

Water as Leverage



Call for Action

Water as Leverage Cartagena – Construyendo con el Agua

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Contracting authority:



Netherlands Enterprise Agency

In cooperation with:

InvestInternational

Ultimate recipient:



Distrito Turístico y Cultural de
Cartagena de Indias

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1. Challenge

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, together with international partners. The methodology of the programme is built on the recognition that a result-driven, holistic and inclusive project preparation approach is the best 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. These solutions should be bankable, embedded in a local context, supported by decision makers locally and nationally, and also bringing a long-term and sustainable impact.

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 such as the ‘Plan qC Cartagena Competitiva y Compatible con el Clima’ (2014) and the ‘Plan Integral de Gestión del Cambio Climático’ (2022).

Building on the successful Water as Leverage for Resilient Cities Asia programme – which focused on the cities of Chennai (India), Khulna (Bangladesh), and Semarang (Indonesia) – and its generated lessons learnt, the current Water as Leverage approach and processes challenge three critical gaps from the earliest stages of project preparation for climate-resilient urban water projects:

1. Driving process and project innovation grounded in a holistic problem definition

Projects in conventional project design processes are often designed in sectoral silos. Their planning is shaped by their unique funding streams, priorities and timelines, and a larger evaluation of potential trade-offs and co-benefits among multiple sectors or opportunities is often missing. As a result, costs and benefits are not fully identified and optimised, especially when masterplans are absent or fail to drive decisions. Water as Leverage bridges this gap through an inclusive design-driven approach that combines indigenous and international knowledge and empowers local capacity. Interdisciplinary teams and a wide group of stakeholders are engaged from the start – from local governments, leading ministries and public authorities to donors, multinational and local business, financial institutions, investors, academia, local communities and civil society. Together, they help generate a holistic understanding of a specific urban landscape, develop an overarching vision that has buy-in (conceptualisation phase) and catalyse concrete sustainable project proposals (design development phase).

2. Building coalitions and facilitating resource mobilisation

While the imperative for action and the benefits are clear, money is not flowing at the pace or scale needed to deliver transformational urban projects. A key challenge lies in the mismatch between the broader interest in, and understanding of, innovative urban design ideas, and the awareness and interests of potential funders. Too often, key considerations and metrics are not consistently built into projects from the beginning in a way that would support investment and financing decisions due to a lack of understanding by the project proponents. Similarly, insufficient market sounding and early engagement prevents investors and implementing partners from shaping, innovative projects from the early pre-project preparation phase, paving the way for their implementation.

3. Facilitating the development of bankable projects from the start

The Water as Leverage approach is grounded in the belief that the bankability of green and grey infrastructure projects is determined early in the project design stage. This relies on multidisciplinary teams and covers early project pre-feasibility considerations and an indicative cost-benefit analysis, as well as social and environmental assessments. It is important to include these elements in this early phase in order to make a substantiated decision on which concepts to take forward. Simultaneously, early engagement of all stakeholders is necessary

to generate support and identify the best national and international partners to develop, prepare, and implement resilient urban projects.

2. Objective

This Call for Action focuses on selecting two multidisciplinary teams, consisting of international 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). It is the objective of Water as Leverage to deliver significantly different, design-driven solutions to water- and climate change adaptation related challenges, aiming for leverage through investments in infrastructure. The projects must address climate change adaptation and/or urban 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 de Indias, Colombian national authorities and national/international strategic partners.

3. Governance of the Programme

- **Commissioner:** This Call for Action is financed through the ‘Partners for Water 2022 – 2027’ and ‘PSD Toolkit’ programmes. The Partners for Water 2022 – 2027 Programme is commissioned by the Netherlands Ministry of Infrastructure and Water Management on behalf of the Interdepartmental Water Cluster of the Government of the Netherlands. The PSD Toolkit programme is commissioned by the Netherlands Ministry of Foreign Affairs.
- **Contracting Authority:** The Netherlands Enterprise Agency (RVO) implements the before mentioned programmes and serves as the Contracting Authority and executing agency of the Call for Action.
- **Recipient:** The Netherlands Enterprise Agency (RVO) is partnering with the city of Cartagena de Indias, Colombia. Cartagena and Colombian national institutions are the recipients of the results of the Call.
- **Applicants Call for Action:** Internationally operating multi-disciplinary teams, consisting of international and local experts and/or organisations, responding to the Call for Action are the applicants.
- **Advisory Board Water as Leverage:** After the closing of the call, between phase 1 and 2, and at the end of phase 2, the Advisory Board of Water as Leverage is responsible for advising the Contracting Authority on
 1. The selection of multidisciplinary teams;
 2. The selection of conceptual designs to be further developed in the second phase;
 3. The selection of the project proposals that will be fully developed into ready-to-tender projects;
 4. The project designs and proposals to be presented to the ultimate beneficiaries and potential funders.

The Advisory Board is chaired by the Manager International Water Programmes of the Department for International Cooperation and Development of RVO. Colombian national government participation will be defined in the coming months, after publication, due to election changes. Any change to the composition and/or responsibilities of the Advisory Board during the procurement phase and/or execution phase of Water as Leverage Cartagena process will be communicated to the selected multidisciplinary teams.

The Members of the Advisory Board are:

- Representatives from the Mayor’s Office of the City of Cartagena
- Representatives from the Establecimiento Público Ambiental (EPA) de Cartagena
- Representatives from Invest International – Public Programmes
- Representatives from the Netherlands’ Ministry of Infrastructure and Water Management
- Representatives from the Embassy of the Kingdom of the Netherlands in Colombia

The Observers to the Advisory Board are:

- The Special Envoy for International Water Affairs for the Kingdom of the Netherlands

These Observers may share their knowledge and expertise during and outside the workshops. The list of Members and Observers may change during the process. The selected teams will be informed by RVO about these changes.

4. Key counterparts and programmatic components

The trajectory of Water as Leverage Cartagena – Construyendo con el Agua entails a broad range of stakeholders and programmatic components. These stakeholders and components have the joint task to shape an inclusive process, with the ambition to generate integral, innovative and implementable programs, proposals and projects. Specifically, the following components are defined and explained in this chapter:

- Key counterpart organisations
- Setting the Scene | Panorama Técnico, Financiero y de Gobernanza
- Water as Leverage Cartagena Support Track
 - Local design workshops
 - Policy/financial workshops
- Water as Leverage Communications Team

4.1 Key counterpart organisations

A broader set of counterpart organisations is supporting and/or connected to Water as Leverage Cartagena – Construyendo con el Agua. This paragraph describes the key counterpart organisations and their respective roles and responsibilities.

