



TERMS OF REFERENCE

Water as Leverage Academy – ‘Training of Trainers’ for Water as Leverage in the context of Thailand

Date: 7 July 2026

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1. INTRODUCTION

Programmatic context

This assignment is financed through the Partners for Water Program, executed by the Netherlands Enterprise and Development Agency (RVO), part of the Netherlands Ministry of Economic Affairs and Climate. Water as Leverage builds on programmatic activities developed over the past 10 years and falls under the Partners for Water Programme, which is commissioned by the Ministry of Infrastructure and Water Management on behalf of the Interdepartmental Water Cluster.

Background

Water as Leverage in Thailand builds on a multi-year collaboration between Thai and Dutch partners to explore how water can become an entry point for inclusive, design-led and transformative urban and water resilience. Since 2023, the WaL Academy Bangkok has supported this collaboration by bringing together government agencies, knowledge institutions, communities, civil society, designers, private sector actors, financiers and international partners around a shared agenda for integrated water management, Nature-based Solutions and climate-resilient urban development. The first years focused primarily on Bangkok and helped establish a shared understanding of the city’s water challenges, stakeholder landscape and opportunities for action. This trajectory moved from hotspot analysis and stakeholder mobilisation towards pilot-oriented learning, with attention to canal revitalisation, sponge city principles, green-blue public space, community engagement, and the reconnection of water management with cultural heritage and urban liveability.

The WaL Academy Bangkok has also demonstrated the value of the WaL approach as a platform for collaboration across sectors and scales. It created space for Thai stakeholders to explore systemic water challenges not only as technical or infrastructural issues, but also as social, ecological, institutional and spatial challenges that require integrated responses. Through workshops, design research, stakeholder engagement and the development of pilot ideas, the Academy helped strengthen a way of working that combines systems thinking, participatory processes, spatial imagination and project-oriented development. The 2026 activity, Canals as Leverage, further deepens this work by translating earlier insights into spatial concepts, pilot opportunities and scalable approaches for Bangkok's canal network. It builds on the potential of canals as living public spaces and green-blue corridors, while connecting to policy directions and initiatives of the primary Thai counterpart Office of National Water Resources (ONWR) and other key players such as the Bangkok Metropolitan Administration (BMA).

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2. SPECIFICATIONS

Ambition

The third cycle of the WaL Academy in Thailand, planned for 2027, represents a next step in the Water as Leverage trajectory: moving from primarily Bangkok-based exploration and pilot-, and toolkit development, towards a more nationally oriented process of mutual learning, exchange and methodological embedding. The ambition of this assignment is to further ground the WaL methodology in the Thai context through a Training-of-Trainers format, enabling Thai counterparts to integrate, adapt and further develop the approach within their own activities, programmes and institutional practices.

This assignment requires working collaboratively with selected Thai key counterpart organisations on the tools, skills, knowledge, methods and practical examples needed to apply and transfer the WaL principles in different territorial, institutional and water-related contexts. Educational programmes, professional training formats, knowledge platforms or other mechanisms as part of this assignment strengthen long-term Thai ownership and continued methodological development.

The assignment requests deploying both international and Thai expertise, connecting the WaL methodology to ongoing developments in integrated water management in Thailand including national policy and planning processes such as the Chao Phraya 9 Plans, Bangkok Metropolitan Administration's ambitions to use the city's canal system in a more multifunctional way. The assignment should translate, test and enrich the results, networks and lessons developed through the WaL Academy Bangkok and Canals as Leverage activities to Thai priorities, practices and knowledge systems. The assignment is to be executed in close collaboration with Thai institutions, academia, communities and other relevant stakeholders.

The assignment requires a team with proven experience in:

- (1) design-driven, inclusive and systems-oriented project development,
- (2) the ability to contextualise WaL methodologies, tools and examples

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Activities and deliverables

The contractor is requested to (I) design and implement a Training-of-Trainers (ToT) programme that enables Thai counterparts to adapt, apply and transfer the Water as Leverage methodology in the Thai context. The ToT includes three applied field labs (II) and contextualisation of the WaL methodology and tools for Thailand (III). The contractor is requested to facilitate longer-term embedding beyond the ToT program (IV) and embedding in the Thai academic context (V). All activities and deliverables (unless indicated otherwise) need to be bilingual, in English and Thai.

