within One CGIAR as well as strategic alliances with existing / complementary institutions / organizations.		■	■	■								
Working Paper 5: Current Constraints for growth & approaches to address	WP 5 – Analysis of existing internal and external constraints to growth and recommendations of how to address these constraints		■	■	■								
Working Paper 6: Growth Readiness – Governance, institutional and operational requirements for growth	WP 6 – Analysis of governance, institutional and operational requirements to be put in place in order for IWMI to achieve desired organizational growth		■	■	■								
Bringing it together workshop (Management Team and lead consultant and/ or IWMI Board Water Caucus)	Consensus building workshop to discuss and confirm key recommendations from each working paper.				■								
Drafting of strategy	Draft Strategy					■							
Internal / External consultations on draft	Summary of consultations						■						
Board feedback on draft strategy	Feedback comments							■					
Revisions of strategy	Final Strategy								■				
Board endorsement of final strategy	Endorsement of strategy									■			
Development of implementation plan	Implementation Plan										■		