

Water as Leverage



Netherlands Enterprise Agency

Market consultation document in preparation of the Call for Action to select two multidisciplinary for Water as Leverage Cartagena – Construyendo con el Agua

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Closing date questionnaire: 21 November 13:00h CET

Colophon:

This is a publication of the Netherlands Enterprise & Development Agency.

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1. Introduction and background

1.1 Aim of this market consultation

With this market consultation, the Netherlands Enterprise and Development Agency (hereafter: RVO) consults organisations with a potential interest in participating in the tender for the selection of two multidisciplinary teams that will become part of the Water as Leverage Cartagena – Construyendo con el Agua trajectory. The tender for the multidisciplinary teams and all associated efforts related to Water as Leverage Cartagena are prepared in close collaboration with the key counterpart organisations mentioned in chapter 2 of this document.

Participating in this market consultation is voluntary and the choice to participate or not participate does not have any positive or negative consequence for any subsequent step, which could entail the procurement procedure or any other WaL-related activity. The market consultation is intended as a dialogue as mentioned in recital 8 of the European Directive 2014/24/EU, where the intention is that the results of the market consultation by the client (or third party) may be used in the preparation of documents for tender. Information from this market consultation may differ from information provided in a future procurement. This market consultation background document is only used as part of the market consultation procedure and does not have any validity in defined or to-be-defined activities that are or will be part of the Water as Leverage Cartagena – Construyendo con el Agua trajectory. No feedback and/or communication will be shared about the outcomes of the market consultation nor the way RVO uses these outcomes as part of the finalization of the procurement documents. RVO cannot directly or indirectly communicate with individual participants about this market consultation or the contents of the intended procurement procedure.

The answers to the questionnaire will be used by RVO to further shape and finalize the contents of the Call for Action and associated procurement documents, which will be used as part of the procurement procedure to select two multidisciplinary teams. RVO reserves the right to not, or not fully use the outcomes of this market consultation. By participating in this market consultation, parties fully and unconditionally agree with all applicable conditions as stated in this market consultation document.

RVO wants to underline the importance of receiving substantiated feedback from external organisations to the questions stated as part of this market consultation and invites all relevant organisations to submit their answers.

1.2 Target group of this market consultation

This market consultation is aimed at organisations with the capacity to bring together multidisciplinary teams, combining different backgrounds, experiences and expertise. These multidisciplinary teams are responsible for the development of innovative, integral and implementable projects, strategies and interventions as part of the inclusive process Water as Leverage Cartagena aims to be.

2. Contracting authority and key counterpart organisations

2.1 Contracting authority

The Netherlands Enterprise & Development Agency (RVO) will be the contracting authority for the (intended) upcoming precompetitive procurement procedure to select two multidisciplinary teams that will become part of the Water as Leverage Cartagena – Construyendo con el Agua trajectory.

2.2 Key counterpart organisations

A broader set of key counterpart organisations is supporting and/or connected to Water as Leverage Cartagena – Construyendo con el Agua trajectory:

- Invest International – Public Programmes
- Alcaldía de Cartagena
- Establecimiento Público Ambiental Cartagena
- Embassy of the Kingdom of the Netherlands in Bogotá

3. Procedure of this market consultation

3.1 Publication

This market consultation consists of an online questionnaire, for which this market consultation document provides relevant background information about the procedure and the WaL Cartagena trajectory. A publication of this market consultation will be launched on TenderNed. The publication may be forwarded to any other relevant platform, organisation and/or individual.

The link to the online questionnaire is the following: <https://rvo.survalyzer.eu/phrksuyaic?l=en>

3.2 Planning

The market consultation will be published on TenderNed on 14 November 2022. The possibility to send-in answers through the online questionnaire (see link above) closes on 21 November 2022, 13:00h CET.

3.3 Confidentiality

RVO will treat the input of participating organisations as confidential. The answers received through the online questionnaire will only be shared with advisors from RVO and Invest International that are directly involved in the process of finalising the procurement documents, unless RVO (as the entity responsible for the launch of the market consultation) has a legal obligation to publish (part of) the outcomes of the market consultation. RVO will not use any specific reference to organisations or commercially sensitive information for the further definition and finalisation of the procurement documents. RVO must be able to use information without reservations. For this reason, RVO will not honour any claims or reservations from parties on the use of information (by RVO) following the answers provided as part of the market consultation.

3.4 Instructions for answering the online questionnaire

Participants may answer to the questions stated in the online questionnaire as they wish. However, RVO kindly requests participants to provide short and concise answers to the questions to facilitate the integration of outcomes in the process of finalising the procurement documents.

Any respondent to the online questionnaire needs to clearly state the name and address details of all directly involved contact persons of the respective organisation.

4. Background on Water as Leverage Cartagena

4.1 Introduction to Water as Leverage

The widespread underfunding of early project development activities results in a growing difficulty to fill the pipeline of infrastructure project investments by national and international financiers. While (climate) financing availability for project implementation is on the rise, the investments in the process for project conceptualisation, identification and development based on a sound strategy for long term urban climate adaptation are still widely lacking.

