



Ministry of Economic Affairs
and Climate Policy

questions and answers

Market consultation in connection with Building a Movement to Value Water

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1 Information requested

Question RVO: 1A	What lessons can be learned from other effective example(s) of campaigns with “vibe”, energy and moods similar to what VWI intends to create?
Question RVO: 2A	What could be the most relevant target groups to inspire and mobilize for the VWI topic and what methods are deemed to be most successful?
Question RVO: 3A	When drafting a contract to achieve the stated objectives, what are the different considerations we definitely should include and what should we be mindful of?
Question RVO: 4A	Considering the challenges highlighted in Section 2, which kinds of partners and skill sets/capacities/talents will we need to achieve the objective in Section 3, and why?
Question RVO: 5A	Your view on how realistic is it to expect a third party to design a strategy and then organize and coordinate this process on behalf of VWI.
Question RVO: 6A	Besides kick starter funding, what role should VWI be playing to start this process and during it?
Question RVO: 7A	If we would like to mobilize a celebrity led campaign as part of this contract, who should we be engaging with and what next steps should we take?
Question RVO: 8A	What other suggestions and inputs do you believe to be relevant to the eventual Terms of Reference for the assignment.

2 Information request

Question no.	Question and answer
Question 1	The consultation document mentions the need for systemic change in its activities. To what extent should the communications strengthen the systems strategy as presented on page 6?
Answer	VWI seeks to approach challenges in a systemic way, but it is important that communications are simple and accessible to targeted audience(s)..
Question 2	Should the communications entity follow the overall strategy, identity, theory of change of VWI?
Answer	This is not a campaign about VWI as an initiative, and is therefore not about VWI's theory of change. It is about a movement around valuing water.
Question 3	To what extent is this strategy already developed, and what is the role of the entity to (help) develop this?
Answer	This strategy is not yet developed, but other communication and awareness campaigns already exist. These have remained fragmented and have not had sizable impact in terms of raising awareness and driving action. We are seeking to change this by aligning messages and bringing people and campaigns together. After the market consultation, a Terms of Reference will be issued with the requirements of the entity. Our expectation is that the entity will play a central role in designing this strategy.
Question 4	The RfP mentions the set-up of an communications entity, i.e. the selected organization(s) (pp 6). Is this entity envisioned to be an integral part of VWI as an organization, or is as a separate organization?
Answer	This will be a separate organization.
Question 5	How does the proposed messaging relate to the VWI journeys and the many differences between them?
Answer	This is not a VWI-focused campaign but a cohesive campaign on valuing water. Journeys may be a contributor of content but will not necessarily be integral.
Question 6	What explains the timing of this request in terms of VWI's objectives?
Answer	Please refer to page 5-6 of the consultation document.
Question 7	We feel that this project requires a combination of water valuation knowledge/experience and communication campaign knowledge/experience? Do you agree? How important would you consider each of these two aspects?
Answer	It is indeed a combination. We expect to need both communication expertise and water expertise; VWI could facilitate bringing content providers closer to a communications agency. This will be further explored within the market consultation.

Question 8	What are the deeper underlying motives for stimulating the demand for water valuation studies?
Answer	This consultation is not about stimulating water valuation studies; it is about stimulating demand for valuing water more broadly.
Question 9	Does the water challenge only concern water quantity (too much, too little) and water quality or does it also concern access to water?
Answer	It concerns all aspects of global water challenges – one of the tasks of the agency will be identifying key target audiences and adapting messages accordingly.
Question 10	Is the campaign to be solely aimed at changing the way water is valued or is there room to address fringe issues such as necessary tools to enable water valuation in practice?
Answer	This will be determined according to the target audiences and what is considered relevant.
Question 11	Are you interested in the possible disadvantages of water valuations studies, i.e. situations in which they have perverse effects, and how to prevent these?
Answer	The objective of this campaign is not to design an academic or valuation study but to build a movement to value water.
Question 12	Can you give examples of effective campaigns with 'vibe', energy and moods?
Answer	This is a question which we would like participants to answer.
Question 13	What do you mean by mobilizing a celebrity: a suggestion for a celebrity, a letter of interest or a signed agreement by a celebrity?
Answer	This is to be determined in the strategy to be developed by the agency, as requested.
Question 14	In case the celebrity demands a fee, do these costs need to fit within the mentioned budget?
Answer	Details of this will be determined in the next stage when the Terms of Reference are drafted.
Question 16	The Challenge: What kind of partner are you looking for? Are you looking for a full service agency, providing you with advertising, media, PR, influencer and communication experts? Or are you looking for specialised agencies? Or for a party that can help to coordinate?
Answer	This is a market consultation, with the exact agency type and governance structure to be determined.
Question 17	Process: Is there a minimum to the number of questions you want to get answered in the submission?

