

ANNEXURE A

Terms of Reference

Advisory and Facilitation Services to Support Development of the IWMI and One CGIAR Water Systems Strategies 2024-2030

1. Request for Services

IWMI is seeking consulting services to advise on and facilitate development of the complementary IWMI and One CGIAR Water Systems strategies, including learning on the effectiveness of the IWMI Strategy 2019-2023 for organizational 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.

The current [IWMI Strategy 2019-2023](#) will conclude at the end of 2023 after 5 years of implementation. Development of a new strategy, to be ready for launch in 2024, is underway based on the mandate for strategy renewal set by the IWMI Board of Governors, to:

"... develop both an institutional strategy for IWMI and a system-wide One CGIAR Water Systems strategy, in a manner that ensures that both strategies are complementary and mutually supportive of one another and that they run through 2030 consistent with the One CGIAR R&I Strategy. These new strategies are to be launched not later than the end of 2023."

3. Strategy Development Process

In addition to a set of outputs, the process of strategy development is intended to have benefits for organizational development for IWMI and One CGIAR Water Systems. The design of the process should therefore be guided by internal goals for strategy development, which include:

- deeper and sharper internal vision for organizational development of IWMI, and of Water Systems in One CGIAR
- buy-in and alignment of IWMI research leaders and staff
- buy-in and alignment of water-relevant research leaders and teams in other CGIAR Centers
- cross-CGIAR understanding of IWMI's mandate, expectations of a systems approach for water systems, and priorities for water systems science and R4D
- strengthened engagement and embedding of IWMI/CGIAR Water Systems at country/regional level, and
- priority setting to ensure we respond to external demands, draw in the work of other CGIAR Centers, and complement what other partners and stakeholders are doing.

In addition, the strategy development process is guided by a set of basic principles:

Values – our priorities are consistent with our organizational values – so our work gives priority to reducing poverty, achieving equality of women and men, and meeting the needs of vulnerable people;

Learning – we use learning, including from the current Strategy, to strengthen organizational development and performance;

Inclusive – we ensure inclusion in the strategy development process, including through meaningful internal dialogue;

Responsive – our strategy responds to the demands and priorities of external stakeholders in water systems;

Systemic – our strategy addresses water systems, and therefore complements the focus on food systems in much of the CGIAR, including by addressing needs for water systems research beyond water in food systems;

Mandate – our strategy is true to IWMI's Charter and the mandate provided by the IWMI Board.

4. Scope of the Strategy

The complementary IWMI Strategy and One CGIAR Water Systems Strategy will:

- build on the IWMI Strategy 2019-2023, rather than start from scratch, in order to provide continuity in organizational development
- ensure consistency with agreed One CGIAR integration, including alignment to the One CGIAR Research and Innovation Strategy
- continue to strengthen relevance to global priorities, and therefore IWMI's mandate as the only international research organization dedicated to water security
- ensure that there is an appropriate focus and ambition for continuous improvement of research quality while targeting systemic change for increased impact at scale
- include a basic framework for measurement of organizational performance against the strategy, and

- mutually reinforce the complementary strategies for organizational growth and for sustainability that are under concurrent development.

5. Preliminary Roadmap

A set of inputs to support strategy development have been prepared or are in preparation; these include:

- a stakeholder-driven set of [high-ambition missions for inclusive, science-based action on water security](#), developed by the IWMI-led Transformative Futures for Water Security initiative
- an internal horizon-scanning exercise
- assessment of strategic priorities and needs at country and regional level

In addition, the IWMI Annual Research Meeting, planned for May 29 – June 1 provides an opportunity for strategic dialogue among IWMI and CGIAR staff.

Expected milestones in the strategy development process are:

- Initial strategic framework, based on inputs and internal co-development (June 2023)
- External consultations, at World Water Week and at country/regional level (August 2023)
- Draft strategy documents (September 2023)
- Feedback from internal stakeholders, CGIAR leadership and IWMI Board (October 2023)
- Strategy documents finalized for Board endorsement (November 2023)
- Final revisions and publication (December 2023)

6. Expected Outputs of the Strategy Process

The strategy process will generate two principal outputs:

1. The IWMI Strategy 2024-2030 – core strategy document
2. One CGIAR Water Systems Strategy – companion document

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

These will be complemented by outputs being developed through other processes not addressed by this Terms of Reference:

3. Organizational growth strategy – principally an internally-facing document setting out the growth pathway for IWMI, including business development and business systems changes
4. Sustainability Strategy – strategy for meeting commitments to the UN Global Compact, including application of SBTi to net zero commitment

7. Tasks

1. *Process design* – Review the strategy roadmap and design a strategy development process that will meet expectations, including:

- shared internal ownership among IWMI staff and One CGIAR Water Systems based on co-development
 - integration of high ambition missions from the Transformative Futures initiative
 - responsiveness to country and regional-level priorities, and to critical emerging issues at global level
 - participation of water-related science leaders in other CGIAR Centers and One CGIAR Science Groups
 - strategic dialogue with leadership in the Systems Transformation Science Group and with One CGIAR leadership to enhance understanding and support for water systems science in CGIAR
 - consultations with external stakeholders
 - engagement of the IWMI Board to build co-ownership
2. *Learning for organizational development* – Lead a learning exercise with staff and selected external stakeholders to evaluate the effectiveness of the IWMI Strategy 2019-2023 for organizational development, addressing:
- What were expectations for the strategy and what progress has been achieved?
 - What results have enhanced IWMI’s response to global water challenges and what gaps in performance reduce IWMI’s relevance at national, regional and global levels?
 - What changes in the implementation of IWMI Strategic Programs will lead to research for development that better supports a transformative agenda and stronger program outcomes?
 - Are there strategic ambitions that are possible now for IWMI but were not previously?
3. *Strategy architecture* – In close consultation with IWMI senior leadership, design a basic purpose-driven architecture for the IWMI and the complementary One CGIAR strategies 2024-2030, integrating *inter alia*:
- full alignment to the mandate given by the IWMI Board
 - alignment to the One CGIAR Research and Innovation Strategy
 - clear articulation of how the strategy will be used
 - an outcome-oriented (and/or mission-driven) framework for goal setting
 - performance benchmarking
4. *Facilitation of process implementation* – Guide and facilitate implementation of the strategy development process, including through:
- provision of regular and timely strategic advice
 - design and facilitation of meetings and workshops
 - collation and synthesis of inputs to strategy development gained at each step
5. *Editorial services* – Provide editorial advice and support to an IWMI-led writing team that will draft the strategy documents. Lead writing and production of 4-8 page summary of the strategy documents.
6. *Communication and design services* – In coordination with IWMI and One CGIAR communications units:
- develop a communications plan for launch of the strategies

- create communications materials for use in promotion of the IWMI and One CGIAR Water Systems strategies, including presentation, infographic and publication designs.
7. *Project management* – Manage the strategy development process to ensure timely completion of milestones.

8. Deliverables

1. Report on process design, including roadmap with milestones, interim outputs, and project management plan
2. Report on learning from the IWMI Strategy 2019-2023, including recommendations for the 2024-2030 strategy.
3. Strategy architecture for the IWMI and complementary One CGIAR Water Systems strategy to provide a scaffold for full strategy elaboration.
4. Meetings and workshops to implement the process design, and documentation of results from each as inputs to full strategy elaboration
5. Review and editing of draft strategy documentation produced by the IWMI-led writing team, including strategic advice
6. Communications plan for launch of the IWMI and One CGIAR Water Systems strategies, and graphical and publication design for strategy promotion, including Powerpoint slides, infographics and publication layout.