Organisation	Type of involvement and responsibility
RVO	Contracting authority and responsible for the projects and programs of Water as Leverage, Partners for Water and PSD Toolkit in Colombia. The contracting authority should be proactively informed and involved in the execution of this assignment. Changes in budget division (a.o. changes in working fees vs. travel costs), planning or working methods need to be discussed with and approved by RVO.
Embassy of the Kingdom of the Netherlands in Bogotá, Colombia (EKN)	Directly involved in the preparation and execution of projects and programs of Water as Leverage and Partners for Water in Colombia. The contractor needs to maintain a connection (through regular updates and CC's) with EKN.
Invest International – Public Programs (II-PP)	Invest International Public Programs is responsible for executing the public infrastructure programmes Develop2Build and DRIVE, both Government of the Netherlands funded public infrastructure instruments. Invest International participates in the process and activities of WaL and a direct connection with the DRIVE instrument is foreseen for the implementation of the infrastructure projects.
Alcaldía de Cartagena	The Mayor's Office of Cartagena -Alcaldía de Cartagena-, through its secretariats of Infrastructure, Planning, General and International Cooperation, as main recipient of the results and outcomes of WaL, will monitor and work actively during the Water as Leverage path. The Mayor's office will work closely with EKN to define and make progress in the main issues of the WaL initiative and will provide support through the following activities: taking part in the decision-making, indicate guidelines and priorities, provide and/or cooperate in obtaining information and available studies, give technical review and feedback to the deliverables, connect with the local institutional network, and assist the organization of support activities such as meetings, working sessions and workshops.
Establecimiento Público Ambiental - EPA Cartagena	The EPA institution will give feedback to the deliverables and will facilitate discussions with the established environmental committees at the local, regional and national level. The EPA can facilitate discussions with regional

	and national governments, for example as part of the Comisión Interinstitucional de Cambio Climático and as a delegated member designated by the Alcaldía de Cartagena in the Nodo Regional Caribe e Insular de Cambio Climático and in the Sistema Nacional Ambiental.
Climate Change Force Taskforce - Cartagena	The “Climate Change Taskforce”, which includes the Environmental Agency – EPA Cartagena, will support this cooperation through the involvement of their member institutions and by carrying out the following activities: participation in meetings, working sessions and workshops, technical review and feedback to deliverables, and provision of information.
European Investment Bank	The European Investment Bank is a Strategic Partner of Water as Leverage Cartagena.
Water as Leverage Support Track Team (WaL-ST)	The achievement of results of WaL Cartagena will be supported by a separate team that will carry out the “Water as Leverage Support Track” activities. The WaL-ST team will cover the planning and execution of local design workshops, policy/financial workshops and will facilitate the knowledge exchange during the WaL process. As such, WaL-ST supports the two multidisciplinary teams and contributes to the ambition to generate an inclusive process. The WaL-ST is the final responsible contractor for the development of these events regarding the technical contents, networking and logistics. The multidisciplinary teams selected through this Call for Action will coordinate with the WaL-ST the contents and methodologies for the set of workshops and meetings required in the Support Track.
Water as Leverage Communications Team (WaL-CT)	Considering the importance of communications in the WaL approach, a specialized team, WaL Cartagena Communications Team, will be in charge of the communications strategy design and execution, focusing on activities to inform and promote the Water as Leverage – Construyendo con el Agua Cartagena Program through various communications modes including audio-visual. This team will cover the WaL activities with special dedication in physical events, like workshops and field visits, and create effective communication pieces reflecting the WaL added value and results. The multidisciplinary teams contracted through this Call for Action have to facilitate and proactively work together with WaL-CT.

4.2 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. 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 establish a common starting point for the development of conceptual designs and project proposals and are publicly available as an attachment to the Call for Action.

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. These hotspots (and the potential for an infrastructural intervention) fit the existing governance arrangements (policies, procedures, rules, etc.) and it is likely to access financial sources in the subsequent steps of the project implementation cycle, following

the pre-feasibility phase. The Setting the Scene analysis considered three pillars: technical, governance and financial, without losing the focus in its interdependencies.

- a) Technical: what are the pressing issues and challenges related to water, climate and resilience in Cartagena, in need of a technical solution?
- b) Governance: what are the local/national policies and priorities that steer, stimulate or limit the options for projects to be developed in the context of Cartagena? Who are the key stakeholders and what are their roles as part of the general project preparation and implementation cycle?
- c) Financial: what are local, national and international funding options for infrastructural projects in Cartagena and what are the general requirements and limitations to take into account as part of the pre-project preparation phase?

Setting the Scene for Water as Leverage Cartagena is published online and should be incorporated in the process of drafting a proposal. Furthermore, a Knowledge Repository has been developed, compiling key documents, maps, data and other sources of information that will facilitate the subsequent phases of Water as Leverage.

Setting the Scene for Water as Leverage Cartagena can be found here:

<https://stswalcartagena.ireporting.nl/>

The Knowledge Repository for Water as Leverage Cartagena can be found here:

https://drive.google.com/drive/u/1/folders/1gQmymokaUiYUliiqUD1j4p2g5_C1lWuJ

4.3 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, in close collaboration with the key counterpart organisations mentioned in paragraph 4.1 and the two multidisciplinary teams to be selected. The Support Track strengthens the capacity of local stakeholders to contribute and connect to an inclusive process for strategy- and project identification in Cartagena. The methodology is built on the experiences as part of the Water as Leverage for Resilient Cities Asia trajectory that was carried out between 2018 and 2020. It is the conviction that innovative, integrated and implementable interventions with a potential for leverage can only be developed through an inclusive process, involving all relevant stakeholders from the start. Following the methodology of WaL, this is done by organising a set of Local Design Workshops and Financial/Policy oriented workshops (see information below). Supporting the connection between local private, public and knowledge stakeholders in Colombia and the multidisciplinary teams on the ground throughout the WaL trajectory is another key item of the WaL-ST. The WaL-ST, multidisciplinary teams, local and international key counterparts and the broader stakeholder environment are required to work together to jointly reach the ambitions and objectives of Water as Leverage Cartagena.

The WaL-ST contractor will act as the lead of the workshops and has to work in close cooperation with RVO, Embassy, multidisciplinary teams, partners and other relevant stakeholders. The team responsible for the WaL-ST (not part of this Call, separate assignment) will be first point of contact for these organisations and act as the liaison/linking pin, particularly towards the Taskforce Cambio Climático of Cartagena. The WaL-ST has to identify the needs of the teams and the City of Cartagena. The WaL-ST takes the lead on the workshop design and working methods to be used (including moderation), through proactive interaction with multidisciplinary teams and all other key counterpart organisations. Contributing to the (inclusive) process and deliverables of the multidisciplinary teams is a key element. As such, the WaL-ST shapes the workshop and activity design in such a way that it is tailored to the needs of all participants.