Answer	Respondents should answer the questions specified in the market consultation document.
Question 18	Process: Do you want to have a company profile included in the submission?
Answer	Respondents may include a company profile in their submission but it is not compulsory.
Question 19	Next Steps: How do you determine whether a company has the right capacity and experience?
Answer	Companies will be invited to participate in further consultations based on their responses to the initial market consultation questions, as presented on Page 7 of the market consultation document.
Question 20	Process: What kind of campaign are you aiming for: advertising, PR, influencer? Do you want to include mass media?
Answer	Details of this will be determined in the next stage when the Terms of Reference are drafted.
Question 21	The VWI defines four strategic areas of intervention. Through this market consultation does RVO intend to give substance to pillar 4: Action through Inspiration?
Answer	Yes, the market consultation is specifically intended to give substance to Pillar 4.
Question 22	What can be said about the geographical scope of the actions of the VWI? Is there an already defined priority list of target countries or specific focus regions?
Answer	The purpose of this market consultation is to begin building a movement to value water. It is being triggered by VWI but is not about promoting VWI as an initiative. For details of the campaign's objectives please refer to Page 6 of the market consultation document. The strategy and means for executing the campaign, including costs, partners, scope, structure and governance, will be determined in the final Terms of Reference.
Question 23	The VWI secretariat hosted by the Dutch Government is occupied by public officials. How do foresee the working relation with the secretariat? To what extend do you expect the expert/ organisation to act as an independent entity c.q. to collaborate with the secretariat?
Answer	See answer to Q22.
Question 24	The VWI now exists one year, can you describe the current organisation of VWI and the activities that were carried out during 2019 by the VWI? What is the progress

	made on each pillar? Is there more information on activities developed under the VWI thus far?
Answer	See answer to Q22.
Question 25	As mentioned in the consultation document "kick starter" fund is foreseen. It is correct to assume this funds are intended to support the necessary preparatory activities (e.g. strategy development, building network, marcom materials, etc.)? Is there an idea already on which international organisation could adopt this kickstarter project, the to be built strategic entity, eventually? Are there already dialogues going on about this?
Answer	See answer to Q22.
Question 26	There is a list of partners that already contribute to shaping the initiative. What do you foresee as the role of these organisations (governmental, private sector, knowledge institutions) in relation to the new to establish strategic entity?
Answer	This will be determined by the market consultation.
Question 27	What is the exact scope of the assignment? On page 6 it seems VWI is looking for an expert that can create a movement. On the other hand it is on the same page stated that VWI is looking for actors who have certain understanding and expertise (bullets at the bottom).
Answer	See answer to Q22.
Question 28	What is the scope of the Valuing Water Initiative, in time and focus area? Does it coincide with the Delta Approach of the Dutch government, since the Dutch government is hosting the VWI for another two years?
Answer	Details of VWI's mission and scope are available on the VWI webpage: https://www.government.nl/topics/water-management/valuing-water-initiative . This campaign is being triggered by VWI but is not about promoting VWI as an initiative. For details of the campaign's objectives see Page 6 of the market consultation document.
Question 29	To what degree does the current organisation of VWI have access to the relevant networks with strategic partners that are necessary to achieve the VWI objective?
Answer	See answer to Q22.
Question 30	Is there room to experiment, to try new things, to 'fail' or is the expert hold to a certain methodology/ approach ? It

	is a complex task, with many different factors influencing the feasibility of the initiative.
Answer	See answer to Q22.

