Netherlands Enterprise Agency

www.rvo.nl

TERMS OF REFERENCE

Water as Leverage Academy – 2027 cooperation between the Netherlands and South Florida

Project code: PVW526US02

Date: 22 November 2026

CONTENTS

1. INTRODUCTION 1
2. SPECIFICATIONS 2
   Ambition 2
   Background and central learning topics 3
   Activities and deliverables 7
3. KEY COUNTERPART ORGANISATIONS 13
4. REQUESTED QUALIFICATIONS AND TEAM COMPOSITION 15

1. INTRODUCTION

This assignment is financed through the Partners for Water Programme, as part of the Water as Leverage activities. The programme is executed by the Netherlands Enterprise and Development Agency (RVO), part of the Netherlands Ministry of Economic Affairs and Climate. The Partners for Water Programme is commissioned by the Ministry of Infrastructure and Water Management on behalf of the Interdepartmental Water Cluster.

The Netherlands is a delta country with an intrinsic connection to water, drawing on decades of experience in water management and coastal protection. Dutch companies and knowledge institutions offer innovative and sustainable solutions to global water challenges. There is a long-standing partnership with the United States in the field of (climate) resilience and water. The U.S. shows strong interest in Dutch approaches, for example in governance and integrated water solutions, also in an urban context. The Netherlands can learn from practical experiences, policies and projects of U.S. stakeholders and apply the lessons to existing and future challenges in the Netherlands. For the Ministry of Infrastructure and Water Management (IenW), cooperation with the U.S. is not only an opportunity to share knowledge, but also to learn from American experience, for instance in disaster response, community engagement, and substantive themes such as heat.

2. SPECIFICATIONS

Ambition

The Water as Leverage Academy South Florida–Netherlands partnership gained momentum in April 2026, when King Willem-Alexander and Queen Máxima, accompanied by the Dutch Minister of Infrastructure and Water Management and the Minister for Foreign Trade and Development Cooperation, joined the launch workshop at the University of Miami. The workshop brought together Dutch and South Florida professionals to explore shared challenges in urban water management and climate resilience through practical case studies and interactive methods. Building on earlier exchanges in December 2025, the activities explored integrated, multi-benefit solutions, including sponge parks, permeable surfaces and watershed management. Subsequent activities in 2026 included student and professional knowledge exchanges and a Water as Leverage Studio involving Dutch and American academic partners. These activities established a basis for further mutual learning, with Rotterdam and Miami-Dade County as key local cases, and highlighted opportunities to exchange knowledge on heat mitigation, disaster response, nature-based solutions, community engagement and governance.

After the Royal Visit in April 2026, the adaptation, water management and resilience communities in South Florida and the Netherlands have explored collaboration to inform the development of next steps of the Water as Leverage Academy South Florida-Netherlands for 2027. It is the ambition of the WaL-A to move from exploration into a practice-oriented learning partnership between South Florida and the Netherlands, with the first tier of research and activities focussing on Miami-Dade County and Rotterdam, whilst ensuring a connection with relevant Dutch institutions, primarily the Ministry of Infrastructure and Water Management.

Building on the scoping activities that took place in 2026 and that are captured in this terms of reference document, the WaL-A 2027 trajectory will move towards structured mutual learning, cocreation and applicable outputs for each of the key counterparts involved. The Water as Leverage Academy and WaL principles are to provide a foundation for the interactions, research and activities in 2027. The partnership should explore how integrated policy, governance, spatial planning and design, and community empowerment support to implementation of resilient and multi-benefit solutions in which water is a lever for sustainable, integrated progress. Experiences from South Florida and particularly Miami-Dade County, such as disaster response, heat resilience and community involvement are to be connected to Dutch experiences, with emphasis on national policy and learnings from Rotterdam, on integrated urban water management, spatial adaptation, sponge- and nature-based solutions, as part of multi-level governance arrangements.