Gathering, managing and sharing knowledge, research, data, contacts, etc. remains of key importance throughout the process of Water as Leverage. Partially organising this through the WaL-ST strengthens the positioning of the programme and prevents competition for and/or duplication of requests by the multidisciplinary teams, for example towards key counterpart organisations or communities and NGOs. The WaL-ST will maintain and update the shared knowledge repository (developed as part of the Setting the Scene phase), in close collaboration with key counterpart organisations and the two multidisciplinary teams.

4.3.1 Local Design Workshops

The multidisciplinary teams, local stakeholders (governmental, community representatives, private sector) and international stakeholders participate actively in the local design workshops which will be organised in Cartagena through the WaL Support Track. Teams are obliged to participate in the local design workshops, because the teams need to verify, adjust, enrich and prioritise the (draft) deliverables during these workshops. Local Design Workshops are a key element of the WaL-approach and are used to jointly work from challenges towards common solutions, for which these workshops are milestone events. It is the responsibility of the teams to engage in building local coalitions, capacity and local support during the process and as part of the deliverables. The workshops will be designed to meet the needs of both the teams as well as all other key stakeholders and counterpart organisations involved in the Water as Leverage Cartagena process. As such, these workshops will provide a platform to discuss, modify and verify the process and deliverables, such as the conceptual designs and project proposals. The local design workshops are expected each to have a duration of two days. Through an approach combining research and design, these workshops will give multidisciplinary teams a better understanding of the city- and region's strengths and its vulnerabilities and the local context (culture, vulnerable communities, youth, disabled, etc.). It will help the teams to develop work processes in close collaboration with local stakeholders and also to share ideas, information and data as well as discuss their conceptual designs/project proposals with the local stakeholders and the other multidisciplinary team.

After selecting and contracting the two teams following the Call for Action procurement phase, the Water as Leverage Cartagena process kicks-off with the first local design workshop. This workshop is aimed at bringing together the key stakeholders and teams to discuss the process and approach presented by the teams. Guidance on technical, financial and governance arrangements to take into account are shared by local and national government representatives, potential financiers, community representatives and other stakeholders with an interest. This results in teams having a network with key counterparts 'on the ground', while these key counterparts themselves have a better understanding of the potential WaL Cartagena can deliver. At least the team lead and deputy team lead from each team are expected to participate.

During the second local design workshop, the outcomes of the research, analysis and design activities are presented, discussed and modified with key stakeholders. Not by only presenting the outcomes, but by actively stimulating discussions, joint design, in-situ workshop elements and other activities to stimulate out-of-the-box thinking while gathering the necessary information to determine which conceptual designs to take further. Discussions on prioritisation will be incorporated as part of the workshop. There should be room for shared vision development and enable actors to influence vision- and project development activities. Identifying options for leverage, e.g. by connecting opportunities for local business development or improving public sector responsibilities should be a prominent part of the discussion. The third local design workshop focuses on the design and development of project proposals, with a view to move towards phase 3.

4.3.2 Policy / financial workshops

The local design workshops are complemented by financial structuring and policy embedding workshops. The Policy/Financial workshops are expected to have a duration of one day and may take place in Bogotá or Cartagena. Without losing the transformative capacity of proposed solutions envisaged by WaL Cartagena, a timely focus on outlining projects proposals in a manner that facilitates their future bankability (project proposals have to be 'implementable') should also be at the heart of the approach. This requires an active role and participation from financial and other experts (that are part of the multidisciplinary teams) from the very beginning, as well as outputs of WaL to be defined in such a way they can function as inputs for project identification and development activities of financiers in subsequent phases of the project cycle. This implies that project proposals should aim to progress to the feasibility study phase and to implementation phase later on. Generating these feedback loops throughout the process helps to keep a focus on implementable projects.

It is important to ensure that the proposals are in line with, and embedded in applicable policies and regulations on a local, departmental and national level. This is therefore a second focus of the financial structuring and policy embedding workshops. The multidisciplinary teams working on project proposals are to include a focus on the ability to implement the proposed solutions ('projects') from a policy perspective throughout the process. During

the policy/financial workshops, experts from ministries and local government departments come together to advise on projects under development.

Connected to the second design workshop, a financial/policy workshop is organised with a select group of government representatives (local and national) and potential financiers with an interest to continue working on the outcomes of the entire pre-feasibility phase of WaL Cartagena. This financial/policy workshop aims to reflect on the conceptual designs in terms of the fit within the local and national policy frameworks and priorities and the chances for follow-up through available feasibility study and implementation finance mechanisms. To focus the project preparation phase of Water as Leverage Cartagena, a go/no-go decision at the level of individual conceptual designs is made by the contracting authority, taking into account the advice from the Advisory Board.

The second policy/financial workshop is connected to the third local design workshop and aims to facilitate a discussion on how the conceptual designs are progressing into project proposals. The connection with financiers and applicable policy frameworks is the central topic of this workshop.

4.4 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'. The WaL-CT will develop a communication strategy, which serves as a foundation for communication and outreach related activities and deliverables. Furthermore, the WaL-CT will encompass a set of video- and photography experts, to deliver communication materials, which may be used by all stakeholders of the WaL Cartagena trajectory, after approval by RVO. The multidisciplinary teams have to collaborate with the WaL-CT to ensure activities (e.g. outside the workshops) are captured, contributing to the narrative of WaL Cartagena.

