

Water for as Resilient Cities Leverage Asia

Questions and Answers “Water as Leverage for Resilient Cities Asia”

These questions have been answered by the Water as Leverage Call for Action team of the Netherlands Enterprise Agency (RVO.nl). Update: 22 May 2018.



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1 Introduction

Questions that have been send to WAL@rvo.nl and asked during the information meetings will be answered in this document. This will be published on <https://english.rvo.nl/waterasleverage>.

This Q&A document will contain a summary of questions and answers from the information meeting and those addressed to wal@rvo.nl. The Q&A document will be updated regularly until 3 working days prior to the closing date for bids. The identity of the questioner will not be disclosed.



2 Questions and Answers until 27 April 2018

2.1 Questions from the information meeting on 26 April 2018 in The Hague

Q1: What are the conditions of a bankable project?

A: The goal is to connect the best proposals for bankable implementable projects to funding opportunities and (co-)financiers, such as AIIB and FMO. The proposals must therefore be developed with a feasibility component and a preliminary costs benefits analysis to ensure the necessary evaluation for bankability. AIIB and FMO will help identify bankable projects during the workshops, support their development and open its capacity for implementation.

Q2: Are there already MoU's or agreements with local governments?

A: Water as Leverage focuses on pre-project preparation, which is a process focused on a collaborative design process. The local design workshops will help the teams to develop these design processes in close collaboration with local stakeholders and also to share ideas, information and data as well as discuss their conceptual designs/proposals with the local community and the other city team. Water as Leverage, through RVO.nl and the existing networks such as embassies, will simultaneously focus on the support of a fitting institutional environment for implementation.

Q3: Will there be a an appointed person in local government?

A: The Knowledge Support Track will enable teams to access existing data, networks and information. Local government representatives will be present during the local workshops and provide feedback on the institutional and policy environment in their respective cities. RVO.nl will liaise with local government representatives.

Q4: What's the legal framework for governance within teams?

A: The organisations within a team will manage their own organisation/project management. The contract will be awarded to one main contractor of the (winning) team, who is responsible for proper management and contracting of consortium members.

Q5: Do you facilitate matchmaking between Dutch and local parties as RVO?

A: There will be no active matchmaking by RVO.nl, but a LinkedIn Group was created to facilitate matchmaking. The Water as Leverage for Resilient Cities Asia – Team Meeting Spot can be found here: <https://www.linkedin.com/groups/13597329>

Q6: How much knowledge is available, how much needs to be created by team?

A: Expertise should be within the team. The Knowledge Support Track will facilitate exchange on policy, planning, existing studies, cultural sensitivities etc.

Q7: How can there be collaboration between teams if they also have to compete against each other?

A: There is no competition between the winning teams. There's only competition between proposals.

Q8: How to deal with similar urban water type projects local stakeholders work on?

A: Come up with an idea that fits in the local context and that's an addition to these projects and proposals that are already there.

Q9: Formal agreements on focus area?

A: The city of Semarang suggested to focus on the upstream area. The coastal area is rather occupied with projects and stakeholders already. This focus is not an obligation.

Q10: Maintenance of infrastructure and sustainability is taken care of?

A: The programme Water as Leverage is focussed on the pre-project preparation phase. End result is proposal for urban water project(s) with focus on physical infrastructure. Operation and



maintenance is important in the feasibility and implementation phase that are not part of the Water as Leverage programme.

Q11: Looking for out of the box solutions, but also focus on infrastructural solutions, how do they work together? Is a non-infrastructural project also an option?

A: Banks fund infrastructural projects. It's an open process to work towards the end result (proposal for urban water project(s) with a focus on physical infrastructure. The proposals will have to be integrated, so open to engineering as well as soft (or other) solutions.

Q12: To what extent will the in-kind contribution be part of the evaluation of proposals?

A: The in-kind contribution will be looked at under the award criteria 'The extent to which the Bid shows a clear approach to reach the deliverables as described in the Call for Action document (see paragraph 4.1), within the timeframe and budget of the Contract' based on the 'table of overall costs' of the 'Bid part 2_proposal format' document that have to be filled in.

Q13: It is possible to hand in multiple bids. Will one contractor possible be in three cities?

A: Yes, it is possible to apply for more than one city and/or for more than one proposal per city.

Q14: What's the scale of the proposals in time and size? Seen as a prototype?

A: This is open in the Call for Action. Scaling up and replicating are part of the award criteria (as mentioned in the Call for Action document): 'The extent to which this idea could address urban, water and climate change challenges in other cities (opportunity to replicate and scale up the proposals).'

