



Water as Leverage
Nakuru
for a resilient sponge city

© Cynthia van Elk | Water as Leverage

Call for Action

Water as Leverage Nakuru for a Resilient Sponge City

Opening:	18 June 2024
Closing date:	7 October 2024 12:00 PM CET
Call for Action budget:	€ 550.000
Version:	Final

Contracting authority:



Netherlands Enterprise Agency

In cooperation with:



Ultimate recipient:



County Government
Of Nakuru





Table of contents

1	Challenge	3
2	Objective of the Call for Action	5
3	Governance of the Programme	6
4	The ecosystem of Water as Leverage Nakuru	7
4.1	Key counterpart organisations.....	7
4.2	Setting the Scene for a Water as Leverage Nakuru	8
4.3	Water as Leverage Nakuru Knowledge Support Track (WaL-KST)	9
4.4	Water as Leverage principles	10
5	Procedure and Description of the future Contract.....	11
5.1	Contents and deliverables of Phase 1: Research, Analysis and Design for the Development of 3-5 Conceptual Designs + 1 pilot project design	12
5.2	Contents and deliverables of Phase 2A: Pre-project preparation and structuring of 3 project proposals	13
5.3	Contents and deliverables of Phase 2B: bridging the gap towards minimum of three climate resilient water-related infrastructure project feasibility studies and beyond	15
5.4	Applicants and required expertise.....	16
6	WaL Nakuru Knowledge support track in more detail.....	18
6.1	Local Design Workshops.....	18
6.2	Financial and Policy Workshops	19
7	Ultimate recipient of the Call for Action	21
8	Information meeting	22
9	Documents related to this Call for Action	23
10	Deadline for the submission of Proposals.....	24
11	Preliminary time table for the Programme	25



1 Challenge

In recent years, water is increasingly recognized as an important indicator of climate urgency and an enabler for sustainable development, especially in urban areas because of rapid urbanisation.

Moreover, 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.

The Water as Leverage programme has been developed to accelerate climate change adaptation by aiming to generate projects that address the urgent water and climate adaptation needs in cities, and strategically foster global urban water resilience initiatives, and accelerate climate action.

To be able to do that, the Water as Leverage programme seeks to address three systemic changes within the project development cycle:

1. Fragmentation: Overcoming fragmentation in the project development process/approach by fostering integrated and collaborative approaches among stakeholders to ensure coherence and synergy in addressing water and climate adaptation challenges.
2. Enabling Environment: Moving beyond the narrow focus solely on projects to encompass a broader scope that includes both projects and processes, as well as fostering the necessary enabling environment. This comprehensive approach acknowledges the importance of people, processes, and projects in achieving sustainable impact.
3. Efficient Resource Allocation: Advocating for a paradigm shift towards "investing millions to spend billions wisely," recognizing the need for adequate funding allocation and accountability, particularly in the upstream or pre-project preparation phase which is the focus of WaL. This entails leveraging available adaptation funding more effectively to ensure maximum impact and resilience-building potential.

Water as Leverage (WaL) is a methodology developed by the Government of the Netherlands, together with international partners. The concept of water within WaL encompasses aspects of both water safety and water security. 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 that looks at the complete urban fabric from a physical, social, economic, ecological, and cultural point of view. These solutions should be bankable, embedded in a local context, supported by decision makers locally and nationally, and also bring a long-term and sustainable impact.

Building on the existing partnership between Nakuru County government, VEI and the Netherlands Embassy on water, climate and sponge city, a trajectory based on the methodology of WaL has started in the city of Nakuru, in partnership with a group of local, national and international stakeholders.

WaL Nakuru aims 1) to invest the 'millions' in this early project development phase to unlock 'the billions' for feasibility and implementation finance and 2) for innovative, integral and implementable projects, strategies and interventions, developed through an inclusive process. As such the corporation supports sustainable, resilient economic development in Nakuru, in line with key policy ambitions and strategies such as:



- 'Nakuru Municipality integrated development plan 2019-2023' in which linkages are made with the legal and policy framework. other policies/plans such as Kenya Vision 2030, County Integrated Development Planning, Integrated Strategic Urban Development Plan, SDGs;
- 'Climate Resilient Water Management and supply plan-2050, Nakuru County. Towards a Water Resilient County';
- Nakuru town. Integrated Strategic Urban Development Plan (ISUDP) 2014-2034 (2013);
- Nakuru Municipality Integrated Development Plan (IDEP) 2019 – 2023).

This Call for Action is building on the Water as Leverage for Resilient Cities Asia programme – which focuses on the cities of Chennai (India), Khulna (Bangladesh) and Semarang (Indonesia) and the 'Water as Leverage Cartagena – Construyendo con el Agua' in Colombia, the generated lessons learned in these programmes and the expertise and knowledge of the global Water as Leverage upscaling programme as well.



2 Objective of the Call for Action

This Call for Action focuses on selecting one multidisciplinary team, consisting of international and Kenyan based experts, to become part of “Water as Leverage Nakuru – for a resilient sponge city” (in short: WaL Nakuru).

The objective of this Call is to select a team 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 2A), and bridging the gap towards feasibility and/or implementation (Phase 2B).