I. Design and implement a 'ToT' programme

The ToT programme is a program that both equips a team of Thai professionals to apply and work with WaL as well as directly applies WaL in field labs. The programme should combine mutual learning, practical training, field-based application, facilitation practice and institutional embedding.

- a. Design a ToT programme,
 - a. based on the approach and feedback received on the proposal that is required as part of the procurement procedure for this assignment.
 - b. in close collaboration with Thai counterparts, including selected national government agencies and representatives, BMA, academia, community representatives and other relevant stakeholders. Active and prominent deployment of Thailand-based consortium members is required.
- b. As part of the ToT programme define:
 - a. the specific target group or groups of the ToT together with Thai counterparts
 - b. the associated learning objectives,
 - c. training structure and activities, including three applied field labs, and a kick-off activity (connect with II)
 - d. the materials to be used and developed (connect with III)
 - e. the institutional pathways for continued use of the WaL methodology, also beyond 2027. (connect with IV)
- c. Discuss and define how the ToT activities can/should connect thematically to Thai and NL priorities in relation to water governance, management and urban resilience priorities, including the Chao Praya 9 Plans, Bangkok's canal- and waterway related ambitions and Nature-based solutions

II. Three applied field labs in Thai context as part of ToT programme

The field labs are part of the ToT program and allow the Thai professionals to learn about WaL as well as create direct local value through the WaL applications based on a learning by doing philosophy.

This activity is built around a learning-by-doing approach, where participants actively apply the methodology in real local water contexts. Rather than focusing only on theory, participants work on concrete challenges in specific field labs, engaging stakeholders, exploring water systems, and co-developing solutions. In doing so, the process not only supports learning but also immediately creates

value for the local context by contributing to ongoing challenges and opportunities.

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- a. Identify, together with the Embassy of the Netherlands in Thailand (EKN) and the Netherlands Ministry of Infrastructure and Water Management (MinIenW) and ONWR, three Thai water-related locations as an applied learning environment. Ensure variety in the type of location and link the location to ongoing relevant Thai policy and planning processes if possible. The current typologies of locations are:
 - a. mountainous (ONWR expressed strong interest in working with WaL in the Nan province that is severely affected by flash floods);
 - b. a coastal zone location;
 - c. the canal system of Bangkok
 - d. rural or peri-urban context linked to national water management priorities.
- b. For each location build – in collaboration with the location-specific counterparts – a maximum two-day interactive workshop activity plus 1-day field visit around the identified location. In the workshop and field visit apply the key elements from the WaL to the location. Prepare and execute activities in the three different locations as part of the project execution period. In addition to the field visit, activities for preparation and execution can include community workshops, stakeholder interviews, governance mapping, and/or methods proposed by the contractor.
- c. Involve an international topic expert that is relevant for the characteristics of the different location. It is expected that this topic expert is different for each location (e.g. bringing expertise on flash floods, NBS or canals). The topic experts will ensure that the relevant international expertise will inspire the WaL activities on the location with the appropriate contents.
- d. Ensure the working methods and activities are captured for future learning and incorporate this in a transferable ToT deliverable (link to III).

III. Contextualisation WaL-methodology and tools for Thailand

- a. Evaluate reports and open-source materials developed as part of previous activities carried out as part of the WaL Academy in Thailand. Distil what can be used as part of the ToT execution, i.e. as input to training materials, presentations, etc.
- b. Translate the WaL Guidance into a practical Thai framework, not primarily focused on a literal translation only, but as a contextualised training package that makes the WaL Principles, Stages, Tools (e.g. Serious Game) and international/Thai examples applicable and understandable to Thai institutions and planning processes.
- c. Include additional Thai case studies as inspiration for the WaL Methods, which may be based on the field labs mentioned in II. These cases do not need a direct link with the WaL program, but should reflect the WaL Method and principles and provide inspiration for that in the Thai context.
- d. Incorporate previous work as part of WaL-A Bangkok and global examples from WaL Asia, Cartagena and Nakuru as part of the ToT programme and connect these to Thai case studies (e.g. Chao Praya 9 Plans, or comparable priorities depending on counterpart focus).
- e. Develop WaL materials for the ToT, for Thai academic context (V) and for longer term embedding in beyond the ToT (IV) based on the IIIa t/m d.