It is envisaged that the exchange in 2027 produces practical outputs and institutional value beyond the holders of the learning questions, the Ministry of Infrastructure and Water Management (IenW), the South Florida Water Management District (SFWMD), Miami-Dade County and Rotterdam. Through a focus on the interconnection between Dutch national and South Florida policies and city-level actions, the WaL-A activities are to inform policy discussions and

strategies, such as the National Climate Adaptation Strategy in the Netherlands, as well as Florida resilience practices.

This WaL-A assignment deploys a team of experts with professional and practical experience that goes beyond organising a set of visits and presentations, but has the capacity to develop a structured, but time-efficient learning exchange, deep-diving into Dutch cases that are relevant for key counterparts in South Florida, particularly Miami-Dade County, and vice versa, delivering outputs for the City of Rotterdam, next to the Ministry of IenW and SFWMD. As part of this Water as Leverage Academy partnership, Rotterdam offers experience in translating a climate adaptation agenda into multi-benefit interventions, implemented through existing urban investment processes. At the same time, Rotterdam faces learning questions around heat resilience, community preparedness and the integration of prevention and crisis response. These areas create opportunities for reciprocal learning with Miami-Dade County, Within the 2027 Academy activities, key counterparts jointly examine how climate resilience and water management strategies are translated into inclusive, implementable interventions in the city landscape, while connecting to South Florida and Dutch national policy (focused on the Ministry of Infrastructure and Water Management) frameworks and national ambitions around adaptation.

Background and central learning topics

National climate adaptation policy in the Netherlands and its connection to the WaL Academy South Florida-Netherlands activities in 2027

The Netherlands has a long history on water management and is increasingly connecting the challenges and required solutions to climate adaptation, combining national policy frameworks with regional and local implementation. Collaboration between multiple levels of government is a key requirement and strongly embedded in the applicable frameworks. The National Climate Adaptation Strategy (NAS[1]) provides an overarching framework, while the Delta Programme sets out the long-term approach to water safety, freshwater availability and climate-resilient spatial planning and development. The Ministry of Infrastructure and Water Management (IenW) has a coordinating role for climate adaptation at the national level, while implementation is shared across national, provincial and local governments and regional water authorities. This shared responsibility rests on dedicated funding for the long term: the national Delta Fund finances the Delta Programme, regional water authorities levy their own water tax, and municipalities fund urban water management through the sewer charge.

The NAS 2026 (draft version published, currently being finalised, publication final version expected end of 2026) and the Delta Programme 2027[2] place increasing emphasis on translating national climate adaptation ambitions into concrete action, connecting it explicitly to water management and associated challenges. The Delta Programme 2027 focuses on the need to move from a more technical 'fixing it' approach to resilience, including strengthening cooperation between different levels of government, embedding climate adaptation in spatial planning and investment decisions, improving resilience of vital functions and connecting

[1] Nationale klimaatadaptatiestrategie (NAS) | Kennisportaal Klimaatadaptatie

[2] Deltaprogramma 2027

these investments to structural financing for adaptation. The Delta Programme also stresses the need to move towards a more resilient society, combining infrastructure to protect and preserve with spatial adaptation and preparedness for extreme weather. An important challenge is to connect national objectives and knowledge with locally owned, location-specific implementation, particularly where water management and climate risks cross administrative and sectoral boundaries.

For the Ministry of Infrastructure and Water Management (IenW), the learning topics within the Water as Leverage Academy South Florida–Netherlands can focus on governance, multi-level coordination and the translation of climate adaptation policy into local action. A first area of mutual learning topics, concerns heat resilience: while heat is becoming an increasingly important climate adaptation challenge in the Netherlands, it has historically received less attention than water-related risks. The exchange can explore how Miami-Dade County and the South Florida stakeholders develop and implement heat resilience strategies, including the roles of different levels of government, policy instruments and interventions, and the extent to which strategies address vulnerable communities and inequalities. This can be compared with the Dutch approach under the National Climate Adaptation Strategy and Delta Programme, including efforts to stimulate provinces and municipalities to develop green-blue networks and integrate climate adaptation into spatial planning. A second learning area concerns disaster preparedness and response and its relationship to prevention. The Netherlands has traditionally placed strong emphasis on prevention and risk reduction, whereas South Florida has extensive experience with preparedness, emergency response and recovery in the context of hurricanes and other extreme events. The exchange can examine how responsibilities and coordination are organised across county, state and federal levels in Florida, and compare these arrangements with Dutch governance structures and the roles of national, provincial and local governments and water boards. Across both topics, the central learning question is how different levels of government can connect national or state-level policy, knowledge and investment with locally owned action, while strengthening resilience of communities, infrastructure and vital functions.