Water as Leverage (WaL) is a methodology developed by the Government of the Netherlands, pioneered through the initiative Water as Leverage for Resilient Cities Asia. The methodology of the programme is built on the recognition that a result-driven, holistic and inclusive project preparation approach is the only way to kick-start and create scalable sustainable solutions for urban climate adaptation challenges. This methodology is based on a transformative strategy which looks at the complete urban fabric from a physical, social, economic and cultural point of view, using the power of design-driven processes. These solutions should be supported by decision makers locally and nationally, embedded in a local context, have long-term and sustainable impact, and should be bankable. Water as Leverage is a methodology to invest in the first phases of the project development cycle and fill the gap that exists between pressing needs and implementation finance.

As part of the bilateral collaboration between Colombia and the Netherlands on the topics of water, climate and resilience, a trajectory based on the methodology of Water as Leverage has started in the city of Cartagena, in partnership with a group of local, national and international stakeholders. Water as Leverage Cartagena – Construyendo con el Agua aims to invest ‘the millions’ in this early project development phase to unlock ‘the billions’ for implementation finance. As such, the cooperation supports sustainable, resilient economic development in Cartagena, in line with key policy ambitions and strategies such as the ‘Plan 4C Cartagena Competitiva y Compatible con el Clima’. The Water as Leverage Cartagena trajectory aims for innovative, integral and implementable projects, strategies and interventions, developed through an inclusive process.

4.2 The ‘ecosystem’ of Water as Leverage Cartagena

Building on the methodology developed as part of Water as Leverage for Resilient Cities Asia, the trajectory in Cartagena consists of several key components that have a direct impact on the work of the two to-be-selected multidisciplinary teams:

- Setting the Scene | Panorama Técnico, Financiero y de Gobernanza: The Setting the Scene | Panorama Técnico, Financiero y de Gobernanza (hereafter: Setting the Scene) is a previous stage in the WaL preparatory process that translated existing technical knowledge, stakeholders’ ideas and political priorities into viable opportunities. As part of the Setting the Scene analysis, several hotspots were identified. Hotspots are defined as physical locations and/or physical systems in the city of Cartagena for which technical challenges and problems have the potential to be addressed through one or multiple infrastructural project interventions capable of enhancing sustainable development and leveraging economic and social opportunities. A concrete Setting the Scene document has been generated, as well as an accessible repository that categorizes available reports, planning documents, policies, data sets, contact persons, images, etc. The Setting the Scene document and the knowledge repository will become publicly available as an attachment to the Call for Action
- Water as Leverage Cartagena Support Track (WaL-ST): The Water as Leverage Cartagena Support Track (WaL-ST) is part of the Water as Leverage process that is carried out in, with and for the City of Cartagena. A separate contractor is responsible for the WaL-ST. This contractor will organise a set of Local Design Workshops and Policy/Financial Workshops as part of phase 1 and 2 of the WaL trajectory, which all are tailored to the needs of the multidisciplinary teams and key counterpart organisations involved in WaL Cartagena.
- Water as Leverage Communications Team (WaL-CT): The WaL Cartagena Communications Team focuses on delivering communication-, media- and promotion-related activities for the trajectory ‘Water as Leverage Cartagena – Construyendo con el Agua’.

4.3 Two multidisciplinary teams for Water as Leverage Cartagena

The intended precommercial procurement procedure (subsequent step after this market consultation) aims to select two multidisciplinary teams, consisting of international, Dutch and Colombian experts, to become part of “Water as Leverage Cartagena – Construyendo con el Agua”. The objective of this Call is to select the two teams that will be responsible for generating concrete, implementable, innovative and integral conceptual designs (Phase 1), followed by the development of project proposals to pre-feasibility level (Phase 2), and later developed into ready-to-tender projects (Phase 3). The projects must address climate change adaptation and/or water management challenges with a focus on physical infrastructure, as well as count on local partners’ support and collaboration. The multidisciplinary teams become an integral part of the Water as Leverage Cartagena process, facilitated by the Government of the Netherlands, in partnership with the Alcaldía de Cartagena and Colombian national authorities.