2.2 Other questions received by mail or from the market consultation that are not processed in the final call for action documents

Q15: is there a geographical area within Chennai the team has to look at/the bid/proposal as to focus on?

A: No.

Q16: Can anyone individual, group of students or a community group from one of the cities submit a proposal?

A: Aim is to have international multidisciplinary teams. Individuals, students and/or community groups from the cities can be part of those teams. Expression of interest can be done through the LinkedIn Group for WaL teams: <https://www.linkedin.com/groups/13597329>

Q17: At a more practical level, will national/state/local government facilitate work permits/valid visa?

A: the team is responsible for arranging its own work permits/valid visa.



3 Questions and Answers until 18 May 2018

Q18: In-kind investments. What kind of investments? Is there a % of the € 200,000.00 for in-kind investment that applies to the consortium as whole (main contractor and subcontractors) To what extent subcontractors contribute to this or is it an internal consortium matter.

Q19: Financial conditions: The Contractor will perform the Services for a fixed aggregate fee of € 200,000.00 Are there any rules about calculating personnel cost at for instance actual salary rate or are we free to choose our own rates and overhead?

A: A fixed budget of €200,000 is available per team. The ambitions and quality standards of WaL process and deliverables are likely to require additional team investments (financial and/or in-kind). There is no required percentage of the lump sum for in-kind contributions.

Q20: In-kind contribution. On page 9 of the Call for Action document the in kind investment is mentioned referring to what is said about it in the WaL guidelines. In the guidelines almost the same sentence is used but not clearly explained how in-kind investment is dealt with in this Call. Could we receive some clarity about this?

A: The Approach described in the Bid will require sufficient time investments by specific Experts (introduced in the Bid). The evaluation of Bids received in the Call will be based on the match between approach-experts-time/budget.

Q21: Water as Leverage should lead to physical investments. Does FMO or AIIB have an idea of range of investments?

Related to question:

Q22: Participants in the call are invited to do 'in-kind investments' in this initiative as the budget is limited. However, when this Call for Action results in downstream work (that is the idea!), can RVO guarantee that the parties that took initiative can still participate in tenders for that work?

A: Water as Leverage is an open innovative process in which FMO and AIIB are partners. The range of investments is not pre-described and because of the character of the programme we cannot predict on beforehand if the end results of the teams will fit into the boxes of potential funders or will need more than one funder. For that reason, FMO and AIIB are participating in the programme from the very beginning.

Q23: Did you think of how to prevent double work and potentially double requests for information and collaboration to local governments between the two teams operating in one city? And if so, how?

A: A point of contact will be provided to the winning teams in the city of their choice and information between teams about ideas and conceptual designs will be shared during the local design workshops. Also RVO and partners 100RC and PfR will support teams to prevent unnecessary duplication of work. See also Q26 and Q27.

Q24: How is the process embedded in the concerned government planning procedures? For example for Bangladesh, clearance from ERD etc. would be required to ensure smooth implementation of feasibility studies.

A: Water as Leverage (WaL) is designed in such a way that local, regional and/or national governments are participants in the WaL pre-project preparation phase. Through their participation governments together with the teams can anticipate the local planning procedures during the pre-project design phase. WaL aims to run a process (through design workshops and stakeholder involvement) which paves the road for a smooth transition of proposals into the next phase of feasibility studies.

Q25: If we understand it correctly for each of the three cities, two parties will be selected to develop a project. Will this be a competitive process between these two



parties, in the sense that only one of the two outputs will be brought to maturity and be brought to the attention of IFIs like the AIB?

Q25 is related to question Q7, already published, in chapter 2 of this document:

Q7: How can there be collaboration between teams if they also have to compete against each other?

A: There is no competition between the winning teams. Only the bidding phase for entering WaL is competitive.

Q26: To what extent is cooperation between the two teams working in the same city encouraged in the pre-bid and bidding stage?

Q27: Can two or more proposal be coordinated during the bidding stage to achieve some form of complementarity from the start?

A: Teams are free to coordinate and/or cooperate during the bidding phase until 18 June, 12:00 CEST, the deadline for submitting the bids. Cooperation and coordination between teams is also allowed and encouraged after contracting.

Q28: Can the same companies/organisations be part of more than one team for the same city?

Q29: Can an organisation participate in more than one proposal/consortium as main contractor and as subcontractor? Can a subcontractor participate in more than one consortium?

Q28 and Q29 are related to question Q13, already published, in chapter 2 of this document:

Q: It is possible to hand in multiple bids. Will one contractor possible be in three cities?