Rotterdam climate adaptation and water management
Rotterdam is a major delta city in the Netherlands, situated in a low-lying and densely urbanised area that is exposed to multiple and interconnected climate risks. The city faces increasing pressures from extreme precipitation, flooding, heat, drought, groundwater challenges and land subsidence. These challenges are particularly relevant in densely built and relatively impermeable neighbourhoods, while Rotterdam's location largely below sea level and its subsiding peat and clay soils add to the complexity of long-term climate resilience.

Rotterdam has developed a comprehensive approach to climate adaptation through the Rotterdams WeerWoord[3] or Rotterdam WeatherWise, which has evolved from an initial focus on rainfall and water management towards a city-wide and neighbourhood-oriented approach covering six interconnected climate challenges: extreme precipitation, flooding, heat, drought, groundwater and land

[3] Rotterdams Weerwoord

subsidence. The approach emphasises prioritising areas with the greatest risks and opportunities and integrating climate adaptation into the development and management of the built environment and public space. It also explicitly seeks to connect climate adaptation with wider urban transitions, including biodiversity, mobility, energy and circularity.

From 2027 onwards, the Water and Climate Adaptation Programme (WKP) 2027–2030 provides the integrated policy and financial framework for urban water management and climate adaptation in Rotterdam. The programme brings together the former municipal sewerage policy and Rotterdams WeerWoord and combines statutory urban water responsibilities with a broader approach to climate resilience. A central principle is to move from a predominantly technical approach to managing water towards an integrated approach to the urban water system, public space and spatial development. Merging the two programs also gives climate adaptation a structural source of funding. The sewer charge can now be used for measures that manage rainwater and groundwater, so adaptation no longer depends on incidental budgets.

The following learning topics have been identified by the City of Rotterdam:
On disaster response:

- Governance: who holds the lead during a crisis and how does escalation work across government levels and with private and community partners?
- Citizen preparedness: how do you reach low literacy and vulnerable residents before an event, rather than during it? And how do you make sure every resident knows whether they live outside the dikes or in a deep polder, and what is expected of them in each case?
- Self reliance: what responsibility sits with residents themselves and how is that defined and communicated?
- Recovery: how is the recovery and rebuilding effort organised, and what role do insurers and compensation schemes play?

On urban heat:

- Governance: what does a dedicated heat owner (such as a Chief Heat Officer) deliver, and where are the limits of that role?
- Data: how is heat vulnerability mapped and translated into priority neighbourhoods and groups?
- Social infrastructure: how do you organise shelter, neighbourhood networks and welfare checks on vulnerable residents during extreme days?
- Integration: how do you connect hard measures (trees, shade, cool surfaces) with care and public health in a single agenda?

Miami-Dade County
Miami-Dade County's climate resilience and sustainability efforts trace back decades to long-standing environmental planning, review, preservation, restoration and monitoring programs and processes. Since the development of the County's first sustainability plan, GreenPrint (2010), and first collaborative resilience plan, Greater Miami and the Beaches Resilient305 Strategy (2018), several more specific action plans and strategies have advanced innovative policy, programs and investments towards overall resilience goals. These include but are not limited to the following: Urban Land Institute Arch Creek Report (2016), Rapid

Action Plan (2018), Sea Level Rise Strategy (2021), Little River Adaptation Action Area Plan (2022), Climate Action Strategy (2022), Extreme Heat Action Plan (2024), Urban Forestry Plan (2025) as well as related planning initiatives including the Comprehensive Development Master Plan (CDMP) update, Reasonable Assurance Plan, Stormwater Management Master Plan, Transportation Master Plan, and others from various Departments.