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 (blue/green) infrastructure. The projects must address climate change adaptation and water related challenges with a focus on physical infrastructure. These physical infrastructures take into account for WaL Nakuru the sponge city model and include Nature Based Solutions (NBS), as well as count on local partners’ support and collaboration.

The aim of WaL Nakuru is to develop bankable, innovative and comprehensive Climate resilient water-related infrastructure Project Proposals for the city of Nakuru to address the urgent water and climate adaptation needs of the city. The proposals should have local support by decision makers locally and nationally, be embedded in a local context, have a focus on physical infrastructure and be developed with local and national partners.

Through a comprehensive and integrated approach at city level, WaL also provides a platform to build upon, relate to, and enhance existing and future local initiatives. This involves connecting integrated urban design and planning with local challenges, utilizing among others the sponge city model. Additionally, WaL seeks to leverage locally developed (sponge city) initiatives within this framework to further enhance their impact and scalability.

The multidisciplinary team becomes an integral part of the Water as Leverage Nakuru process, facilitated by the Government of the Netherlands and VEI in partnership with Nakuru County government, the Kenyan ministry of Water, Sanitation and Irrigation, Kenyan national authorities and national/international strategic partners.



3 Governance of the Programme

- **Commissioner:** This Call for Action is funded and commissioned by the Netherlands Ministry of Infrastructure and Water Management.
- **Contracting Authority:** The Netherlands Enterprise Agency (RVO) serves as the Contracting Authority and executing agency of the programme including this Call for Action.
- **Ultimate recipient:** The Netherlands Enterprise Agency (RVO) is partnering with the city of Nakuru, Kenya. Nakuru County government and Kenyan national institutions are the recipients of the results of the Call.
- **Applicants Call for Action:** Internationally operating multi-disciplinary teams, consisting of international and national/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 phases 1 and 2A, and at the end of phase 2A, the Advisory Board of Water as Leverage is responsible for advising the Contracting Authority on:
 1. The selection of a multidisciplinary team;
 2. The selection of conceptual designs to be further developed in the second phase;
 3. The project proposals to be presented at the end of phase 2A to the recipients and potential funders and to be further detailed in phase 2B.

The Advisory Board is chaired by the Manager International Water Programmes of the Department for International Cooperation and Development of RVO. Any change to the composition and/or responsibilities of the Advisory Board during the execution phase of Water as Leverage Nakuru will be communicated to the selected multidisciplinary team.

The Members are representatives from:

- County Government of Nakuru;
 - The water utilities Naruwassco and Nawassco;
 - Nakuru City Board;
- The Netherlands Ministry of Infrastructure and Water Management;
- The Embassy of the Kingdom of the Netherlands in Nairobi;
- VEI office in Nakuru.



4 The ecosystem of Water as Leverage Nakuru

The ecosystem of WaL Nakuru 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;
- Water as Leverage Nakuru – Setting the Scene report;
- Water as Leverage Nakuru Knowledge Support Track;
- Water as Leverage principles.

4.1 Key counterpart organisations

A broader set of counterpart organisations is supporting and/or connected to WaL Nakuru. 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 globally and in this call for Nakuru, Kenya. The contracting authority should be proactively informed and involved in the execution of this assignment. Changes in budget division (e.g. changes in working fees vs. travel costs), planning or working methods need to be discussed with and approved by RVO.
VEI	VEI B.V. is an initiative of seven Dutch water operators that are committed to Sustainable Development Goal 6 (SDG6) of the United Nations: sustainable water and sanitation for everyone. VEI works with 4 water and sanitation utilities in Nakuru and Kisumu County. VEI has an office in Nakuru. The local coordination of WaL Nakuru will be done by VEI on behalf of RVO. So, the contractor works closely with VEI. In addition, also local communication will be coordinated by VEI. Furthermore, VEI is responsible of the logistics of the Local design workshops and the finance and policy workshops.
Embassy of the Kingdom of the Netherlands in Nairobi (EKN)	The Embassy of the Kingdom of the Netherlands in Kenya, Nairobi will support WaL Nakuru. The contractor needs to maintain a connection (through regular updates and CC's) with EKN.
County government of Nakuru	The County government of Nakuru is the local administrative body responsible for governing and delivering services within the County and the city of Nakuru.
Ministry of Water, Sanitation and Irrigation of Kenya	To ensure water resources availability and accessibility by all. To contribute to national development by promoting and supporting integrated water resource management to enhance water availability and accessibility.
NAWASSCO Nakuru Water and Sanitation Services	Ensures access to clean water and sanitation facilities within the City of Nakuru. NAWASSCO plays a pivotal role in promoting public health and environmental sustainability within Nakuru's urban areas. It is part of the county government of Nakuru.



NARUWASSCO Nakuru Rural Water and Sanitation Company	Ensures access to clean water and sanitation facilities within the rural areas of Nakuru county. NARUWASSCO extends water and sanitation services to remote communities, uplifting livelihoods and fostering development in underserved areas. It is part of the county government of Nakuru.
Water as Leverage Knowledge Support Track Team (WaL-KST)	The achievement of results of WaL Nakuru will be supported by a separate team that will carry out the "Water as Leverage Knowledge Support Track" activities. The WaL-KST team will cover the planning and execution of local design workshops, financial and policy workshops and will facilitate the knowledge exchange during the WaL process. As such, the WaL-KST team supports the multidisciplinary team and contributes to the ambition to generate an inclusive process. This team is the final responsible contractor for the development of these events regarding the contents and methodologies for the set-up of the workshops and meetings required in the Knowledge Support Track. The multidisciplinary team selected through this Call for Action will coordinate with the WaL-KST team on this.