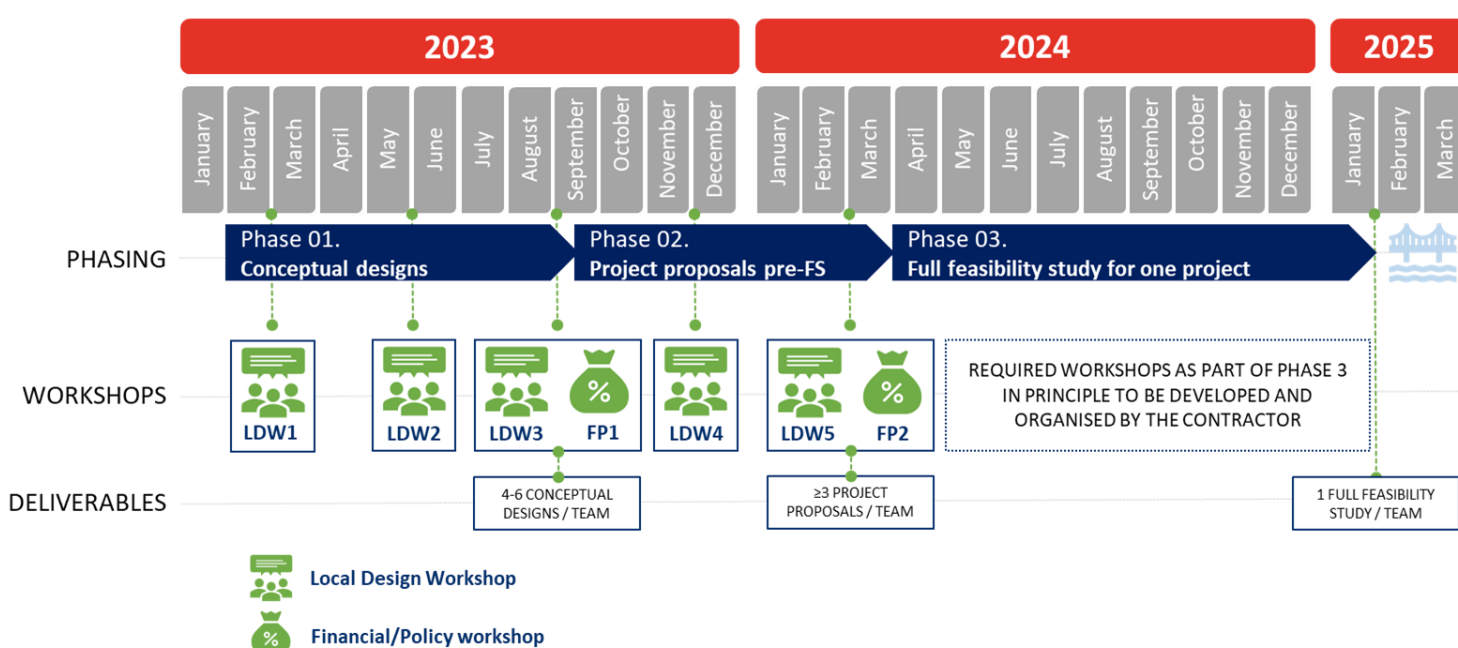
5. Procedure and Description of the future Contract

RVO will organise the Call for Action in the form of an open competition. Please refer to the Water as Leverage Guidelines (Guidelines Water as Leverage Cartagena) for more details about the procedure. RVO intends to award a contract to two (2) teams, following a selection procedure during which the submitted Proposals will be assessed according to the award criteria.

After assessment, the two highest ranking proposals (with a total score above the quality threshold) will be awarded a contract for a pre-defined price. The competition consists of three phases:

- **Phase 1:** Research, Analysis and Design Phase for the Development of Conceptual Designs
- **Phase 2:** Pre-project Preparation and Structuring of Project Proposals
- **Phase 3:** Full development of one climate resilient water-related infrastructure project

After each phase a selection and assessment will take place. Only the best and most viable deliverables will be developed further.



Teams are to follow internationally agreed standards and guidelines in managing environmental, social, and business risks. The following standards should be followed during the implementation of this assignment:

- [IFC's Environmental and Social Performance standards](#) (responsibilities for managing environmental and social risks)
- [OECD guidelines](#) for Multinational enterprises: code of responsible business conduct.
- [Principles on Valuing Water](#) of the UN/World Bank High Level Panel on Water to sustainably, efficiently and inclusively allocate and manage water resources, and to deliver and price water services accordingly.

5.1 Contents and deliverables of Phase 1: Research, Analysis and Design

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 (see paragraph 4.2). 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 workshop. The Local Design Workshops are workspaces in which multidisciplinary teams and local, national and international stakeholders come together and shape, discuss and further develop project ideas. These workshops will be organised in Cartagena as part of the Water as Leverage Support Track. The first local design

workshop (LDW1) and physical kick-off of the program is aimed at bringing together the key stakeholders and teams to discuss the process and approach proposed by the teams. Guidance on technical, financial and governance arrangements to take into account are shared by local and national government representatives, potential financiers, community representatives and other stakeholders with an interest. This results in teams having a network with key counterparts 'on the ground', while these key counterparts themselves have a better understanding of the potential WaL Cartagena and specifically of what each team can deliver.

Each team continues with the research, analysis and design activities, ensuring on-the-ground presence and a connection with selected key counterparts throughout this phase, to be able to connect to ongoing developments, priorities, local knowledge, etcetera. A second local design workshop (LDW2) will be organised as part of the WaL-ST.

During the third local design workshop (LDW3), the outcomes of the research, analysis and design activities are presented, discussed and modified with key stakeholders. Not by only presenting the outcomes, but by actively stimulating discussions, joint design, field workshop elements and other activities to stimulate out-of-the-box thinking while gathering the necessary information to determine which conceptual designs to take further.

Connected to the third design workshop (LDW3), the first financial/policy workshop (FP1) is organised through the WaL-ST with a select group of government representatives (local and national) and potential financiers with an interest to continue working on the outcomes of the pre-feasibility phase WaL Cartagena entails. This financial/policy workshop aims to reflect on the conceptual designs in terms of the fit within the policy frameworks and priorities and the chances for follow-up through available feasibility study and implementation finance mechanisms.

At the end of phase 1, the deliverables for each of the two teams include an accessible midterm review digital report and a presentation portraying the Conceptual Designs for potential solutions to (a selection of) the challenges identified in Cartagena. The potential solutions should be projected on a site within the city. Each of the conceptual designs should come with a short advice from the multidisciplinary teams to RVO and the Advisory Board on the feasibility of further development in the subsequent phase. Based on the results of the midterm review a go/no-go decision will be made to decide whether and which conceptual designs are suitable for further development in Phase 2. The teams will indicate, based on the outcome of the multicriteria analysis (see deliverables below), which of these selected Conceptual Designs (with a 'go') have the best potential for development in subsequent phases, for which a minimum of three conceptual designs per team need to be further developed. RVO will determine which Conceptual Designs will need to be developed further in Phase 2. RVO will base this decision on the advice received from the Advisory Board.

5.1.1 *Activities as part of Phase 1:*

- Interact with the WaL-ST team in preparing the local design workshops that are part of Phase 1, for which it is expected that mainly for the second local design workshop the team provides an in-depth contribution to the agenda, stakeholder list and workshop methodology and contents.
- Carry out on-the-ground research, interviews and other activities in order to ensure a connection with counterparts, stakeholders, affected groups etc. This should result in a better understanding of the local context.
- Participate in the local design workshops (LDW1, 2 and 3) with international and locally-based experts. As a minimum, it is expected that the team lead and deputy team lead participate in all workshops. However, physical participation of other experts (both international and local) is strongly encouraged. Teams are to indicate the intended physical presence of experts in the proposal.
- Propose and organise fact-finding activities and seek alignment with the other multidisciplinary team and the WaL-ST team in executing these activities.
- Interact with the WaL-ST team in preparing the policy/financial workshop. Contribute to the agenda, stakeholder invitation list, workshop contents and workshop set-up.
- Participate in the policy/financial workshop with (a select group of) international and locally-based experts. This workshop is connected to local design workshop 3.
- Provide the WaL-CT team with inputs, ideas, materials and connections to capture the activities of the multidisciplinary team and transmit information precisely.