The County's former Office of Resilience and now Division of Environmental Risk and Resilience within the re-instated stand-alone Department of Environmental Resources Management, continues working across County departments and with various municipal, state, federal, academic, non-profit, community-based and other non-governmental organizations to advance implementation of strategies outlined in resilience plans mentioned above. The local authorities and powers in the State of Florida create a policy landscape where the County helps build and maintain regional infrastructure systems including housing, transit, roads, bridges, secondary canals, parks, water and sewer which aims to provide a minimum level of service that relates directly to state and municipal infrastructure, especially water management and roads / transportation. Land-use planning is done County-wide while most zoning is led by the municipalities in incorporated areas with the exception of certain transit nodes and corridors where the County has primary jurisdiction. It's also worth noting that some innovative policies initiated by local governments including Miami-Dade County have, at times, been pre-empted by the State of Florida and therefore limited the breadth and depth of implementation.

Several key cross-cutting themes have emerged and both challenges and opportunities that would act to break down siloes, streamline coordination and planning, and accelerate demonstration projects leading to wider implementation and integration across County initiatives. These key themes correspond with experience known to exist within the City of Rotterdam and wider water management and infrastructure agencies of the Kingdom of the Netherlands including the Ministry of Infrastructure and Water Management.

The following learning topics have been identified by Miami-Dade County:

- Blending Budgets and Project Timelines: Public agencies which rely on grant or internal funds and revenue streams are often constrained by strict reporting timelines or limits on allowable expenditures. This often results in silos when larger capital plans are developed, and external disciplines are added to a project too late to meaningfully integrate design features which may provide multi-beneficial efficiency. How can new coordination or implementation frameworks and funding alternatives such as public-private partnerships overcome this challenge? How might strategies change when strategizing at different scales?
- Nature-Based Solutions (NBS): Multi-beneficial approaches are often discussed in the context of nature-based solutions such as mangrove or wetland restoration. Due to the nature of their biological growth, many NBS are less effective than their grey infrastructure counterparts at the time of installation but more effective and resilient as time goes on. This includes the ability to self-heal following climate impacts, in contrast to grey infrastructures whose performance begins decreasing

- Spatial Constraints: As a car-centric metropolis, Miami-Dade County has a sprawling suburban landscape that is heavily reliant on cars, wide vehicular rights-of way, and surface parking lots. What changes are necessary in other infrastructure systems in order to unlock land for green stormwater infrastructure? How might smaller underutilized spaces be transformed and scale up to a generate wider benefits?
- Valuation and Return on Investment: Stormwater engineers are prudent stewards of public funds and rightfully wary of investing in un-tested technologies to protect people and property from floods. How can existing and forthcoming data be leveraged to accelerate the adoption of green stormwater infrastructure? How can shared regional models, cost-benefit analyses or software innovations reduce the financial burden of site-by-site consultation for green stormwater infrastructure? How might a culture supportive of a green infrastructure city be fostered among the decisionmakers, professionals and broader public?
- Interdisciplinary Integration: Unlike grey infrastructure which focuses on a single level of service performance metric, green stormwater infrastructure fundamentally differs by providing co-benefits to the economy, environment, public health, and more. However, funding sources and inter-agency project timelines typically conflict with the ability to treat one project as a solution to multiple challenges. How can teams overcome this to deliver integrated projects and outcomes?

Activities and deliverables

1. **Inception, counterpart engagement and learning agenda**
   As part of the inception phase, the team is requested to organise virtual and in-person interactions with representatives from key counterpart organisations. Further identify (with IenW and CGMIA) the South Florida counterpart that levels on the learning topics identified for IenW, as part of the WaL-A activities in 2027 and integrate this involvement as part of the research, activities and deliverables. Work with IenW, Rotterdam and Miami-Dade in connecting the WaL-A 2027 knowledge exchange trajectory to a broader set of departments/directorates within the respective organisations and translate this into a counterpart engagement strategy. Update the learning topics for 2027 based on the interactions and integrate this into the beforementioned engagement strategy.

