



## **TERMS OF REFERENCE FOR A SOLICITED WRC PROJECT**

<b>KEY STRATEGIC AREA:</b>	<b>1&amp;2 (Water resources and ecosystems)</b>
<b>THRUST</b>	
<b>PROGRAMME</b>	
<b>TITLE</b>	<b>Supporting social learning and knowledge management within the Ecological Infrastructure for Water Security Project</b>

### **Rationale:**

The Ecological Infrastructure for Water Security Project (full title Unlocking Biodiversity Benefits through Development Finance in Critical Catchments) is led by the Development Bank of Southern Africa and the South African National Biodiversity Institute, with funding from the Global Environment Facility. This five year project, to be implemented by a range of partners, focuses on improving water security by integrating biodiversity and ecosystem services into planning, finance and development in the water sector. The project is organised into three interdependent components:

1. Systemic changes to better enable biodiversity and ecosystem services to contribute to improved water security;
2. Demonstration of proposed approaches in the Berg-Breede and uMngeni River catchments; and
3. Improving the integration of biodiversity and ecosystem services into the water value chain through social learning, credible evidence and knowledge management.

The Water Research Commission (WRC) is responsible for implementation of the third component. This component seeks to change the way targeted public and private sector stakeholders and decision-makers engage with, think about and integrate ecological infrastructure<sup>1</sup> into water sector development planning and finance. Component 3 will draw from the knowledge generated through the other components, as well as experience external to the project, in order to support and enable the effectiveness of project interventions through social learning.

Core to this component is knowledge management and exchange, by which value is generated from knowledge-based assets and communities of practice in an effort to address new challenges and develop solutions. Emphasis is also placed on social learning as a process through which key actors and society become aware of the discontinuities they are facing and learn to engage with them to make more informed choices. This component therefore requires an understanding of how social change comes about, in order for it to strengthen the co-generation and sharing of knowledge, and the likelihood of knowledge being taken up and applied within a range of contexts. Emphasis will be placed on social learning as a core ongoing process both among the partners within the project and with the broader

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<sup>1</sup> Defined as naturally functioning ecosystems that generate and deliver valuable services to people

relevant communities of practice. The component is an essential part of the sustainability of the project, working to deepen capacity in existing organisations and networks in the water and biodiversity sectors.

The approach to be taken in component 3 will be guided by a strategy developed with stakeholders and partners. It will set out the conceptual framing, strategic interventions and implementation plan to enable robust knowledge management and social learning necessary for the change the project seeks. Focus will also be placed on enhancing the replicability and post-project sustainability of systemic project interventions.

Through the development of the strategy the relationships between stakeholders will be mapped, and their interests in, incentives for and constraints to integrating ecological infrastructure into water sector planning, finance and development characterised. This will provide a basis for developing the strategy.

The strategy will be designed with relevant stakeholders to:

- (a) strengthen the process of learning and working together within the project;
- (b) surface relevant existing knowledge;
- (c) identify a coherent set of priority activities to be undertaken through component 3 of the project;
- (d) identify, map and assess current or potential partners and enablers that could influence the effectiveness and uptake of the project;
- (e) develop an approach to maximise the uptake of the project and its findings by identified partners and enablers;
- (f) outline the evidence base required to demonstrate the value of ecological infrastructure to key stakeholders and identify the most appropriate options for generating this evidence;
- (g) ensure alignment and synergy with relevant existing knowledge management and social learning initiatives; and
- (h) track the uptake of project approaches, successes and findings by key role-players.

The work envisaged in these terms of reference will consist of two distinct phases:

- 1. A research-oriented phase focusing on strategy development
- 2. An implementation support phase to ensure continuity, provide expert advice and support the ongoing review and adaptation of the strategy.

The full project document is available [here](#) and the current updated version of the project's Strategic Results Framework is available [here](#).

### **Objectives:**

#### **General:**

Support the development and implementation of a strategy to enable social learning and knowledge management for the Ecological Infrastructure for Water Security Project, in order to enable the desired systemic changes and enhance the replicability and post-project sustainability of project interventions.

#### **Specific:**

##### Phase 1:

- 1. Develop an appropriate conceptual framework for social learning within the project team as well as within the wider set of project stakeholders, supported by review of relevant literature and lessons learned from other initiatives
- 2. In conjunction with project partners, design a process for strategy development that includes, as a minimum, situation and stakeholder analyses that build on and refine the information contained in the approved Project Document.

3. Develop a stakeholder database and tracking tool that outlines the project related role-players, their relationship to the project and the evidence base/materials that would support their uptake of the project, as well as tracks their project engagement over time.
4. Employing an iterative, consultative approach involving at least one workshop and other stakeholder engagements, develop a concise project strategy for social learning and knowledge management that provides an approach and set of methods specifically tailored to the project and its objectives.
5. Develop an accompanying implementation plan that spells out specific activities, resource requirements, responsible project partners/stakeholders, enabling conditions, dependencies and assumptions.
6. Develop a monitoring and evaluation framework for the strategy that feeds into and reinforces the social learning processes.

**Phase 2:**

1. For a period of three years subsequent to development of the strategy, enhance continuity between strategy development and implementation by providing support and expert advice to the WRC and component 3 working group on:
  - a. implementation of the strategy;
  - b. strategy review and adaptation; and
  - c. strengthening project team capacity for social learning and knowledge management.

**Deliverables:**

**Phase 1:**

1. Conceptual framework underpinning the strategy
2. Workplan reflecting the agreed process for strategy development
3. Stakeholder database, analysis and tracking tool
4. Draft strategy and implementation plan
5. Workshop/s with key stakeholders
6. Final strategy and implementation plan, including monitoring and evaluation framework

**Phase 2:**

1. Workplan for post strategy development handover and support (including participation in quarterly component 3 working group meetings (approx. 2 hours per meeting via Skype), support in planning and executing the annual strategy review session (1 day in Pretoria), and advisory support to the component 3 coordinator). Provision should be made for a maximum of 15 person days per year for this phase.
2. Progress reports

Note that the appointed team would have to work closely with the WRC component 3 coordinator in the project implementation process.

**Time Frame:**

Phase 1: 6 months

Phase 2: 3 years, starting from the completion of phase 1

**Total Funds Available**

R700,000.

Recommended split of R400 000 for Phase 1 and R 300 000 for Phase 2.