4.2 Setting the Scene for a Water as Leverage Nakuru

Setting the Scene is a stage in the WaL preparatory process in which existing technical knowledge, stakeholders' ideas, and political priorities will be translated into viable opportunities. A concrete Setting the Scene report has been generated, as well as an accessible knowledge repository compiling key documents, maps, data and other sources of information that will facilitate the subsequent phases of Water as Leverage. The 'Water as Leverage Nakuru - Setting the Scene' report 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 'Water as Leverage Nakuru - Setting the Scene' report several hotspots have been identified. Hotspots are defined as physical locations and/or physical systems in the city of Nakuru 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 report considered three pillars: climate, governance and financial, without losing the focus in its interdependencies.

1. Climate: what are the pressing issues and challenges related to water, climate and resilience in Nakuru, in need of a climate-adaptive solution?
2. 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 Nakuru? Who are the key stakeholders and what are their roles as part of the general project preparation and implementation cycle?
3. Financial: what are local, national and international funding options for infrastructural projects in Nakuru and what are the general requirements and limitations to take into account as part of the pre-project preparation phase?



The 'Water as Leverage Nakuru - Setting the Scene' report and the knowledge repository is published online and it can be used as a source of knowledge for the process of drafting the proposal.

The 'Water as Leverage Nakuru - Setting the Scene' report and the knowledge repository can be found here: <https://www.worldwateratlas.org/news/the-setting-the-scene-report-for-the-water-as-leverage-nakuru-for-a-resilient-spo>

Showcase Project 2024 "Sponge Garden NAWASSCO"

Under the Setting the Scene assignment, the designs for a pilot project at the parking area of the headquarters of the water utility of NAWASSCO were developed. This (permeable) paved parking area, as many other areas in the city, suffer from weak irrigation systems during heavy rainy season, interfering with its function as parking area and main entrance to the headquarters.

The objectives of this showcase project are threefold: i) transform the parking area and part of the walkway alongside the main road, into a Sponge garden, with the collaboration of Nawassco and the City Manager of the county government of Nakuru; ii) serve as showcase for inspiration on how to implement small scale water safety projects and iii) serve as a location for capacity development through local educational programmes.

The showcase project will be implemented by NAWASSCO in collaboration with the City Manager. Foreseen implementation budget is max 10.000 euros. This phase is not part of the Setting the Scene assignment.

The document of this showcase project 2024, that could serve as a source of inspiration, will be uploaded in the knowledge repository by the end of August at the latest.

4.3 Water as Leverage Nakuru Knowledge Support Track (WaL-KST)

The Water as Leverage Nakuru Knowledge Support Track (WaL-KST) is part of the Water as Leverage process that is carried out in, with and for the City of Nakuru. It strengthens the capacity of local stakeholders to contribute and connect to an inclusive process for strategy- and project identification in Nakuru. A separate contractor is responsible for the WaL-KST in close collaboration with the key counterpart organisations mentioned in paragraph 4.1 and the multidisciplinary team to be selected.

The methodology of WaL-KST is built on the experiences of the Water as Leverage for Resilient Cities Asia programme that started in 2018, and the Water as Leverage Cartagena – *Construyendo con el Agua* programme that started in 2022. It operates on 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. This is ensured by organising a set of Local Design Workshops and Financial and Policy oriented workshops (described more in detail in chapter 6). Another key aspect of the WaL-KST is supporting the connection between local private, public and knowledge stakeholders in Kenya and the multidisciplinary team (within its own role and responsibility), on the ground throughout the WaL trajectory. The WaL-KST contractor, VEI, RVO, the multidisciplinary team, local, national 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 Nakuru.

The WaL-KST contractor will act as the lead of the workshops (9 in total) and will work in close cooperation with RVO, VEI, the Dutch Embassy in Kenya, the multidisciplinary team, partners, and other relevant stakeholders. The team responsible for the WaL-KST (not part of this Call, separate assignment) will be the first point of contact for these organisations and will act together with VEI as the liaison/linking pin, particularly towards Nakuru County government. The WaL-KST has to identify the needs of the team, the City and the County government of Nakuru and shapes the



workshop in such a way that it is tailored to the needs of all participants. The WaL-KST takes the lead on the workshop design and working methods (including moderation), through proactive interaction with the multidisciplinary team and all other key counterpart organisations. The workshops will be described in more detail in Chapter 6.

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-KST strengthens the positioning of the programme towards for example key counterpart organisations or communities and NGOs. The WaL-KST will maintain and update the shared knowledge repository (developed as part of the Setting the Scene phase), in close collaboration with VEI, key counterpart organisations and the multidisciplinary team.