- Work on-the-ground (next to the centrally organised workshops) with stakeholders on the development of conceptual designs and proposals.
- Interact with the other multidisciplinary team to develop a multi-criteria analysis (MCA). Local design workshop 2 (LDW2) is to be used by the teams to present and discuss the MCA. Please note that the two teams of consultants should develop a single analytical framework to be used to score the conceptual designs developed by both teams.
- Interact with the other multidisciplinary team to develop an M&E proposal and methodology to capture lessons learnt, related to the work of the multidisciplinary teams and the WaL-methodology. Local design workshop 2 (LDW2) is to be used by the teams to present and discuss the M&E proposal.

5.1.2 Deliverables as part of Phase 1:

A minimum of four and maximum of six innovative, integral and implementable conceptual designs for water and climate adaptation related infrastructure. The ‘Setting the Scene – Panorama Técnico, Financiero y de Gobernanza’ provided the hotspots and the starting point for the identification of potential conceptual designs. Each conceptual design should incorporate the following:

- **Summary document (2-pager)**, used for public outreach, e.g. in preparation of the local design workshop.
- **Strategic perspective** and analysis of water- and climate change adaptation related challenges and opportunities of Cartagena, resulting in a foundation for the development of conceptual designs.
- **Main document with the elaboration of the conceptual design:**
 - Extensive description of the conceptual design and the challenges the conceptual design aims to solve.
 - Expected impacts and effects from the proposed intervention, with an explicit focus on water and climate change adaptation related impacts.
 - Clear indication of the location or locations of the potential intervention, including an overview of existing conditions, current use and ownership over the site.
 - Narrative on the potential for leverage through the proposed intervention, including an elaboration on the WaL-principles (innovative, integral, implementable, inclusive).
 - Integrated planning, indicating the way and ensuring the conceptual design fits in national, regional and local strategies, policies and plans, including a perspective on the trajectory for funding/financing and the required approval/support from public/private entities.
 - Indicative qualitative economic- and (preliminary) cost-benefit assessment
 - General evaluation of the potential to generate income and the foreseeable impacts on economic development, social impacts, ecology and employment in the city
 - Overall assessment of the effects in the sustainable development goals, particularly SDG 6) Clean water and sanitation, SDG 8) Private sector development, SDG 11) Sustainable cities and communities and SDG 13) Climate action and 17 Partnerships for the Goals.
 - Attractive, realistic and technically sound visualisation of the proposed conceptual design.
- **Indicative risk- and impacts assessment:**
 - Main environmental, biodiversity and ecosystem impacts assessment, evaluating the positive and negative impacts of the proposed intervention, using the IFC Performance Standards.
 - Social assessment, evaluating the potential main positive and negative impacts and risks on (vulnerable) communities, particularly the way the proposed intervention strengthens (vulnerable) communities’ development.
 - Governance assessment, evaluating the opportunities and barriers related to the proposed intervention from a governance/legal perspective.
- **Indicative stakeholder analysis**, identifying the key counterparts, beneficiaries and affected people and communities, decision-makers and supporting/hindering actors.
- **Multi-Criteria Analysis (MCA):** The multidisciplinary team shall develop a comparative assessment methodology and framework, for example as an MCA, to support the selection of the preferred

option/project to be further developed into project proposals in phase 2. Such assessment framework shall consider multiple dimensions from the technical, economic, financial, policy, institutional, environmental and social impacts and propose a weighting system to identify the preferred project. It is recommended that the consultant incorporate the input and preferences of all stakeholders and that the scoring be done with input from stakeholders.

- **M&E proposal:** the multidisciplinary team shall develop an M&E proposal, to be able to capture quantitative and qualitative results following the work described in this Call for Action. M&E then needs to be executed per team, but joint development of the M&E proposal is required.

5.2 Contents and deliverables of Phase 2: Pre-project preparation and structuring

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. The decision-making process through which the conceptual designs to be transformed into project proposals are chosen is based on the procedure described in the Guidelines.

5.2.1 Activities as part of Phase 2:

- Interact with the WaL-ST team in preparing the local design workshops that are part of Phase 2, for which it is expected that the team provides an in-depth contribution to the agenda, stakeholder list and workshop set-up/contents.
- Participate in the local design workshops 4 and 5 (LDW4 and LDW5) with (a select group of) international and locally-based experts. As a minimum, it is expected that the team lead and deputy team lead participate in all workshops. However, physical participation of other experts (both international and local) is strongly encouraged. Teams are to indicate the intended physical presence of experts in the proposal.
- Propose and organise fact-finding activities and seek alignment with the other multidisciplinary team and the WaL-ST team in executing these activities.
- Carry out the analytical work necessary to develop the project proposals, including but not limited to: analysis of site location, calculation of potential environmental, social, and economic impacts.
- Liaise with Colombian stakeholders to ensure that project proposals align with national, regional, and local strategies policies and plans.
- Interact with the WaL-ST team in preparing the policy/financial workshop. Contribute to the agenda, stakeholder invitation list, workshop contents and workshop set-up.
- Participate in the policy/financial workshop (PF2) with (a select group of) international and locally-based experts. This workshop is connected to local design workshop 5.

5.2.2 Deliverables as part of Phase 2:

A minimum of three project proposals on a pre-feasibility level. Each of these project proposals need to include the following elements:

- **Summary document** (2-pager), used for public outreach, e.g. in preparation for the local design workshop.
- **Elaboration of the project proposal**, building on the outputs from phase 1:
 - Extensive description of the project proposal and the challenges the project proposal aims to solve.
 - Expected impacts and effects from the proposed intervention, with an explicit focus on water- and climate change adaptation related impacts.
 - Site location, indicating the location or locations of the potential intervention, overview of existing conditions, current use and ownership of the site.
 - Economic and financial assessment, including a conceptual financing mix, identifying the costs and benefits, and indicating if it is economically and financially viable to go further with this project proposal. As a result of this assessment, a preliminary conclusion must be drawn about the financial feasibility and bankability of the project proposal, and suggestions regarding necessary actions to bring this assessment to full feasibility. As a reference (not intended as an obligatory

framework, no rights may be derived from using these annexes) the 'Annex – WaL Framework for Cost-Benefit Analysis and Financial Pre-Feasibility Assessment' and 'Annex – WaL CBA and Financial Model' may be used.