This should at least include a ToT training manual, visually attractive slide deck(s) and WaL materials. Apply the materials in the ToT activities (e.g. in the applied field labs) and use feedback from the application to further optimise the materials.

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- IV. Longer-term embedding of WaL in the Thai context as part of ToT programme
 - a. Develop a strategy with key counterpart organisations on how the ToT activities can move beyond the ToT programme and create a longer-term base for further development of the WaL methodology in Thailand.
 - b. Involve and support the existing 'WaL Thailand family', a group of individuals and organisations involved in past activities, to be or become the Thai WaL community of practice. Together with EKN, informal activities are to be defined, bringing together the community during the 2027 activities.
- V. Embedding of WaL in Thai academic context
 - a. Identify and work with Thai universities and educational institutions to explore how the WaL methodology, toolkit and ToT deliverables can be integrated into curricula, education, executive training or applied research programmes, for example by organising WaL Studio's.
 - b. Seek opportunities through partnerships with academic institutions in Thailand and by connecting to research institutions within the Thai government for additional lectures and key note speeches, advocating for integrated knowledge sharing on the WaL methodology and its experiences in Thailand. Use feedback and questions received to strengthen the ToT development and execution.

3. KEY COUNTERPART ORGANISATIONS

A broader set of counterpart organisations is supporting and/or connected to this assignment:

Organisation	Type of involvement and responsibility
Netherlands Enterprise & Development Agency (RVO)	RVO is the contracting authority for this assignment. Therefore, all contractual and invoicing communication in relation to this assignment needs to be directed to RVO. The planning and execution of activities needs to be agreed upon by RVO.
Embassy of the Kingdom of the Netherlands in Thailand (EKN)	EKN is a partner of the Water as Leverage Academy Bangkok activities and a key element for the successful execution of this assignment. EKN may be requested to liaise with Thai governmental stakeholders, if deemed required, and should be involved in the planning and execution of activities within this assignment.

Ministry of Infrastructure and Water Management (IenW)	IenW is the commissioner of the Water as Leverage and Partners for Water programmes. IenW holds an Memorandum of Understanding with the Thai Office of National Water Resources (ONWR), under which the Water as Leverage Academy activities are included as a topic of collaboration. IenW is closely involved in the planning and execution of activities.
Deltares	Deltares acts as strategic knowledge partner for the Water as Leverage (WaL) methodology, tools and knowledge base, building on its long-standing role in the WaL academy and its involvement in Thailand.

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4. PLANNING AND PHASING

Activities defined in this ToR are to be carried out from 1 November 2026 (or as soon as the tendering and contracting procedure has finished) until 26 November 2027. No extension of the project after this date is possible. Final deliverables and the final invoice need to be submitted to RVO on, or before that date.

5. REQUESTED QUALIFICATIONS AND TEAM COMPOSITION

The contractor is expected to mobilise a multi-disciplinary team with the expertise and roles that match the requirements set forth in this ToR. The contractor should propose a multidisciplinary team that combines Thai and international expertise. The core team should include a substantial number of Thai or Thailand-based experts, particularly for institutional embedding, stakeholder engagement, curriculum development, facilitation, water governance and contextualisation of the WaL methodology. International experts should complement this Thai core team by bringing experience from the international urban water resilience practice, design-led project development and Training-of-Trainers methodologies. To ensure efficiency, experts may combine roles where relevant, provided that the proposal clearly demonstrates that all required competencies are covered. The proposal should clearly describe the division of responsibilities between Thai and international experts, including how Thai experts will be positioned in leading or co-leading roles in the design, facilitation, contextualisation and institutionalisation of the assignment.