4.4 Water as Leverage principles

The WaL approach rethinks urban water climate resilience through eight principles applied throughout a project's lifecycle, as visualised in figure 1. These principles include 1) embracing water as an opportunity, 2) moving from fragmentation to integration, 3) being inclusive from start to end, 4) using design as an integrative instrument, 5) investing in pre-project phases, 6) focusing on bankable projects, 7) nurturing a culture of change, and 8) connecting local to global levels. These principles could serve as a source of inspiration for this Call for Action.

Both the project lifecycle and the WaL principles will be described in the 'Water as Leverage Guidance' document. A 2-pager will be available by the end of June and the full document by the end of August. They will be uploaded in the knowledge repository.

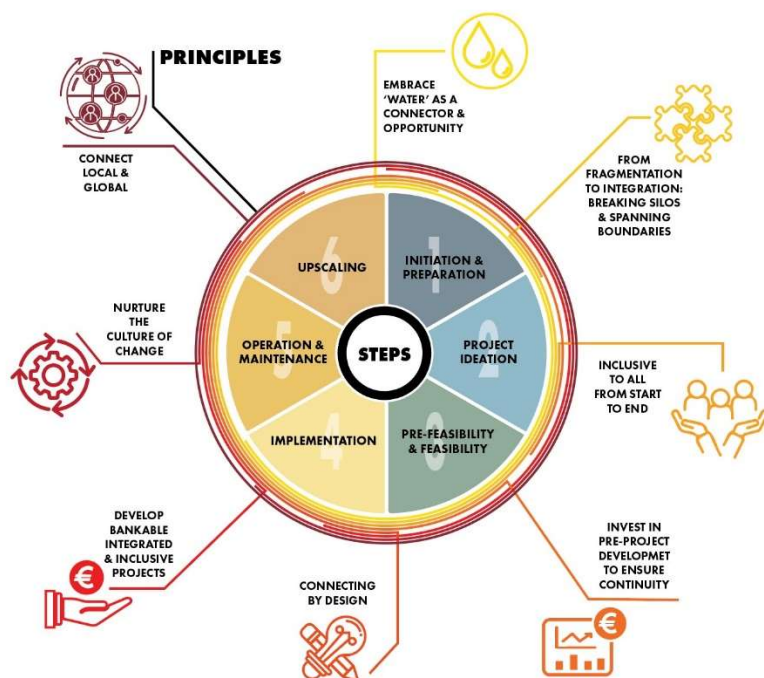


Figure 1: WaL principles in project lifecycle



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 Nakuru) for more details about the procedure. RVO intends to award a contract to one (1) team, following a selection procedure during which the submitted Proposals will be assessed according to the award criteria.

After the assessment, the (one) highest ranked proposal with a total score above the quality threshold, will be awarded a contract for a pre-defined price. WaL Nakuru consists of the following phases:

- **Phase 1:** Research, Analysis and Design for the Development of Conceptual Designs + pilot project design
- **Phase 2A:** Pre-project preparation and Structuring of project proposals
- **Phase 2B:** Bridging the gap towards climate resilient infrastructure project feasibility studies and beyond

At the end of phase 1 and of phase 2A a go/no-go decision will be made to decide whether and which deliverables are suitable for further development the next Phase. If the team ends up not having a suitable deliverable with a 'go', the Contract will end. More information about the go/no go decision can be found in the document 'WaL Guidelines. Water as Leverage Nakuru for a Resilient Sponge City'.

The combination of Phase 1 and Phases 2A and 2B operationalises the pre-project preparation phase and prepares the uptake of Climate resilient water-related infrastructure Project Proposals into the feasibility phase, see figure 2.

The feasibility phase itself is not part of the Contract within the Water as Leverage programme. The feasibility phase entails for example detailed technical and financial feasibility, ESIA and other assessments to refine the Climate resilient water-related infrastructure Project Proposals into implementable projects.