Question 31	Should this action strengthen the current Valuing Water Team at RVO by providing capacity? Why are you not considering strengthening the VWI team (currently 1 lead, 1 STO and 1 JTO, support secretariat) to incorporate more of the capacities that you will tender for, hence have more specific request from the market? In the current fashion, the TOR – in our view - will be too broad (both campaign experience, sector network plus recruiting a celebrity ambassador, etc).
Answer	See answer to Q22.
Question 32	What is the position (in terms of mandate, tasks, responsibilities) of the entity you want to contract versus the VWI organization?
Answer	See answer to Q22.
Question 33	You have defined four strategic areas of intervention and activities (page 4). Should the contracted entity cover all of those areas? Or can we focus on a selection of areas or activities?
Answer	See answer to Q22.
Question 34	In the market consultation document you focus on the energizing, campaigning, finance mobilizing etc. qualities of the entity. Do you also expect water related content within this entity and if so, which content?
Answer	See answer to Q22.
Question 35	For which time frame do you want to contract the entity?
Answer	This will be determined in the final TOR, but a key milestone for the movement will be the 2021 UN Year of Valuing Water.
Question 36	Which activities of the entity will be covered by the budget of 250-500 K euros as mentioned in the market consultation document?
Answer	See answer to Q22.
Question 37	According to the published consultation document (p6.), the “entity could be single organization, or a collaboration of select individuals from different countries” These selected individuals can be from different organizations in different countries?
Answer	Yes.
Question 38	What amount of kick-starter funding do you anticipate and where does this come from? Is this the rw250-500k or a larger part of the VWI €12mIn budget?
Answer	The budget for the kick-starter funding is set out in the market consultation document.
Question 39	There have been a number of previous executed VWI activities (journeys, for instance Peru and Bangladesh, and similar initiatives e.g. in Colombia). How do these fit

	into the activities that the VWI movement in general and the entity in particular should do?
Answer 9	See answer to Q5
Question 40	When is the proposed action considered to be a success?
Answer	KPIs will be defined in the final Terms of Reference.
Question 41	Is the main goal of the proposed action to define a mission such as “no coal” or “no single use plastic” and broadcast this widely or to targeted audience or should the proposed action also design a roadmap to achieve this?
Answer	This is to be determined in the final Terms of Reference.
Question 42	Will the to-be-contracted entity work under the flag of VWI, thereby losing its own visibility?
Answer	See answer to Q22.

Question 43	What are the criteria to come to a decision to place the contract on the market?
Answer	A decision will be reached based on responses to the market consultation.
Question 44	What other initiatives to collaborate with do you take into consideration?
Answer	See answer to Q22.
Question 45	Which co-financers/donors are already on your ‘radar’?
Answer	See answer to Q22. It would not be appropriate to comment on specific parties at this stage of the consultation.
Question 46	What kind of a role does VWI want to play taking their skills and availability into account?
Answer	VWI will provide the budget/kickstarter funds as mentioned in the consultation document. VWI has convening influence, content expertise and a network which will be contributed as needed.
Question 47	Who are the stakeholders and team members involved in the decision making regarding this consultation?
Answer	The consultation is being conducted through RVO in accordance with applicable regulations and procedure. Decision-making is the responsibility of the VWI team, supported by its advisors.
Question 48	You’re mentioning a change in norms, systems and behavior. How do you prioritize and phase these 3 elements?
Answer	This is to be determined. See answer to Q22.

Question 49	Is there a partnership with the Special Envoy for International Water Affairs, and if so, how is this being shaped?
Answer	See answer to Q22.
Question 50	Will the assignment be at a national, European or global level and will there be international partners?
Answer	VWI foresees a global movement with international partners.