- Expected environmental and social impacts of the project proposal.
 - Narrative on the potential for leverage through the proposed intervention, including an elaboration on the WaL-principles (innovative, integral, implementable, inclusive).
 - Attractive and technically sound visualisation of the proposed project, including the connection to landscape elements and water bodies within the Cartagena context.
 - Assessment of the coherence of the proposed project with Colombian and Cartagena development plans, sector plans and policies and other applicable documents, indicating the way the conceptual design fits in national, regional and local strategies, policies and plans.
 - In-depth evaluation of the potential impacts on economic development, social impacts and employment in the city.
 - Assessment of the effects in the sustainable development goals, particularly on SDG 6) Clean water and sanitation, SDG 8) Private sector development, SDG 11) Sustainable cities and communities, and SDG 13) Climate action.
- **Risk- and impacts assessment; E&S scoping, and Terms of reference for the ESIA** according to the IFC Performance Standards and local Colombian ESIA requirements:
 - The methodology to be used to undertake the ESIA study including the proposed method for evaluating identified potential impacts and proposed mitigation measures.
 - Review existing information on environmental and social baseline conditions and project area (geography, surface, flora and fauna, nearby communities and uses).
 - Specification of the various intervention alternatives and provide justification for proposed alternative.
 - Determine Area of Influence. The area likely to be affected either directly or indirectly by project operations, including ancillaries and associated activities.
 - Policy, legal, and institutional framework including IFC Performance Standards that are triggered and propose ways to overcome identified potential gaps.
 - Identification of the main negative and positive impacts in the various phases of the project, specific attention will be given to:
 - Land governance and land use issues
 - Biodiversity impacts
 - Main health & safety risks/impacts for the adjacent communities
 - Develop a draft Stakeholder Engagement Plan (SEP) that shall be applicable throughout the project cycle including the planning stage and provide effective and inclusive engagement with project affected parties with a specific focus on vulnerable groups.
 - Carry out initial site visits, including formal and informal discussions/meetings with local communities, government agencies and other key stakeholders in the project affected area.
 - The result of this phase is a scoping report and a Terms of Reference for the ESIA.
 - **Stakeholder analysis**, identifying the key counterparts, beneficiaries, decision-makers and supporting/hindering actors. This should at least include the interests and needs associated with the project proposal.
 - **Fine-tuned Multi-Criteria Analysis (MCA)**: Building on the MCA developed in phase 1, the two teams of consultants shall fine-tune the assessment framework and apply it to support the selection of preferred projects to be further developed into ready-to-tender infrastructure projects in phase 3. As in phase 1, a single MCA shall be jointly developed by the two teams of consultants, and it should incorporate input from all relevant stakeholders.
 - **Updated project implementation plan**: At the end of phase 2, once the project to be further developed in phase 3 has been selected, the team shall submit an updated implementation plan for phase 3, detailing the expected timeline and resource allocation.

5.3 Contents and deliverables of Phase 3: Full development of one climate resilient water-related infrastructure project feasibility study

In this phase, each team will transform one of the selected project proposals from phase 2 into a ready-to-tender infrastructural project that can be potentially co-financed by the DRIVE programme provided by the Government of the Netherlands and managed by Invest International. The project should be sponsored by a Colombian government counterpart who will ultimately be responsible for the procurement and implementation of the infrastructure project. This government entity (**hereafter “the project sponsor”**) will be identified and engaged in the project before the start of phase 3, on the basis of the stakeholder analyses carried out in phase 1 and 2. Selected projects are therefore expected to, at a minimum:

- Have high development relevance, with an economic internal rate of return higher than 10%
- Not be financially viable (in order to justify possible use of grants) but financially sustainable
- Have a budget size between EUR 15 million to EUR 150 million
- Be programmatically coherent with the Dutch Aid & Trade agenda

5.3.1 Activities as part of Phase 3:

- Carry out the analytical feasibility work necessary to bring the selected project proposal to a ready-to-tender stage.
- Deepen the economic, financial, technical, and E&S analytical work carried out in phase 2 for the selected project to be implemented.
- Interact with the RVO and Invest International team, as well as local & national counterparts and incorporate their feedback.
- Liaise with local and national stakeholders to obtain necessary information.
- Collaborate with the project sponsor in the process of preparing a DRIVE intake application. Ensure sufficient capacity from the team is available to support the project sponsor in preparatory activities related to the DRIVE intake.
- Ensure that the proposed project is embedded in the local community by engaging them in information/input sessions and/or workshops, planned in coordination with the City of Cartagena and other local, national and (if required) international stakeholders.

5.3.2 Deliverables as part of Phase 3:

Assuming a positive GO decision from the Advisory Board, the team will develop the selected project proposal from phase 2 to full feasibility level. This includes the following deliverables:

- **Technical feasibility study:** This may include various surveys including but not limited to: topographic surveys, soil and sediment investigations and damage costing assessments.
- **Detailed cost benefit analysis (CBA) and financial analysis:** The economic and financial analyses are part of the full feasibility study. A detailed CBA to determine the economic impact of the project, by comparing the incremental costs and benefits between the reference situation and the project situation, with description of assumptions, shall be followed. In addition, the CBA shall integrate the quantification of CO₂ emissions (either new or savings), using a shadow pricing for a tCO₂e to be indicated by Invest International. The financial feasibility assessment shall be made on discounted, nominal cash flows, identifying and quantifying any potential gap which may require a VGF. A project-specific financial (discounted cash-flows) model should be prepared, based on the FAST modelling standard or similar industry standard, and a fully functional electronic copy of the model shall be made available to the client. The CBA model may be developed as a module in the main financial model or a separate spreadsheet model, to the preference of the consultant.
- **Land need assessment and acquisition plan:** The teams will assess the ownership situation of the lands required for the project and, if necessary, develop an acquisition plan.
- **Detailed engineering design:** Develop detailed construction documentation including all engineered drawings needed for the bidding package, sufficiently detailed to comply with Colombian regulatory

requirements and the requirements of external financiers. The design shall detail relevant socioeconomic impacts of the works, i.e. unavoidable resettlements, topographic and soil investigations, development of a site analysis plan, preparation of drawings and the preparation of bills of quantities and cost estimates.

- **Environmental and Social Impact Assessment (ESIA):** The ESIA must be in accordance with both Colombian environmental and social assessment laws and regulations, and the Invest International standards, which are based on IFC PS (2012). The completed ESIA documents must be submitted to the relevant Colombian authority for approval.¹ The teams shall be available to address comments after submission, but they are not expected to remain engaged until approval is granted.

The ESIA predicts and assesses the Project's potential adverse impacts and risks, in quantitative terms to the extent possible. It is not intended to be a stand-alone set of activities but needs to bring into view what the environmental and social issues are that need to be addressed in detailed project design and implementation. It furthermore evaluates environmental and social risks and impacts from associated facilities and other third-party activities. The ESIA identifies and defines a set of environmental and social mitigation and management measures to be taken during the implementation of the project to avoid, minimize, or compensate/offset for risks and adverse environmental and social impacts, in the order of priority, and their timelines; it also identifies any residual negative impacts that cannot be mitigated. The desired outcomes of the mitigation and management measures should be set as measurable events to the extent possible, such as performance indicators, targets or acceptance criteria that can be tracked over defined time periods. The process indicates the responsibilities required for implementation of the mitigation and management program.