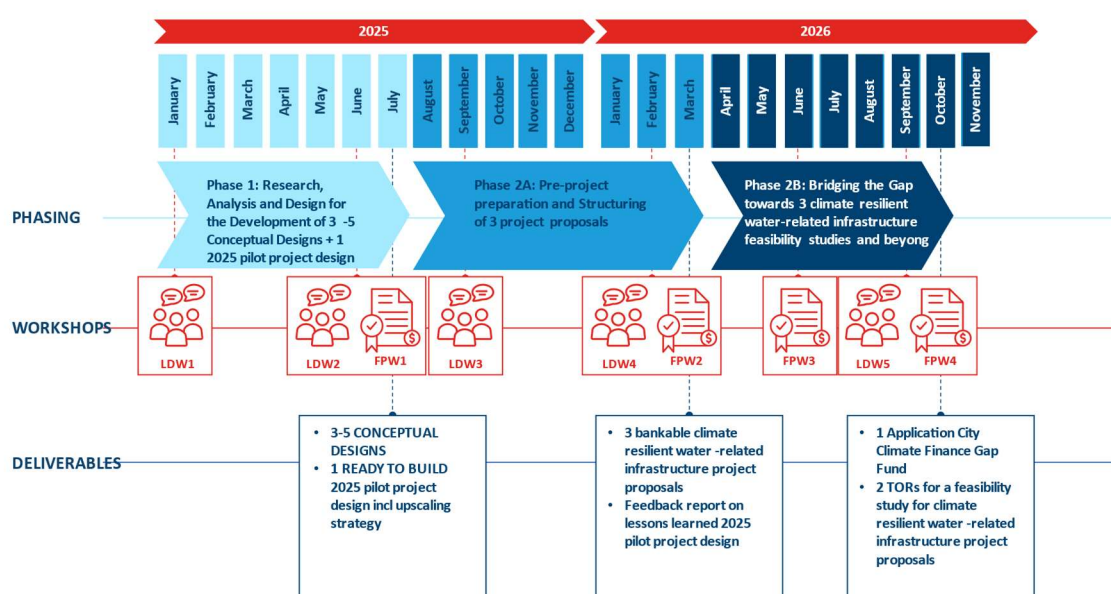


Figure 2: Planning and phasing WaL Nakuru including deliverables



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 for the Development of 3-5 Conceptual Designs + 1 pilot project design

In this phase, the team develops **three (3) to five (5) 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) and one (1) pilot project design. The Local Design Workshops are workspaces in which the multidisciplinary team and local, regional, national and international stakeholders come together and shape, discuss and further develop project ideas. These workshops will be organised in Nakuru as part of the Water as Leverage Knowledge Support Track. A more detailed description of these workshops, as well as the financial and policy workshops, per phase are described in chapter 6.

Development of one (1) Pilot project design

In this phase also a small scale physical pilot project design, the '2025 Pilot project design', will be developed as part of (one) of the conceptual designs including an upscaling strategy. This pilot should preferably designed for a public space, using NBS and based on the sponge city model. Examples for inspiration are included in the Setting the Scene document.

Deliverables as part of Phase 1

At the end of phase 1, the **deliverables** for the team include:

- a. Deliverables Conceptual Designs
- b. Deliverables 2025 Pilot project design, as part of one of the Conceptual Designs.

A. Deliverables Conceptual Designs

For the **Conceptual Designs**, the deliverables for the team include a midterm report consisting of the following components:

- **Summary document** (2-pager) used for public outreach, e.g. in preparation for the local design workshop;
- an accessible **midterm review digital report** and a **presentation** portraying the three to five Conceptual Designs for potential solutions to (a selection of) the challenges identified as part of the Setting the Scene report. The potential solutions should be projected on a site within the city and have a (long term) strategy for the hotspot in which the potential solutions are envisioned.
- Conceptual Designs could entail, but are not limited to, a combination of drawings, visualisations, sections, calculations, reflection on policy/information and a **steering document** for the topics to be discussed at the local design workshops. The visualisations should be attractive, realistic and technically sound;
- Integrated strategic (overarching) vision based on the conceptual designs and in relation with key policy documents, such as the documents shared in paragraph 1. The strategic vision (narrative and visualisation) serves as an overarching perspective and shows the interrelations between the different conceptual designs and its potential.



- Indicative stakeholder analysis, identifying the key counterparts, beneficiaries and affected people and communities, including women's organizations, female leaders in climate action/water sector and gender focused NGO's, decision-makers and supporting/hindering actors. This analysis should be based on 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.
- 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.
- Description and elaboration of the 8 key components from the 'Financial and policy checklist for each phase' (attached as one of the Call for Action documents):
 - o Clear rationale for the proposed design;
 - o Specific cost breakdown per project;
 - o Breakdown of necessary and optional interventions;
 - o Indicative project structuring;
 - o Impacts;
 - o Alignment with local, regional, national priorities;
 - o Potential project owner;
 - o Financing: identified interest from potential investors.
- **Advice:** each of the conceptual designs should come with a short advice from the multidisciplinary team to RVO and the Advisory Board on the feasibility of further development in the subsequent phase.

B. Deliverables 2025 Pilot project design, as part of one of the Conceptual Designs:

- All necessary technical drawings for a ready-to-build (small-scale) physical pilot project with NBS and based on the sponge city model.
- Plan of Action, making use of the 'Financial and policy checklist for each phase' (attached as one of the Call for Action documents) and also including a maintenance plan, planning and activities plan, drafted together with the potential project owner.
- the pilot project is part of one of the (larger scale) conceptual designs including an upscaling strategy.
- Summary document (2-pager) used for public outreach, e.g. in preparation for the local design workshop.

Please note: The implementation of the 2025 pilot project itself, with an implementation budget of approx. 250.000-500.000 euros, is not part of this assignment. The request for permits for the construction is not under the responsibility of the team either, yet the deliverable of clear and complete technical drawings is. In addition, the multidisciplinary team will be requested as part of phase 2A, to offer their support during the implementation phase in case of questions on the design/technical drawings and be on standby for Quality checks. VEI will liaise with the team in their role as coordinator of the (technical) implementation of the pilot project.

The maximum number of pages on these deliverables will be agreed upon between the CA and the multidisciplinary team at the start of phase 1.

5.2 Contents and deliverables of Phase 2A: Pre-project preparation and structuring of 3 project proposals

In this phase, the team transforms a minimum of three Conceptual Designs from Phase 1 into bankable project proposals on a pre-feasibility level, aimed at urban water- and climate related projects based on the sponge city model and including Nature Based Solutions (NBS). 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 WaL Guidelines.

