

## **Market orientation**

### **Water as Leverage Academy Bangkok – Canals as Leverage**

Working on the canals of Bangkok, through design-driven approaches to inspire and catalyse sustainable and inclusive urban water management and support mutual learning within the Thai-Dutch relationship

**Reference number: 202509077**

### **Organisation: The Netherlands Enterprise Agency**

The International Department of the Netherlands Enterprise Agency (in Dutch: Rijksdienst voor Ondernemend Nederland, RVO) supports projects and collaborations that help create:

- Durable relations between the Netherlands and other countries;
- A more stable business environment and solid entrepreneurship;
- More sustainable value chains;
- Better employment opportunities, especially for young people;
- Business process innovation (digitalization);
- Sustainable trade and investment by Dutch companies in international markets; and
- Opportunities for companies to export to Europe and other regions.

More information about RVO can be found on: [www.rvo.nl](http://www.rvo.nl) and <http://english.rvo.nl/>.

### **Purpose of the notification**

The purpose of the market orientation is to identify organisations with an interest to work as part of the Water as Leverage Academy Bangkok, on using canals as leverage, for which expertise in urban planning, design, architecture, water management and combinations of these fields is required. The focus is to work within the bilateral relationship between the Netherlands and Thailand, on the canals of Bangkok, through design-driven approaches to inspire and catalyse sustainable and inclusive urban water management and support mutual learning.

This market orientation aims to gauge the interest of organizations that are available and capable of carrying out this assignment. It is not a request for proposals, and submitting a proposal or motivation letter is therefore not allowed.

### **Extent and duration**

The assignment will run from 15 November 2025 (or as soon as the tendering and contracting procedure has finished) until 31 July 2026.

### **Budget indication**

Max. € 80.000,- excluding Dutch VAT and (if applicable) including local foreign VAT and all other costs and/or fees.

### **Purpose of the assignment**

Water as Leverage (WaL) is an inclusive, design-led approach to urban water resilience that reframes water challenges as opportunities for transformation. Initiated by the Dutch government, WaL connects communities, governments, financiers, and designers to co-create integrated solutions that are socially just, ecologically sound, and economically viable.

In Bangkok, the WaL Academy was launched in 2023 to explore the transformative potential water on different levels, including the city's canal network. Once central to Bangkok's identity and ecology, the canals today face pollution, unplanned urban growth, and social neglect. The Academy focused on a new way of working, bringing together diverse stakeholders to co-develop systemic insights and Nature-based Solutions (NbS) that reconnect water management to cultural heritage, urban liveability, and climate resilience.

This second cycle of the WaL Academy in Bangkok will build on the first cycle, deepening collaboration and translating ideas into spatial concepts and pilot opportunities. Through

interactive workshops, design expertise, and accessible tools, the Academy will foster inclusive participation and create tangible pathways for NbS in Bangkok's Canals. Creating actionable and scalable results for Thai stakeholders, such as the Bangkok Metropolitan Administration (BMA), the Office of National Water Resources (ONWR), and Dutch organisations active in Thailand is aimed for.

### **Goals and deliverables**

The goal of this assignment is to shape the second cycle of the WaL Academy in Bangkok by working on the canals of Bangkok. The assignment will:

1. Further develop the WaL Academy as a platform for cocreation, knowledge exchange, and providing systemic, innovative and sustainable water solutions.
2. Facilitate inclusive, design-led processes that strengthen partnerships amongst communities, government agencies, knowledge institutions and private sector actors, both in Thailand as well as internationally.
3. Translate the gathered insights into spatial concepts, applicable nature-based solutions and green/grey combinations that fit the Bangkok landscape, and project ideas that are feasible on a conceptual design level.
4. Build long-term capacity within Bangkok's ecosystem of stakeholders to apply the WaL Principles beyond the WaL Academy itself.

The following results need to be achieved during the assignment:

- Participation and co-organisation of three workshops. The first workshop and associated activities are planned in the week of 8 December. Two additional workshop weeks are expected, one intermediate- and one final workshop week in support of the development of concepts and solutions for the Bangkok Canals.
- Through a multidisciplinary, design-driven approach, use technical, landscape and urban design/planning expertise to translate information and workshop outcomes into spatial concepts, visualisations, drawings, models that make NbS solutions tangible, building on international examples and use case studies from the Netherlands, including the Utrecht and Amsterdam canal revitalisation as examples.
- By working closely with the Bangkok Metropolitan Administration and other relevant agencies, NbS concepts for the canals need to be aligned with city planning frameworks. Connection between the NbS toolkits (e.g. from World Bank, ADB, knowledge institutes) and the Water as Leverage methodology is needed, specified for the Bangkok situation.