4.4 Applicants and required expertise

Applicants responding to the intended procurement procedure for selecting two multidisciplinary teams should be internationally operating multi-disciplinary teams of water, climate, engineering, urban, financial and other experts. The teams consist of international and local experts and/or organisations. A minimum of 60% of the involved experts should have a full professional proficiency in Spanish. Experts and organisations can be private, non-profit, not-for-profit or educational. RVO will award a contract to the main contractor of the winning team. A diverse set of expert roles and responsibilities are currently defined, for which roles and responsibilities may be combined:

- Team lead: international team lead and project manager. Professional proficiency in Spanish is required.
- Deputy team lead: locally-based deputy team lead with ample experience in dealing with complex stakeholder participation processes in the context of addressing urban water- and climate change related challenges in Colombia.
- Governance specialist: background and experience in institutional, legal and planning related procedures and requirements for water-, urban- and climate change adaptation related project preparation and strategy development.
- Environmental expert: background and experience in ecological impact assessment with explicit attention to the topic of biodiversity, nature-based solutions.
- Gender and Resettlement expert: background and experience in social aspects of project development activities, particularly in the early phases of the project development cycle. Expertise on community involvement processes, ensuring inclusive project- and intervention development.
- Senior design lead: background and experience in urban design, with the ability to develop, design and visualize integral and innovative solutions in a technically sound and attractive way.
- Engineer: background and experience in engineering, construction, calculation required for the preparation and design of water- and climate change adaptation related interventions.
- Senior financial specialist: background and experience in financial analysis and structuring of water- and climate change adaptation related interventions.
- Economist: background and experience in cost-benefit analysis of water- and climate change adaptation related interventions.

4.5 Planning, phasing and budget

An estimated planning, phasing and budget per phase per team is defined below.

4.4.1 Phase 1: Research, Analysis and Design Phase for the Development of Conceptual Designs

- Planning: March – September 2023
- Estimated budget: € 150.000,-
- Contents/deliverables: In this phase, each team develops a minimum of four and maximum of six Conceptual Designs for potential solutions for the hotspots and related to the challenges identified as part of the Setting the Scene report. Conceptual Designs could entail, but are not limited to, a combination of drawings, calculations, reflection on policy/information and a steering document for the topics to be discussed at the local design workshops.

4.4.2 Phase 2: Pre-project Preparation and Structuring of Project Proposals

- Planning: September 2023 – March 2024
- Estimated budget: € 300.000,-
- Contents/deliverables: In this phase, each team transforms a minimum of three Conceptual Designs from Phase 1 into project proposals on a pre-feasibility level, aimed at urban water- and climate related projects with a focus on physical water- and climate adaptation related infrastructure.

4.4.3 Phase 3: Full development of one climate resilient and water-related infrastructure project

- Planning: March 2024 – January 2025
- Estimated budget: € 650.000,-
- Contents/deliverables: In this phase, each team will transform one of the selected project proposals from phase 2 into a ready-to-tender, locally supported infrastructural project that can be potentially co-financed by the DRIVE programme provided by the Government of the Netherlands and managed by Invest International. This may include the following deliverables:
 - Technical feasibility study
 - Detailed cost benefit analysis and financial analysis
 - Land need assessment and acquisition plan
 - Detailed engineering design
 - Environmental and Social Impact Assessment
 - Environmental and Social Management Plan
 - Bidding documents

5. Questions that are part of the online questionnaire

1. Please provide the following information:
 - Name
 - Position
 - Organisation
 - Main focus of your organisation
 - Website
 - Your email address
2. What kind of experience do you have in the development of innovative and comprehensive designs, strategies and infrastructural projects as part of a locally supported, inclusive process?
Please elaborate on your experience and indicate what elements RVO should take into account for Water as Leverage Cartagena.
3. What kind of experience do you have in developing climate resilient water-related infrastructure projects from conceptual design up to and including the feasibility phase?
This includes project planning procedures, economic analyses, environmental and social impact analyses, among others. Please elaborate on your experience and indicate what RVO should take into account for Water as Leverage Cartagena.
4. What challenges and opportunities do you foresee in delivering this end result working with a budget of €1.100.000,- and a time frame of approx. 22 months?
The assignment is expected to ultimately deliver a ready-to-tender, locally supported infrastructure project including a detailed design, technical and economic feasibility studies, and a full ESIA in phase 3 (in addition to 4-6 conceptual designs in phase 1, and minimum of 3 project proposals on pre-feasibility level in phase 2).
5. Do you think you will be able to compose, oversee, and manage a multidisciplinary team with the required expertise (including the majority being able to communicate in Spanish), as described in the market consultation document?
 - Yes
 - No
 - Not sure yet
 - We are intending to become part of, and not to lead a multidisciplinary team
6. What will be the biggest challenge in leading and/or participating in a multidisciplinary team?
7. What challenges and opportunities do you (from the perspective of leading or participating in a multidisciplinary team) foresee in working as part of the 'ecosystem' of Water as Leverage Cartagena?
The 'ecosystem' of Water as Leverage Cartagena includes the WaL Support Track, Communications Team, working with the key counterparts and in synergy (not in competition) with the other selected multidisciplinary team.
8. Is the ambition of the Water as Leverage Cartagena programme clear enough to participate, and if not, what could be changed / added / explained better?
9. Given the character of Water as Leverage Cartagena, is your organisation interested to submit a proposal for this challenge?
 - Yes, as a lead contractor
 - Yes, as a subcontractor
 - Not sure (yet)
 - No
10. Are there other suggestions that you would like to share with RVO related to the preparation of the procurement process for selecting two multidisciplinary teams and/or the Water as Leverage Cartagena trajectory in general?