At the end of phase 2A a celebration ceremony (as part of one of the workshops) will be organised during which the multidisciplinary team will be asked by the Contracting Authority to officially hand-over the project proposals to the project owner(s) in the presence of the potential funder(s) that committed themselves to (one of) the project proposals. The multidisciplinary team will be presenting the project proposals in more detail to them and other (high level) key counterparts present.

Deliverables as part of Phase 2A:

In this phase, the team transforms a minimum of three Conceptual Designs from Phase 1 into project proposals on a pre-feasibility level to be delivered in phase 2A. At least one of these proposals should not exceed a project budget of 10 million euros. 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 each project proposal, building on (but not limited to) the outputs from phase 1, also making use of the 'Financial and policy checklist for each phase' (attached as one of the Call for Action documents):
 - Extensive description of the project proposal and the challenges the project proposal aims to solve.
 - Project design - site-specific bankable design solutions with NBS and based on the sponge city model;
 - 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 Nakuru context.
 - Assessment of the coherence of the proposed project with Kenyan and Nakuru (county) 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.



- 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.
 - **Advice:** each of the project proposals should come with short advice from the multidisciplinary team to RVO and the Advisory Board on the feasibility of further development in the subsequent phase (2B).
- **Feedback report on lessons learned** from phase 1 and phase 2A on the pilot project with the following components:
- lessons learned from by the multidisciplinary team that will have a role as 'guardians of the design' during the implementation phase i.e. will be standby during the implementation phase for Quality check and back-up support in case of questions/uncertainty on the design/drawings.
 - Evaluation on how to include lessons learned in the further upscaling of the pilot project.

The maximum number of pages of these deliverables will be agreed upon between the CA and the multidisciplinary team at the start of this phase.

5.3 Contents and deliverables of Phase 2B: bridging the gap towards minimum of three climate resilient water-related infrastructure project feasibility studies and beyond

The focus of phase 2B is on further detailing of the project proposals (deliverables of phase 2A) by the multidisciplinary team in close collaboration with the project owner(s) and the potential financier(s) who committed themselves to (each of) the project proposals. With the aim to bridge the gap towards feasibility studies and/or implementation, within the timeframe of phase 2B.

Deliverables phase 2B:

- **Summary document** (2-pager), used for public outreach, e.g. in preparation for the local design workshop.
- **Advice:** each of the project proposals should come with a short advice from the multidisciplinary team to the project owner(s), potential financier(s), RVO and the Advisory Board on the feasibility of further development in the subsequent phase (feasibility and/or implementation). Building on the Financial and policy checklist and the deliverables of phase 2A.
- At least one application for a City Climate Finance Gap Fund proposal, in line with the requirements of the Gap Fund. This application is the result of the collaboration between the multidisciplinary team and Nakuru County administration being the recipient of the future Gap Fund project results.
- Terms of Reference (ToR) for a Feasibility Study of at least one of the comprehensive Climate resilient water-related infrastructure Project Proposals that is locally supported and will be taken up and implemented by Nakuru County government as project owner and fit to the requirements of the potential funder (implementation budget up to 10 million euros). Both project owner(s) and financier(s) are, as an outcome of the previous phases, the counterparts for the multidisciplinary team to detail and add the outcomes of the previous phase to deliver this result.
- Terms of Reference (ToR) for a Feasibility Study of at least one of the infrastructural project proposals that is locally supported and that will be taken up and implemented by Nakuru County government as project owner and fit to the requirements of an international financier. Both project owner(s) and financier(s) are, as an outcome of the previous phases, the counterparts for the multidisciplinary team to detail and add the outcomes of the previous phase to deliver this result.



- At least one of the infrastructural project proposals will be part of the upscaling strategy developed in phase 1 and 2B, of which the pilot project is part of.

The maximum number of pages of these deliverables will be agreed upon between the CA and the multidisciplinary team at the start of this phase.

5.4 Applicants and required expertise

Applicants responding to the Call for Action should be internationally operating multi-disciplinary, team, with combined expertise's in water, climate, research by design, urban, landscape, engineering, architecture, community engagement, financial and other experts. The teams consist of international and Kenyan based experts and/or organisations. Experts and organisations can be private, non-profit, not-for-profit or knowledge institutes. RVO will award one contract to the main contractor of the winning team.

It is encouraged to foster internal exchange of knowledge and mutual interdisciplinary collaboration within the international and Kenyan based experts for the better outcomes of the projects as well as the deliverables.

It is also encouraged to include a diverse (gender/age/culture) set of experts and roles based in Kenya and internationally.

A diverse set of expert roles and responsibilities are currently defined, for which roles and responsibilities may be combined, with the exception for the design team lead and project manager. Additional team members can be proposed based on the criteria of the applicant, to further strengthen the team to implement the described activities, as long as the minimum required expertises are included. These are:

- **Design Team lead:** international team lead with a background in urban design & planning, landscape, architecture, or any related field, with at least 10 years of experience in the field. With the ability to manage multidisciplinary teams (that brings together landscape architects, engineers, economists, ecologists, etc.) and develop, design and visualize integral and innovative solutions in a technically sound and attractive way. Valuable understanding of Nature Based solutions, sponge city model, and ecosystem services.
- **Project manager:** with experience in international project management, dealing with complex stakeholders participation processes in the context of addressing urban water- and climate change related challenges. With at least 8 years of experience in similar roles.
- **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 for Kenya.
- **Environmental expert:** background and experience in ecological impact assessment and international guidelines like IFC's Environmental and Social Performance Standards, with explicit attention to the topics of biodiversity, nature-based solutions (NBS), ecosystem services, and/or sponge city.
- **Social and gender inclusion expert:** background and experience in social aspects and gender equity of (urban) project development activities, particularly in the early phases of the project development cycle.
- **Resettlement expert:** background and experience in social aspects of (urban) project development activities and international guidelines like IFC's Environmental and Social Performance standards, particularly in the early phases of the project development cycle.
- **Community Engagement expert:** Expertise on community involvement processes, ensuring inclusive project- and intervention development. Fluency in Swahili is desired.