The deliverables that are part of this assignment are indicated below, and are expected to be bilingual, Thai and English.

#### 1. Inception note and updated work plan:

A short document detailing the updated team deployment, methodology, timeline and coordination with WaL Academy Bangkok partners EKN, Deltares and Landprocess (see also chapter 3 of the enclosed Terms of Reference). Update the workplan, if required.

#### 2. Visual summaries of workshop activities and outcomes:

Short summary documents per workshop, indicating key activities and outputs, which can be published after each workshop, to be compiled at the end of this assignment. Clear reference should be made to how the outputs and outcomes of the workshops are used as inputs for other deliverables.

#### 3. Spatial concept portfolio for Bangkok Canals as Leverage:

A set of draft spatial concepts for Bangkok's historical canal typologies, including drawings, maps, and visualisations that make NbS solutions tangible and accessible. This portfolio should highlight links to relevant international and Dutch case studies (e.g. Utrecht, Amsterdam) and demonstrate applicability in Bangkok.

#### 4. NbS proposal for a historic canal area:

A site-specific NbS proposal for the Bangkok canal area, accompanied by practical design guidelines and prototypes that can be applied by local actors (communities, BMA, businesses, professional institutions). This should include a narrative framing NbS in the Thai policy and planning context.

5. Visually attractive and open-source NbS Toolkit for Bangkok Canals:

A concise, accessible toolkit (digital and print-ready) that builds on open-source references and WaL principles, providing design principles, implementation steps, and co-benefits for replication and scaling across Bangkok's waterways, including pilot- and policy recommendations for key Bangkok stakeholders, particularly BMA, connecting it to BMA existing programmes, standards and policies.

In case you possess demonstrable experience in similar projects you are invited to express your interest to the contact person mentioned below.

### **Requirements**

The requirements of this assignment are as follows:

- Availability of the key experts of the selected contractor for active participation in workshops and other activities organised in the week of 8 December 2025 in Bangkok, Thailand.
- Ability to mobilise a multidisciplinary team, with expertise in project management, landscape architecture, urban design, nature-based solutions and environmental design, community engagement and social inclusion, visualisation and communication.
- Demonstrable experience in design-driven approaches that integrate social, ecological, and economic perspectives, including translating complex urban water challenges into accessible spatial concepts, visualisations, and actionable outcomes.
- Proven experience in developing and implementing Nature-based Solutions (NbS) in urban or peri-urban contexts, including the combination of green and grey infrastructure, with knowledge of Southeast Asian ecosystems preferred.
- Ability to facilitate inclusive, participatory processes and workshops with diverse stakeholders, including local communities, government institutions, and private sector actors, with a focus on co-creation and capacity building.
- Experience in producing tangible deliverables, such as workshop summaries, spatial concept portfolios, site-specific NbS proposals, and open-source toolkits in Thai and English, while aligning proposals with local planning frameworks and policies.
- Strong collaborative and cross-cultural skills, including leadership and coordination across international and local teams, with bilingual communication (Thai and English) and familiarity with local institutions such as the Bangkok Metropolitan Administration (BMA) preferred.

### **Application**

Interested companies are invited to send an expression of interest to Netherlands Enterprise Agency by sending an e-mail to [Romy.vanderham@rvo.nl](mailto:Romy.vanderham@rvo.nl) of the Procurement Office. Please state the name of the contact person of your company and his or her e-mail address.

You do not have to send any documents; please only send a short message that you are interested.

As a result of the market orientation, the Netherlands Enterprise Agency can decide to start a follow-up process.

Interested parties can be invited in this process to submit a request for proposal.

If more than 5 applicants respond to the market orientation, a supplier selection can take place on the basis of a selection prior to the request for proposal.

In case of a follow-up process, no distinction will be made between parties that have or have not participated in the market orientation.

**Deadline**

The deadline for responding to this market orientation is set at 9 October 2025