Question 51	If applicable, which role do the partners of the Valuing Water Initiative Partners have in the Building a Movement to Value Water?
Answer	See answer to Q22.
Question 52	Does "a willingness to focus on being effective rather than politically correct is important, to avoid messages becoming bland or conformist. We want to be bold!" mean that no possible direction of thoughts or ideas is excluded? And if so, what has been excluded and why?
Answer	Yes, VWI has not excluded any particular ideas or approaches.
Question 53	Is there already any preference based on for example internal discussions sessions or even for a direction of thoughts? And is documentation on internal discussion available and can this be provided if applicable?
Answer	No, VWI is open to all approaches and is seeking input from interested parties through this market consultation.

Question 54	We wonder how the success of the movement will be measured and what kind of goals that will be set – and how a movement is defined in this context?
Answer	KPIs will be determined in the final Terms of Reference. Please see the market consultation document for details.
Question 55	If the movement takes off for real, it will probably look as a variety of initiatives with different initiators and expressions, is this desirable, or is it the original "campaign's" spread that is the goal?
Answer	A key responsibility of the entity/entities contracted to build the movement will be ensuring common objectives between different initiators. VWI recognises that there are already existing initiatives and expects the movement to take a collaborative approach to these.
Question 56	What is the wished score citizens/professionals?
Answer	The exact target audience(s) is to be determined.
Question 57	We understand the end goal to be that key actors prioritize water in their decision making: Can this goal be explained further? And how shall the effect be measured/linked/tracked back to the movement/campaign?
Answer	This interpretation is correct. VWI wishes to mobilise key actors not just in the water community but in other sectors whose activities have an impact on water. It is important that the movement is able to speak to non-water sector actors in a language they understand and in a way that motivates them to act. The means for achieving this are to be determined through the consultation.
Question 58	Will VWI be playing a part in drafting what we would want the key actors to know/understand/feel/act on?
Answer	Yes, objectives will be set out in the final Terms of Reference.

Question 59	Re §1.1 Could you be more specific on what you consider 'a Movement'? Is this 'a global coalition for a water-
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	secure world' as mentioned by our Dutch Prime Minister Rutte, or different?
Answer	See answer to Q22.
Question 60	Re §1.1 'Background': '...synergy with relevant other initiatives...'. Can you provide us with a list of the other initiatives?
Answer	Identifying other relevant initiatives, and what a movement to value water might learn from them, is an expected outcome of the market consultation.
Question 61	Re §1.1 'The Challenge': What do you mean by doom scenarios etc. as a method? Can you elaborate?
Answer	Catastrophic and alarming messaging, such as highlighting statistics on water stress, water depletion trends, or the threat to life from floods, droughts and extreme weather events.
Question 62	Re §1.1 'The Challenge': This input is very general. Do you have any figures about initiatives/input and results, both inside and outside the water sector? Are any facts available to substantiate the suspected causes? What was the underlying strategy? Where any deliverables agreed upon; with what parties and what are they?
Answer	These challenges have been informed by consultation with experts in the sector and past experience, but VWI is keen to learn from participants in the consultation based on their own expertise and experience.
Question 63	Re §1.1 Considering the challenge, we do not think an expert or single person is apt for the challenge, can you elaborate? What type of organizations do you expect or would you like to respond to this market consultation? Would you consider concept creators and creative strategist or brand building agencies with experience in building movements as potential experts for this challenge?
Answer	VWI is open to proposals from a variety of organisations with expertise in these fields. In particular, VWI is interested in influencing actors beyond the traditional water sector.
Question 64	Re §1.1 'The Objective', first bullet 'previous attempts': which ones? What did these attempts entail and how concrete were they?
Answer	One of the tasks of the contracted entity will be studying previous campaigns to understand what did and didn't work. VWI sees an opportunity for more creative and compelling messaging around water. Exactly which campaigns have been effective, and which have failed and why, is a key objective of the consultation.
Question 65	Re §1.1 What actions have been done this far in the four strategic areas of intervention and activities as mentioned on the governmental web pages on VWI? (https://www.government.nl/topics/water-management/valuing-water-initiative)