A: Yes, it is possible to apply for more than one city and/or for more than one proposal per city.

Q30: The level of feasibility to be achieved by each a contacted party is not clear to us: on the path from pre-design to detailed design what is the ambition level of WaL, also in view of the budget? Has this been compared to similar processes followed by other development banks? Typical ADB and KfW budget for example for feasibility studies would range from US\$750,000 to US\$1,5 m. Or is this be expected to be phased approach in which the current call will result in a concept note or a pre-feasibility study and a full-fledged feasibility study be commissioned in a next stage.

A: The combination of Phase 1, "Research and Analysis for the Development of Conceptual Designs" and Phase 2, "Development of Proposals for Urban Water Projects" operationalises the pre-project preparation phase and prepares the uptake of these Proposals into the feasibility phase. The feasibility phase itself is not part of the Contract within the Water as Leverage programme. The feasibility phase (phase after this Water as Leverage Call) entails for example detailed technical and financial feasibility, ESIA and other assessments to refine the Proposals for Urban Water Projects into implementable projects.

Q31: Will participating organisations qualify for work in ensuing phases if a project makes it to the next level?

A: if with ensuing phase is the procedure to move to phase 2 is meant, this has been described in the Call for Action document, paragraph 4.1 and more in detail in the WaL guidelines chapter 6.

Q32: As the process is described as a rather flexible and open planning approach, how will selected organisations be protected against scope creep? If additional requirements emerge during the study process, will additional budget be available?

A: The available budget is fixed at €200,000 per team (for Phase 1 and Phase 2 together). The Call for Action describes the deliverables of the process. Teams need to be aware that these deliverables focus on operationalizing the pre-project preparation phase, which doesn't entail a full feasibility study (which is the subsequent phase). It is however possible (see previous questions on in-kind investments) that additional efforts by the team are needed to reach such a quality level of the deliverables that a smooth transition from WaL to feasibility study is possible.

Q33: Who will be the local counterpart for these projects? What will be their mandate? What support will they provide to teams?

A: Involvement of local stakeholders is needed in order to reach locally embedded and supported proposals. Involvement of local communities, representatives and governmental agencies will be



organised through the Knowledge Support Track, which is described in the Call for Action document.

Q34: Will there be a role for the Netherlands embassies in the concerned countries? If so, what will that role be?

A: RVO is working closely with the Netherlands Embassies for this programme to ensure the embedding of WaL in a broader policy and project context and/or connecting WaL to ongoing projects of the Netherlands and other partners.

Q35: To what extent has there been prior coordination with other funders active in the same cities?

A: Coordination with other projects funded by donor countries and IFI's has been limited. Connecting the future proposals of WaL to this broader context will be part of the local design workshops.

Q36: We assume that the €200,000 budget also meant to cover costs for travel to Singapore for the regional workshop(s)?

A: Yes. Please note that the team needs to be sufficiently represented during regional workshops, which doesn't mean the entire team needs to be present.

Q37: For the bid submission, are images/sketches required/desired or just text?

A: Teams are free to submit Bids which include plain text and/or images and/or sketches and/or other type of illustrations.

Q38: What is the max file size for submissions? Is it possible to use a WeTransfer link to submit proposal?

A: The WaL Guidelines describe the conditions and requirements for submitting a Bid. See <https://english.rvo.nl/waterasleverage> WeTransfer may be used to submit a Bid, but the Team will remain responsible for the timely submission and availability for download of the Bid and associated documents.

Q39: Is there an expectation of size (number of parties/ size of companies) or composition of team (beyond age and gender)? How will you assess the capacity of the team? You mention water, climate, urban and financial experts - is every team meant to cover all of these specialisms, plus some?

A: How the Bid (including the quality of the team and project management) will be assessed has been described in the award criteria of the Call for Action document (paragraph 4.4). The team needs to cover all expertise required to translate the Approach (described in the Bid) into Conceptual Designs (Phase 1) and Proposals (Phase 2). This means the composition of the team is determined by the chosen approach.

Q40: Are there any restrictions on affiliation of team members? e.g. can a team include a 'contractor' / partner who has a connection with someone in the Advisory Board? or who has a previous connection with the project (e.g. Deltares, Architecture Workroom Brussels, FABRICactions)? or an organisation that is affiliated with one of the municipalities involved in the project?

Related question:

Q41: We understand that there is a conflict of interest for those firms and experts that have been involved in the preparation of the call for action, am I right? Are they allowed to be part of a team?