   Deliverables:
   - Inception report, including the updated work plan, further specifying planning, project approach, counterpart engagement strategy and initial prioritisation and update of learning topics. To be delivered within one month after contracting.
   - Concise presentation of the inception findings and implications for the subsequent 2027 activities, suitable for discussions with key counterpart organisations.

2. **Research on learning topics for WaL-A South Florida – Netherlands**
   The team is requested to conduct targeted research into the learning topics identified for the Water as Leverage Academy South Florida – Netherlands. This research should use the learning topics indicated in this ToR and

separately attached as a starting point, as it builds on previous engagements and agreements. The research is envisaged to support the activities and deliverables defined in this ToR, enrich the discussions and facilitate the usability of the deliverables of this assignment for counterparts involved. The research should elaborate and sharpen the learning topics and questions by analysing relevant policies and practices of the key counterpart organisations and from the wider context. This includes governance arrangements, instruments, examples from South Florida and the Netherlands, with particular attention for Miami-Dade County, Rotterdam and the role of IenW in connecting national policies and frameworks to regional and city-level contexts. Identify concrete cases and ongoing initiatives that could serve as examples and possibly joint analysis as part of activities and deliverables defined.

Deliverables:

- Research report that shall be developed as a living document, with an initial version informing the learning activities in the Netherlands and subsequent updates should inform the other activities defined in this ToR. The concise research report is envisaged to deepen the prioritised learning topics. The report should elaborate on relevant policy frameworks, practical examples, 'brilliant failures', key learnings and implementation challenges in South Florida and the Netherlands. The research report is envisaged as a living document that can be used throughout 2027, resulting in a final version in November. The team is requested to elaborate how such living document is envisaged and how it can be used throughout the year.
- Separately, or integrated, deliver a 'spongy urbanism toolkit', based on the findings in the different project contexts. This can be based on typologies, examples and plans, but it should be made explicit if and how these can be contextualised to the Dutch and South Florida context. This toolkit is not to focus on the (technical) solutions alone, but focus on permitting, community-led design, public-private delivery and stimulating local innovation, as well as a focus on coupling investments (*meekoppelkansen*), maintenance arrangements and long-term funding allocation.

3. Organise up to three online webinars on topics relevant for the Netherlands and South Florida

Following the research phase and in preparation for the learning and knowledge exchange weeks in the Netherlands and South Florida, the contractor is requested to organise up to three online webinars on topics relevant to the partnership. The webinars should address: 1) Dutch national policies and their relevance for South Florida, and vice versa for South Florida-level policies, possibly in the broader federal context; 2) the learning topics of Miami-Dade County; and 3) the learning topics of the City of Rotterdam.

The Contractor is expected to propose a suitable schedule and format, building on the research findings and aligning the webinars with the wider planning. Each webinar should feature short, focused presentations or pitches that highlight relevant policies, practices, cases and lessons-learnt from both contexts. Speakers are to be organised by the Contractor and should include

representative from Dutch and US public authorities at the different governance levels, research institutes and private sector organisations, if appropriate. The Contractor is responsible for organising the webinars, including providing an online platform (e.g. Zoom), registration and coordination with speakers and participants, and a 'thank you for joining' email with a very concise summary of key learnings. The webinar may be connected with other activities taking place in the NL-US partnership and synergies/cooperation may be required, following a request by EKN, CGs and RVO.