The following expert profiles are defined:

- a) Project manager and general assignment lead
Responsible for managing the project execution, internal and external project management, coordinating consortium efforts and sharing timely, concise, proactive project updates with RVO and relevant key counterpart organisations. Responsible for tracking the quality, relevance and uptake of the Training-of-Trainers process and formulating recommendations for continued methodological embedding in Thailand.
 - Minimum of 8 years of professional experience in managing complex, multi-stakeholder assignments, through deployment of

multidisciplinary team expertise in an intersection of the fields of integrated water management, urban resilience, spatial planning.

- Experience with international cooperation in an intercultural context.
- Excellent written and spoken English. Proficiency in Thai, or the availability of strong Thai-language coordination capacity within the core team, is an added value.

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b) Water as Leverage Methodology and Training-of-Trainers lead

Responsible for structuring the Training-of-Trainers methodology and materials, ensuring coherence across modules and activities, and its alignment with the Water as Leverage methodology, and more generally, design-driven, inclusive and integrated approaches to urban water management and climate change adaptation.

- Minimum 8 years of experience in capacity strengthening, training, facilitation or methodological development. Experience in urban water resilience, design-led project development is considered an added value.
- Demonstrated understanding of the Water as Leverage approach, including the WaL principles, the project development stages and the role of early-stage project development.
- Proven experience designing and delivering Training-of-Trainers programmes, professional learning trajectories, academies, design studios or comparable learning formats.
- Experience in Thailand (1) of South-East Asia (2) is an added value.

c) Stakeholder Engagement, Facilitation and Social Inclusion expert

Responsible for designing and supporting inclusive engagement methods, trainer facilitation exercises, community learning formats and feedback mechanisms.

- Minimum of 7 years of practical experience in stakeholder engagement, participatory facilitation, community involvement, inclusion and collaborative governance.
- Demonstrated ability to bridge between diverse groups, including national government, civil society, academia, youth, women and private sector actors.
- Strong facilitation skills in Thai and English, or in close cooperation with bilingual facilitators.

d) Landscape Architecture / Urban Design and Research-by-Design expert

Responsible for developing and facilitating design-led learning components, including the connection to the WaL toolkit items such as the Serious Game and previous WaL-related work such as in Asia, Cartagena and Nakuru, as well as incorporating and facilitating design-driven components, such as mapping, scenario-planning, using spatial concepts and other visualisation exercises.

- Background in landscape architecture, urban planning/design, architecture or a comparable field.
- Demonstrated experience with designing/developing projects and plans in an urban context, with emphasis on nature-based and/or green-grey solutions.

- Experience with research-by-design, participatory planning, co-creation and visual thinking.

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e) Visualisation, Communication and Knowledge Products Designer

Responsible for ensuring that the Training-of-Trainers materials are clear, visually engaging, reusable and accessible for Thai trainers and institutions.

- Expertise in graphic design, visual communication, illustration, digital tools or comparable fields.
- Experience in generating course or education oriented information that makes complex technical, spatial and methodological (WaL) information accessible to new and non-specialist audiences.
- Ability to develop bilingual Thai-English training materials, including presentation- and general communication materials.

f) Thai Institutional and Policy Embedding expert

Responsible for ensuring the ToT-approach is grounded in Thai governance, policies, structures and institutional opportunities.

- Thailand-based expert with a minimum of 10 years of professional experience in water management, urban resilience, spatial planning and policy, or a comparable or combined set of backgrounds.
- Familiarity with ongoing Thai policy and planning processes, such as the Chao Phraya 9 Plans, sponge city concepts, the application of nature-based solutions in Thailand and general multifunctional public space development in Thailand.
- Ability to connect and steer the ToT methodological development to the institutional realities in Thailand, as well as educational structures and/or strategies for embedding the ToT during and after the project execution.
- Experience working in multidisciplinary and international settings, preferably including Southeast Asia.
- Knowledge of Thai urban landscapes, canal systems, public space dynamics, cultural heritage and community-based spatial practices is strongly preferred.