Projects should contribute to gender mainstreaming and decent work (including paying Living Wage). Gender-differentiated impacts should be assessed and the risks and impacts identification process should propose measures designed to ensure that one gender is not disadvantaged relative to the other in the context of the project. This may include providing opportunities to enhance full participation and influence in decision-making through separate mechanisms for consultation and grievances, and developing measures that allow both women and men equal access to benefits. Where relevant the data collection should be gender aggregated. The consultation process will be documented, signed off by the participants and shall have a minimum of 40% women. For cultural reasons, it may be necessary to set up focus groups with women only, when appropriate. In addition, the Consultant should provide a Living Wage Assessment.

- Conduct the assessment as per ToR defined in Phase 2 of the project (see Annex ESIA requirements for guidance)
- Job creation and living wage assessment:
 - Calculate the estimated number of total direct jobs and jobs per € million invested in the construction and operational and maintenance phase
 - Calculate for various project phases the difference in estimated project costs between paying 100% Living Wage (using the Wage Indicator) versus the paying minimum wage
 - Calculate the estimated total number of indirect jobs and per € million in the construction and operational and maintenance phase
- GHG emissions assessment based on the GHG Protocol: calculate the total GHG emissions emitted and avoided + per € million taking into consideration:
 - Scope 1: Direct emissions from vehicles, fuel, refrigerant activities.
 - Scope 2: Energy indirect emissions from purchased cooling, heat, electricity.
 - Scope 3: Other indirect emissions that occur in the value chain, not part of scope 1&2. Think about supplier transport, road distribution, but also waste and business travel.
- Develop an Environmental Social Management and Monitoring Plan (ESMMP) as per identified applicable requirements. The ESMP should details (a) the measures to be taken during the

¹ For guidance on the institutional route for approval of infrastructure projects in Cartagena, please see: [Gobernanza | Water as Leverage Cartagena – Setting the Scene \(ireporting.nl\)](#)

implementation and operation of a project to eliminate or offset adverse environmental and social impacts, or to reduce them to acceptable levels; (b) the description of roles and responsibilities in the further development and implementation of the ESMMP and capacity development needs; and c) the actions needed to implement these measures including key performance indicators, resources, budgets and timelines. The ESMMP should be aligned with the World Bank General Environmental, Health, and Safety Guidelines and where relevant Industry Sector Guidelines.

- Develop and implement Stakeholder Engagement Plan

The three-phased approach taken in this assignment, including the exploratory nature of Phases 1 and 2 means that it is not yet possible to conclusively indicate the specific environmental and social aspects that need to be taken into account. Nevertheless, this project will need to apply an ESIA for its activities, depending on national law and IFC Performance Standards, the risk categorisation and associated requirements from (potential) international donors.

- **Bidding documents:** The preliminary design will be used to prepare draft tender documents for international procurement of a Design&Build infrastructural project. Bidding documents must include a summary reference to the environmental and social impact management and monitoring requirements for implementation, and must reference the approved safeguard instruments (ESIA, ESMP) – these instruments are to be made available to the bidders as a basis for developing their proposals.
- **DRIVE intake:** The consultant shall support the project sponsor in developing a DRIVE intake application to be brought forward to Invest International’s Investment Committee. The project sponsor shall prepare this application with the consultant’s support and following the DRIVE policy rules valid at the time of applying. Invest International will share specific requirements and templates to be followed, however, indicatively, the DRIVE intake document shall include the following components:
 - Project description, including problem analysis, objectives, and results chain
 - Project organization, including financing structure and procurement plan
 - Assessment of the project, including additionality, development relevance, sustainability, and value for money
 - Expected impact and contribution to SDGs
 - Main risks and mitigation measures
- **Reporting:** The teams will deliver monthly progress reports during the duration of Phase 3. The reports will be delivered on the 1st week following the reporting period. Monthly reports will include a rolling overview of realisation, constraints, expectations/outlook for upcoming period, planning/staff/budget consequences. The Contracting Authority will provide a reporting format to be followed.

5.4 Applicants and required expertise

Applicants responding to this Call for Action should be internationally operating multi-disciplinary teams of water, civil engineering, climate, urban, design/architecture, community involvement, financial and other experts. The teams consist of Dutch, Colombian and international organisations and individual experts. A minimum of 50% of the involved experts should have a full professional proficiency in Spanish. It is seen as beneficial if the majority of experts has some (basic+) 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.

It is encouraged to include a diverse (gender/age/culture) set of experts and roles (except for the lead and deputy lead) may be combined or defined differently, as long as the minimum required expertise is included. Additional team members can be proposed based on the criteria of the applicant, to further strengthen the team to implement the described activities. A set of key roles and corresponding expertise profiles should be incorporated and are defined below. Except for the team lead and deputy team lead, roles/profiles may be combined:

- **Team lead:** international team lead and project manager with a background and experience in architecture and/or urban planning, and/or integrated water resources management, and/or environmental management, and/or financial, and/or technical project structuring. Requirements:
 - Experience implementing water-infrastructure planning projects as leading manager (including project planning procedures, economic analyses, ToC and Logical Frameworks).
 - Experience overseeing multi-disciplinary teams, including disciplines such as engineering, hydrology, spatial planning, design, stakeholder involvement, economic and financial analyses and environmental and social due diligence.
 - Experience in dealing with complex stakeholder participation processes in the context of addressing urban water- and climate change related challenges. Working experience in Colombia or Latin America is an added value.
 - University degree (masters level or comparable level of experience) in a relevant field. At least 15 years of experience, of which at least 8 years of international experience in project management, in one or more of the expertise fields defined above. Professional proficiency in Spanish is required.
- **Co-lead for local project management:** locally-based deputy team lead (with ≥10 years of experience implementing relevant projects), with ample experience in dealing with complex stakeholder participation processes in the context of addressing urban water- and climate change related challenges in Colombia. Requirements:
 - Background and experience in architecture, urban planning, water management, project structuring or a combination of the abovementioned fields, but with a significantly different profile than the team lead.
 - At least 10 years of experience, of which at least 8 years of (local and/or international) experience in managing complex projects and/or multidisciplinary teams in one or more of the expertise fields listed above.
 - Experience leading complicated water resources management programs/projects is an added value.
 - University degree (masters level or comparable level of experience) in a relevant field. Native speaking or full professional proficiency in Spanish is required.
- **Co-lead design and urban planning:** due to the importance of developing innovative and integrated solutions as part of WaL Cartagena, a co-lead with a background and experience in (urban) design is required, with the ability to develop, design and visualize integral and innovative solutions in a technically sound and attractive way, add to discussions on (positive) side effects of interventions on ecology and the socio-economic characteristics of the area. The co-lead design and urban planning should have a prominent role, particularly in Phase 1 and Phase 2 of WaL Cartagena.
 - Requirements: University degree (architecture, urban design or comparable level of experience) in a relevant field.
 - At least 8 years of experience in architectural or urban design.
- **Senior Construction expert:** Senior civil engineer with a focus on water with 10 years of experience with implementing projects in developing countries.
 - Requirements: University degree in Civil Construction/Engineering or a relevant, directly related discipline, or equivalent.
 - 7 years of relevant international working experience with construction design and engineering in relation to water infrastructure.
 - Professional experience spanning the engineering field from problem assessment to design, implementation and operation & maintenance.
 - Additional experience in the context of urban flood management.
 - Substantial experience with working in international teams.
 - Professional experience with tender preparation for works.
 - Substantial and relevant experience in Latin America.
 - Work experience in Colombia is an asset.