Deliverables:
- Organisation and delivery of up to three webinars as described

4. Organise a learning and knowledge exchange week in the Netherlands

Centred around the learning topics identified by Miami-Dade County and other (South) Florida stakeholders, the team is requested to organise a set of learning and knowledge exchange activities in the Netherlands. These activities are expected to take place in April 2027, connected to an incoming visit from US representatives as part of the PIB programme. Whilst this PIB programme is organised separately from this assignment, the team is required to seek synergies and the planning of the WaL-A learning and knowledge exchange week in the Netherlands needs to partially overlap and/or be connected to the incoming PIB visit. The PIB incoming visit is planned for the week of 12 April. Besides these general requirements, the contractor is requested to develop and lead a programme consisting of the following type of activities, which may be combined or expanded:

- Strategic policy dialogue with IenW and Dutch public authorities about the learning topics identified as part of the cooperation. Propose a working method that enables Dutch stakeholders (governmental and non-governmental) to join and contribute. Possible topics are the Dutch and US approach for water management and adaptation, a.o. the Delta Programme, the National Climate Adaptation Strategy, but also more specifically a dialogue on heat mitigation and adaptation, disaster response and other topics that come out of the inception- and research phases.
- City-level and system-level climate adaptation site visits, with a primary focus on Rotterdam, but to include examples from the metropolitan area around Rotterdam to showcase the connection between water management inside and outside the boundaries of the city. The site visits are to be organised in close cooperation with the City of Rotterdam, and through these connections, with regional water authorities and possibly the Port of Rotterdam.
- Thematic deep dives on heat and blue-green infrastructure, which provide a platform to compare Dutch and US examples and approaches to urban heat mitigation, flood management and green-blue infrastructure. Put particular emphasis on the governance arrangements needed to implement multi-benefit solutions, when having to deal with siloed/separated budgets and responsibilities. Rotterdam offers a concrete case here: its Water and Climate Adaptation Programme combines the sewer charge and the climate adaptation budget in one programme and

links adaptation measures to planned maintenance, street redesign and area development.
- Water as Leverage case-based design workshop, for which the team is requested to select a concrete case from Miami-Dade County and relevant examples from Rotterdam and the broader Dutch context. Use the Water as Leverage Serious Game (see 'Media library') and background information from the WaL Guidance. The aim of the design workshop is to come up with a concise synthesis of the possible solution(s) for the Miami-Dade case that explores connections between water management, spatial planning, financing and governance. The output should support the translation of insights into applicable follow-up for key stakeholders in Miami-Dade, rather than constitute a fully developed or implementation-ready design solution.

Deliverables:
- Learning week programme and materials, outlining the objectives, participating organisations and individual participants, learning questions, supported by relevant background materials from the inception- and research phases.
- Based on the activities and building on the concrete case or cases from Miami-Dade County, the team is requested to provide a concise advice on how the findings and examples could be translated into an applicable and implementable solution in the Miami-Dade context.
- Concise learning outcomes report, summarising the key insights, lessons-learnt and implications for subsequent parts of the 2027 activities.

5. Active participation in a Water as Leverage event in the Netherlands
It is envisaged Water as Leverage partners will organise a one-day event in the Netherlands with the broader 'Water as Leverage community', facilitating knowledge exchange, networking and sharing information about the other initiatives that are of have taken place (e.g. Cartagena, Thailand, Netherlands, Indonesia). The event is expected to take place around summer and will require at least one or two NL-based experts from the team to physically join the event and present on the exchange between the Netherlands and South Florida. Limited preparation with the organising committee (i.e. preparatory meetings) are to be budgeted for.

6. Co-organising an event during New York Climate Week or comparable
In close collaboration with MinIenW, RVO and other GoNL entities, and other project executors of GoNL-financed activities in the US, the team is requested to co-organise an event during New York Climate Week in September. Advise on possible alternatives for comparable platforms, in case NYCW proves not to be a possibility. Provide a timeline on when decisions on NYCW need to be taken. It is envisaged that this event deepens the partnerships the Netherlands has with US stakeholders, and aims to connect to other international and New York-based (e.g. NYC RainProof) partners present during this event. The team should also budget for participation of up to two international experts and one US-based expert to join the activities. In shaping the event, it may be required that one or two of the budgeted expert travel movements from within the team are to be dedicated to inviting and

involving representatives from key counterpart institutions (i.e. arranging travel and accommodation for key counterpart representatives).