Answer	The activities of VWI are outside the scope of the market consultation.
Question 66	Re §1.1 'The Objective' 2nd bullet: this sentence is odd. We think it should read: 'The ability to arrange co-financed/multi-donor communication efforts, attracting sponsors and campaign financing. Is this correct?
Answer	N/A
Question 67	Re §1.1 'Process': Are you planning an information briefing session to provide further information on the initiative?
Answer	Parties with the appropriate capacity and experience may be invited to participate in consultations in February 2020 to contribute and provide further input for the Terms of Reference for the assignment.
Question 68	Re §1.1 'Process': The ambitions vs. the budget: Would the potential budget also cover implementation items, e.g. development of a campaign as mentioned in the questions or development of an online information sharing platform? Or solely the planning/preparatory phase?
Answer	See answer to Q22.
Question 69	SDG6 is about water and sanitation. The emphasis seems to lie on water and not so much on sanitation. Is that correct?
Answer	The scope and focus topics of will be determined after the consultation. The consultation document refers to water in its broadest sense, which includes all components – including sanitation.
Question 70	About the scope: to what extent are the consultation and potential tender limited to the Netherlands? And to what extent will the initiatives and activities be limited to the Netherlands? Is the goal to develop a strategy with activities and initiatives in the Netherlands that can be shared with the international partners? Or is the goal to develop a strategy for the entire partnership from the start?
Answer	See answers to Q22 and Q50.
Question 71	The VWI web pages (https://www.government.nl/topics/water-management/valuing-water-initiative) tell us the Netherlands have the VWI secretariat for three years. What are the project deliverables at the end of initial first 3 years? Is this period the end date for sharing Dutch approach and/or results? Does the ownership of the project stay with the Dutch government or is it transferred to a different party/partner after the first 3 years of the initiative?
Answer	VWI is the initiator of this movement to value water, but is seeking to contract a separate entity to deliver on it. This movement will be distinct from VWI and will not depend on VWI's deliverables or governance structure. See answer to Q22.

Question 72	What would be the timeline for concluding the consultation and the potential tender? Are they linked to the 3 years of Dutch secretariat hosting? The Dutch government would be commissioning the RFP.
Answer	See answer to Q35.
Question 73	Front runners as mentioned on the VWI web pages: What would be the ideal list of front runners? (https://www.government.nl/topics/water-management/valuing-water-initiative)
Answer	Frontrunners are members of VWI's leadership Coalition. This is a pillar of VWI's activity which is distinct from the market consultation.
Question 74	Which international partners are involved in this market consultation and/or the potential tender?
Answer	The names of respondents to the market consultation are not made public.
Question 75	Which (international) parties are involved in the decision-making process regarding the consultation and/or the potential tender?
Answer	See answer to Q47.
Question 76	Who will be managing the project from within the Dutch government? Who is the owner?
Answer	The project will be managed by the VWI team.
Question 77	As the documentation is in English, does the input for the consultation also need to be in English, or is Dutch also accepted? And why is the documentation in English? Are international partners involved in this consultation? Will the consultation also be done in other (partner) countries?
Answer	The market consultation and any future tender will take place in English. VWI is an international programme which uses English as a working language, in keeping with other international projects and initiatives. International parties may respond to the consultation.
Question 78	Re 'Next Steps': 'Parties with the appropriate capacity and experience may be invited to participate in consultations in February 2020 to contribute...': What would be the criteria to be eligible? Would concept creators and communications strategists with experience in building movements be considered? Can you elaborate on this?
Answer	See answer to Q53. VWI is interested in responses from a wide range of parties with communications experience and expertise. Note that in any final tender, no distinction will be made between parties which participated in the market consultation and those which did not.