- **Procurement/FIDIC specialist:** background and experience in preparing tender documents for infrastructure projects in Colombia. Requirements:
 - A university degree in economics, business administration or equivalent;
 - 7 years of experience in preparing tender documents under the standard contract conditions of FIDIC, or equivalent;
 - Extensive knowledge of Colombia's public procurement regulations and processes, in particular those relevant for infrastructural projects
 - Knowledge of innovative procurement mechanisms (i.e. Public Private Partnerships) is a plus
- **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. Experience with participatory planning procedures and advocate of inclusive development processes. Requirements:
 - University degree (masters level or comparable level of experience) in a relevant field.
 - At least 7 years of experience in working with or within the Colombian institutional setting, in a position related to infrastructure planning and implementation processes.
- **Environmental expert:** background and experience in ecological impact assessment with explicit attention to the topic of biodiversity, nature-based solutions. Requirements:
 - University degree (masters level or comparable level of experience) in a relevant field. At least 10 years of experience.
 - At least 7 years of experience in working with international performance standards, including the IFC Performance Standards.
 - At least 5 years of experience preparing environmental and social impact assessments (ESIA)
- **Social 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. Knowledge on how to cover due diligence processes, including the signalling of required procedures for resettlement, compensation and grievance redress, preferably with experience in Colombia. Requirements:
 - University degree (masters level or comparable level of experience) in a relevant field.
 - At least 7 years of experience in working with international performance standards, including the IFC Performance Standards.
- **Senior financial specialist:** background and experience in financial analysis and structuring of water- and climate change adaptation related interventions. Requirements:
 - University degree (masters level or comparable level of experience) in a relevant field.
 - At least 8 years of experience.
 - Knowledge of and experience with international financing institutions and associated procedures.
- **Economist:** background and experience in cost-benefit analysis of water- and climate change adaptation related interventions. Requirements:
 - University degree (masters level or comparable level of experience) in a relevant field.
 - At least 7 years of experience.
 - Knowledge of and experience with GHG shadow pricing and GHG impact assessment is a plus.

6. Ultimate recipient of the Call for Action

The ultimate recipient of the Call for Action is the City of Cartagena.

7. Information meeting

On 6 December 2022, 15:00h CET / 9:00h COT, an online information meeting will be organised. The ambitions of 'Water as Leverage Cartagena – Construyendo con el Agua' and the application procedure will be explained. During this meeting (and as part of the registration) there will be an opportunity to ask questions (in writing). The summaries of answers given during the information meeting will be incorporated in the Q&A document and shared through TenderNed.

Information and registration for the meeting on 6 December: <https://8uj3zvt.momice.events/>

Additional information meetings (if any) will be announced through Twitter ([@WaterasLeverage](https://twitter.com/WaterasLeverage)) and LinkedIn: (<https://www.linkedin.com/company/waterasleverage>)

8. Documents related to this Call for Action

The following documents are part of this Call for Action:

- The **Questions and Answers** document. This contains a summation of all anonymised questions and answers addressed to the contact point. Questions can be directed to WAL@rvo.nl, mentioning 'CARTAGENA' in the subject line. The answers to the questions will not be answered directly, but will be published in the 'Questions and Answers Document' and shared through TenderNed.
- The **Guidelines Water as Leverage Cartagena – Construyendo con el Agua**. This describes the procedure of the challenge.
- The **Call for Action Water as Leverage Cartagena – Construyendo con el Agua**. This document.
- The **formats, application form and the contract** that are mentioned in the Guidelines.

The WaL Model Contract indicates the prioritisation of the beforementioned documents.

The background research "Setting the Scene" is available on the website that is mentioned in paragraph 4.2.

9. Deadline for submission of Quotations

Quotations in response to the Call for Action “Water as Leverage Cartagena – Construyendo con el Agua” can be submitted to the Netherlands Enterprise Agency (RVO) until 23 January 2023, 23:59h CET.

10. Preliminary time table for the Programme

The Contracting Authority reserves the right to adjust the time table.

Date	Activity
28 November 2022	Publication of the Water as Leverage Call for Action document
6 December 2022, 15:00h CET	Information meeting
8 December 2022, 23:59 CET	First deadline for questions
15 December 2022	Publication of first Memorandum of Information
10 January 2023	Second and final deadline for questions
13 January 2023	Publication of second and last Memorandum of Information
30 January 2023, 15:00h CET	Deadline for Quotations
Week 4 and 5, 2023	Assessment by experts
10 February 2023	Contracts sent to winning teams
27 and 28 February 2023	Local design workshop 1 in Cartagena
June 2023	Local design workshop 2 in Cartagena
Early September 2023	Local design workshop 3 in Cartagena Policy/Financial workshop 1 in Cartagena or Bogotá (consecutively, following the local workshop)
Mid-September 2023	Completion of Phase 1
End of September 2023	Contractors notified of Phase 1 to Phase 2 decision
December 2023	Local design workshop 4 in Cartagena
Early March 2024	Local design workshop 5 in Cartagena Policy/Financial workshop in Cartagena or Bogotá (consecutively, following the local workshop)
Mid-March 2024	Contractors notified of Phase 2 to Phase 3 decision, related to the minimum three project proposals (including implementation plan and budget specification for Phase 3)
End of March 2024	Go-decision on the implementation plan and resource allocation for Phase 3
End of March 2024	Completion of Phase 2
January 2025	Completion of Phase 3

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The Netherlands Enterprise & Development Agency (RVO)
Prinses Beatrixlaan 2
PO Box 93144 | NL- 2509 AC The Hague
T +31 (0) 88 042 42 42
www.rvo.nl