- **Engineer:** background and experience in engineering, construction, modelling and calculation required for the preparation and design of water- and climate change adaptation related interventions. Experience with NBS, ecosystem services and sponge cities is a pre.
- **Senior financial specialist:** background and experience in financial analysis and structuring of water- and climate change adaptation related interventions, as well as local/Kenyan/international financing and experience with donor/ concessional financing structures and financial modelling.
- **Economist:** background and experience in cost-benefit analysis of water- and climate change adaptation related interventions.



6 WaL Nakuru Knowledge support track in more detail

6.1 Local Design Workshops

The multidisciplinary team, local stakeholders (governmental, community representatives, private sector, knowledge sector, NGOs) and international stakeholders participate actively in the Local Design Workshops which will be organised in Nakuru through the WaL Knowledge Support Track.

The multidisciplinary team is obliged to participate in the Local Design Workshops (LDWs) to verify, adjust, enrich and prioritise the (draft) deliverables during these workshops. LDWs are a key element of the WaL-approach and can be seen as milestone events in the process of jointly working from challenges towards common solutions.

The multidisciplinary team is responsible for building local coalitions, enhancing capacity and gaining local support during the process. This is also part of the teams' deliverables. 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 workshops are designed to meet the needs of both the team as well as all other key stakeholders and counterpart organisations involved in the Water as Leverage Nakuru process.

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 the multidisciplinary team a better understanding of the city's - and region's strengths, their vulnerabilities and their local context (water-culture, vulnerable communities, youth, disabled, nature, etc.). It will help the team to develop work processes in close collaboration with local stakeholders. Furthermore, the workshops will provide the opportunity to discuss conceptual designs/project proposals as well as to share ideas, information and data on these with the local stakeholders.

A total of five (5) Local Design Workshops (LDW) will be organised: two (2) LDW's during phase 1, two (2) during phase 2A and one (1) during phase 2B.

After selecting and contracting the multidisciplinary team following the Call for Action procurement phase, the Water as Leverage Nakuru process kicks-off with the **first local design workshop**. This workshop is aimed at bringing together the key stakeholders and the team to discuss the process and approach presented by the team.

Guidance on technical, financial and governance arrangements are shared by local and national government representatives, potential financiers, community representatives and other stakeholders with an interest. For the multidisciplinary team, this results in having a network with key counterparts 'on the ground', while these key counterparts themselves have a better understanding of the potential WaL Nakuru can deliver. At least the design team lead is expected to participate. Furthermore, the team is expected to participate in such a way that there is sufficient physical presence to establish a connection with the local context.

During the **second local design workshop**, the final draft deliverables of the research, analysis and design activities of phase 1, including the pilot project design, are presented, discussed and modified with key stakeholders. This involves not only presenting the outcomes, but also 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 enabling actors to influence vision- and project development activities. Identifying options for leverage, e.g. by connecting opportunities



for local business development, opportunities for e.g. the water utilities, or improving public sector responsibilities should be a prominent part of the discussion.

The **third and fourth local design workshop** are organized during phase 2A 'The pre-project preparation and structuring of proposals phase' and focuses on the design and development of project proposals, with a view to move towards phase 2B. It is crucial to align the selected projects with current city plans and future city development envisioned by the local and national authorities.

The **fifth local design workshop** is organized during phase 2B 'Bridging the gap towards climate resilient water-related infrastructure project feasibility studies and beyond'. This phase focuses on bridging the gap towards feasibility studies and/or implementation of the infrastructural project proposals of phase 2A, in close collaboration with the selected project owner(s) and financier(s).

6.2 Financial and Policy Workshops

The LDWs are complemented by financial structuring and policy embedding workshops. The Financial and Policy workshops (FPWs) are expected to have a duration of one day and may take place in Nakuru or Nairobi. It is crucial to focus on outlining projects proposals in a way that ensures their future bankability (project proposals have to be 'implementable') while also maintaining the transformative capacity of proposed solutions envisaged by WaL Nakuru. This requires an active role and participation from financial and other experts (that are part of the multidisciplinary team) from the very beginning. Additionally, the outputs of WaL must be defined in such a way that 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/or to the implementation phase. Generating these feedback loops throughout the process helps to keep a focus on implementable projects.

A second focus of the FPWs is making sure that the project proposals are in line with, and embedded in applicable policies and regulations on a local, county and national level. A multidisciplinary team working on project proposals should ensure that their work considers not only the technical and design aspects of the projects but also how these projects can be implemented effectively from a policy standpoint. This means that throughout the entire process of developing the proposals, the team needs to think about how to align the projects with and embed these in relevant policies, regulations, and governmental frameworks to ensure successful implementation. During the FPW, experts from ministries and local/county government departments come together to advice on projects under development.