Deliverables, contribute to:
- Event concept and programme, outlining objectives, focus, target audience, format, proposed speakers, participants and outcomes, developed in consultation with IenW and other relevant GoNL partners.
- Event organisation and stakeholder involvement, cocreation of the event during NYCW or an agreed alternative platform. The team is requested to coordinate stakeholders from the South Florida – Netherlands cooperation and identify relevant invitees for the event, including coordination of agreed travel and accommodation arrangements.
- Concise event outcomes and follow-up note, contribute to external outreach and communication about the event.

7. Organise a learning and knowledge exchange week in South Florida

Centred around the learning questions of IenW and the City of Rotterdam, the team is requested to organise a learning and knowledge exchange week in Florida end of October or early November 2027. If possible and beneficial to the proposed trajectory, it may be explored with CGMIA if a connection can be made with a regional event taking place around that period, aiming for a (partial) integration of the activities in such event. The contractor is requested to develop and lead a programme consisting of the following type of activities, which may be combined or expanded:
- Strategic dialogue on urban heat management with South Florida and Miami-Dade County and relevant regional, state and non-governmental counterparts to explore the integration of heat management as part of Florida's governance arrangements, institutional responsibilities, community empowerment and other mechanisms that contribute to the required preparedness.
- Thematic deep dives with practitioners and experts on the topics of urban heat management, disaster response, and the connection to the other learning topics from Rotterdam, the Netherlands and in connection to the learning topics from Miami-Dade County and other South Florida stakeholders.
- Water as Leverage case-based cocreation workshop, bringing together Dutch and South Florida practitioners to work on a selected challenge, based on the learning topics of Rotterdam and IenW. Ensure the workshop is built around the WaL methodology (indicated in the WaL Guidance) and explore connections between urban water management, heat, community needs, ecology, while also integrating the topics of governance and financing in the working methods deployed.
- Site visits to resilience projects that could serve as an example within the thematic deep dives or Water as Leverage case-based co-creation workshop.

Deliverables:
- Learning week programme and materials, outlining the objectives, participating organisations and individual participants, learning questions, supported by relevant background materials from the inception-, research and NL learning week phases.

- Based on the activities and building on the concrete case or cases from Rotterdam, the team is requested to provide a concise advice on how the findings and examples could be translated into an applicable and implementable solution in the Rotterdam context.
- Concise learning outcomes report, summarising the key insights and lessons-learnt, to be integrated in the final report package.

8. Logistics and venue arrangements

All logistical arrangements for the learning- and exchange activities in Miami and the learning- and exchange activities in the Netherlands are to be organised and coordinated by the contractor, unless specified or agreed by RVO. This includes the identification and booking of suitable venues for workshops, catering, site visit transportation (if needed), coordination and registration facilities for participants, participation fees for conferences in Miami or other locations in the US. Activities organised as part of this assignment are expected to take place at a professional and representative location(s) suitable for the activity, e.g. a hotel, the contractor's premises, and/or the premises of a partner organisation, which all need to be sufficiently specified as part of the proposal.

9. Communication requirements and reporting

- Contractor is required to provide regular written updates on project progress (separate PDFs, max. 1 page), as input to the regular progress meetings.
- All stakeholder interactions, reporting and external communication needs to clearly indicate the Water as Leverage Academy partnership, initiated by the Government of the Netherlands. This may be complemented by also indicating contractor's logo's and/or descriptions, which for reports needs to be on a separate colophon page, after the front page.
- After contracting, but ultimately one month after the project start date, the contractor is required to discuss communication activities with the Partners for Water communications agency PINO. The minimum deliverables related to communication entail a project summary for aiddata.rvo.nl, three high-resolution images fully licenced to RVO and any other partner RVO wants to share this with, two LinkedIn messages, connected to key activities within the assignment, contribution to an article for the Partners for Water website, which shall also be used as a repository for intermediate and final results, webinar recordings and other deliverables RVO and partners want to make public.
- Contractor is required to complete a monitoring survey as a condition for receiving the final payment installment. The survey collects relevant project data that enables us to monitor, measure, and demonstrate the impact of the funded projects. Access here: Partners for Water Monitoring Survey - Thematic Approach
- The contractor has to share the final versions of all deliverables generated throughout the project as one package at the end of the project. Reports have to be delivered in both PDF and Word (or a comparable format). Other material (e.g. designs) should also be delivered in the original format (.indd/.ai/.psd/others) and PDF. Video material should be delivered in the original format (.MP4) and, if applicable, an external video link, such as YouTube.