A: the firms and experts that were involved in the research done last year in the preparation of the Water as Leverage programme have not been part of the preparation of the Call for Action as to avoid conflict of interest. The Call for Action is executed by RVO and only supported by 100RC, Partners for Resilience, FMO and AIIB. Firms involved in the research for WaL are therefore allowed to submit a bid as a part of a team.



A: Prevention of (potential) conflict of interest regarding the Advisory Board is described in paragraph 4.6 of the WaL guidelines document: 'Experts, employees of the CA and other persons invited to support in the assessment and award process will handle all information confidentially in accordance to above. Those with a conflict of interest with one or more of the proposals will not assess these proposals. All parties involved in the assessment procedure will sign a non-disclosure agreement and a conflict of interest form prior to assessing the proposals.'

A: Affiliated organisations, more specifically public entities (a.o. the ultimate beneficiaries as described in the Call for Action) cannot be included in a Team.

Q42: The example contract on the website states that 'payment of the fee takes place as follows after receipt of the invoices: tbd' - what is the proposed payment schedule? Will payment/invoicing be possible upfront? Or only after completion of the phase?

A: More specific information on the payment schedule will be provided shortly.

Q43: Who is the anticipated/intended end client for the projects developed? i.e. who would receive the money from AIIB or FMO? It is clear that this phase is outside of the scope of the project, but it has implications for the pre-project preparation phase. We expect that only a public body (such as the municipality or state) would be in the position to receive such volumes of funding. Therefore the state/municipality is the anticipated client?

A: The cities of Chennai, Khulna and Semarang are the ultimate beneficiaries.

Q44: Ownership. For this call, we are planning to develop a conceptual design followed by the development of a proposal for the physical infrastructure including a business model(cost-benefit analysis), if we do this we will be sharing confidential and sensitive information with you. How can you assure this information is well protected and does not become available to the public? Is it possible to sign a confidentiality agreement before us sending anything?

A: see paragraph 4.6 of the WaL Guidelines for the process on confidentiality.

Q45A: Leadership. After phase 1 and 2 are concluded successfully, the teams are introduced to a potential funder/investor. About this step we have a couple of questions: What is the role of RVO/Contracting Authority in the contact with the investor? Are you still planning to be engaged in the feasibility and execution phase and in what way? Or is the contracted party left on its own?

Q45B: Besides that, after concluding step 2, could we go and look for other investors on our own or do we need to keep strict on the proposed investors, in other words, do we keep in charge/lead of the project?

A45A: As described in the Call for Action document, the teams behind the winning Proposals of WaL Phase 2 will be introduced by the Contracting Authority to the potential funder(s) (amongst others AIIB and FMO) to present their winning proposals. The aim is to smoothen the transition to the feasibility phase, which will be led by a potential funder as it is not part of the Water as Leverage programme. This introduction will be set up and attended by RVO.nl, the Special Envoy for International Water Affairs, the relevant partnering city and if necessary other partners of the Water as Leverage Programme.

A45B: It is up to the team to decide on other potential funders.

Q46: In the application form, can we add more than one applicant and main applicants? In our case we are partnering with a very important firm. Due to administration issues they will be the applicant with VAT registration number, however although we are co-leading the initiative, we cannot provide such information. Is it ok to have two applicants in this case but providing the information of only one?



A: There is only one main applicant, he receives the fee and is responsible for distributing the fee to the subcontractors. It is possible to have a project leader (question 2 in the form) that is not working for the main contractor, but for subcontractor 1. The declaration however needs to be signed by an authorised person from the main applicant.

Q47: Will the subcontractors have to be representatives of companies/organizations that the contractor intends to collaborate with or the companies itself?

A: The main contractor needs to present a Team of experts. This means information on the individual experts and associated organizations is required.

Q48: If each subcontractor/contractor has a team working under him, will their names be listed as subcontractors or as team members in the main Proposal Document? Also do we need to submit the CV of each team member or just the contractors and subcontractors?

A: the organization names of the main contractor and subcontractors have to be mentioned in the 'Bid part 1_WaL application form' and per organization the name of a person. In the document 'Bid part 2_WaL proposal format', Table 1 'Team members & relevant expertise/experience', all names of the experts that are part of the team should be included. CVs should be included as annexes. The (organization)names of the main contractor and subcontractors should be mentioned in table 2 'Table of overall costs'.

Q49: Can individuals (either working independently or just completed a course and in between jobs) be team members if they have experience in resilience related projects?

A: Yes. A Team Meeting Spot is facilitated through <https://www.linkedin.com/groups/13597329>



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