A total of four (4) Financial and Policy Workshops (FPW) will be organised: one (1) in phase 1, one (1) in phase 2A and two (2) in phase 2B.

Connected to the second LDW in phase 1, the **first FPW** is organised with a select group of government representatives (local/regional and national) and potential financiers with an interest in continuing work on the outcomes of the WaL Nakuru process and beyond. This FPW aims to reflect on the conceptual designs in terms of the fit within the local/regional and national policy frameworks and priorities and the chances for follow-up through available feasibility study and implementation finance mechanisms.

The **second FPW** is connected to the fourth local design workshop (end of phase 2A) 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. Also the project owner(s) and potential (local/regional/national/international) financiers that are selected for each project proposal will be invited for this workshop to ask for their commitment. During the workshop, the participants will be asked which project proposal they would like to take



up and if they are willing to work more closely with the multidisciplinary team to make it fit to their requirements. As for the project owners/financiers, Nakuru county government (of which Nawassco and Naruwassco are also part of) should (preferably) be(come) one of the project owners.

At the end of phase 2A a celebration ceremony (as part of one of the workshops LDW4/FPW2) will be organised. The multidisciplinary team will be asked by the Contracting Authority to officially hand-over the project proposals to the project owner(s) in the presence of the potential funder(s) that committed themselves to (one of) the project proposals. The multidisciplinary team will be presenting the project proposals in more detail to them and other (high level) key counterparts present.

The **third** and **fourth FPW** are connected to phase 2B and aims to further detail the project proposals (deliverables of phase 2A) by the multidisciplinary team in close collaboration with the selected project owner(s) and the potential financier(s) who committed themselves to (each of) the project proposals. These FPWs are set up to work towards feasibility studies and/or implementation, within the timeframe of phase 2B.



7 Ultimate recipient of the Call for Action

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



8 Information meeting

On 20th of June 2025 at 10:30 AM CET an online information meeting will be organised. The ambitions of 'Water as Leverage Nakuru for a Resilient Sponge City' 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.

You can register for the online information meeting via this link:

https://us06web.zoom.us/webinar/register/WN_1wN8SfeZT4Kz6tOfSVe0Nw

The link of the online information meeting will be: <https://us06web.zoom.us/j/84536584948>

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



9 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. 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 **'WaL Guidelines. Water as Leverage Nakuru for a Resilient Sponge City'** document. This describes the procedure of the Call for Action.
- The **Call for Action 'Water as Leverage Nakuru for a Resilient Sponge City'**. 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 document Setting the Scene will be available for download at <https://www.worldwateratlas.org/news/the-setting-the-scene-report-for-the-water-as-leverage-nakuru-for-a-resilient-spo>



10 Deadline for the submission of Proposals

Proposals in response to the Call for Action 'Water as Leverage Nakuru for a Resilient Sponge City' can be submitted to the Netherlands Enterprise Agency (RVO) until the **7th of October 2024, 12:00 PM CET.**



11 Preliminary time table for the Programme

The Contracting Authority reserves the right to adjust the time table, if necessary. This will be communicated to applicants in a timely manner.

Date	Activity
18 June 2024	Publication of the Water as Leverage Call for Action document
20 June 2024	Online information meeting from 10:30 – 11:30 CET <i>You can register for the Online information meeting via this link: https://us06web.zoom.us/webinar/register/WN_1wN8SfeZT4Kz6tQfSVe0Nw</i>
24 June	First deadline to submit questions
2 July	Publication of First Questions and Answers Document
30 August	Second and final deadline to submit questions
6 September	Publication of the Second Questions and Answers Document
7 October 2024, 12:00 PM CET	Deadline for Proposals
End October	Assessment by experts
24 November 2024	Applicants notified of award decision
29 November 2024	Contract sent to winning team + start Phase 1
Mid-January 2025	Kick -off and 1st Local Design Workshop in Nakuru
End of June 2025	2 nd Local Design Workshop in Nakuru 1 st Finance and Policy Workshop in Nakuru or Nairobi (consecutively, following the local workshop)
July 2025	Submission deliverables Phase 1 Completion of Phase 1
August 2025	Contractor notified of Phase 1 to Phase 2A decision
September 2025	3rd Local Design Workshop (phase 2A)
February 2026	4 th Local Design workshop in Nakuru 2 nd Finance and Policy Workshop in Nakuru or Nairobi (consecutively, following the local workshop)



March 2026	Submission deliverables Phase 2A Completion of Phase 2A
End of March 2026	Contractor notified of Phase 2A to Phase 2B decision
April 2026	Start Phase 2B
June 2026	3 rd Finance and Policy workshop in Nakuru or Nairobi
October 2026	5 th Local Design Workshop in Nakuru 4 th Finance and Policy Workshop in Nakuru or Nairobi (consecutively, following the local workshop)
November 2026	Submission deliverables Phase 2B Completion of Phase 2B



Water as Leverage Nakuru

for a resilient sponge city



© Cynthia van Elk | Water as Leverage

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