3. KEY COUNTERPART ORGANISATIONS

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

Organisation	**Type of involvement and responsibility**
RVO – Partners for Water	Contracting authority.
Ministry of Infrastructure and Water Management	Commissioning ministry of the Partners for Water programme, including the Water as Leverage approach. The coordinator at IenW in The Hague and the councillor at the Embassy of the Netherlands in Washington DC are to be kept informed through regular progress reports and will be an active partner in the mutual knowledge exchange and learning trajectory that is part of this assignment. **Expects:** IenW needs to remain connected to macro level counterpart discussions and to be kept informed about bilateral conversations, which applies to IenW in The Hague and the councillor at the Embassy in Washington. **Brings:** IenW brings a connection to relevant national policy developments and to policy advisors responsible for relevant topics (nationally and internationally) at the ministry. The Ministry can share the programs and policies that are relevant for the South Florida context. **Communication:** Through the coordinator for US affairs at the Climate Adaptation and Water International department of the Ministry and the Councillor for Infrastructure at the Embassy in Washington.
Consulate-General of the Kingdom of the Netherlands in Miami	The CG needs to be involved or (after their indication) informed on interactions with any governmental counterpart in Florida context and key stakeholders like SFWMD and others. **Expects** To be kept informed (preferably copied on relevant correspondence) about developments and activities related to the G2G cooperation. This is particularly important for local activities and initiatives undertaken by the participating organizations, as well as relevant follow-up actions and opportunities for collaboration.

	Brings: CG Miami acts as co-coordinator of the G2G cooperation, in close collaboration with RVO. It supports the development and implementation of the programs and facilitates knowledge exchange. CG Miami connects relevant stakeholders in Florida and the Netherlands and provides access to Dutch expertise, knowledge institutions and government partners. It also helps identify opportunities for further cooperation and can involve the Consul General and provide diplomatic support when needed. **Communication:** Through a single point of contact within the Economic Affairs Section of CG Miami, responsible for the Water & Resilience portfolio. CG Miami coordinates communication between the participating organizations and supports the planning, organization and follow-up of meetings and activities.
South Florida Water Management District	*The cooperation with the South Florida Water Management District is too be defined, either as part of the final version of this terms of reference, that will be shared as part of the procurement procedure or as part of the inception phase of the project. The counterpart may also be changed for another macro-level South Florida counterpart. Tenderers need to take this into consideration as part of the approach, activities and deliverables.*
Miami-Dade County	Miami-Dade Department of Environmental Resources Management (DERM), Division of Environmental Risk & Resilience is lead for Miami-Dade County. Key Departments/Divisions to participate in Water as Leverage: Department of Transportation and Public Works (DTPW); Stormwater Design and Construction, and Stormwater Maintenance including maintenance of secondary canal systems; Regulatory and Economic Resources (RER) Department; Stormwater Master Planning Group. Parks Recreation and Open Spaces (PROS) Planning Division and Conservation Chief. Department of Emergency Management, LMS lead, and Deputy Director to address Extreme Heat Action Plan. **Expects**: access to resources to help address funding needs for green infrastructure and multi-

	beneficial projects; and best practices regarding implementation of nature-based solutions across multiple stakeholders and in a dense urban environment. **Brings:** expertise in managing and communicating about Extreme Heat and Disaster Preparedness and connections to a variety of key stakeholders at municipal, regional and state level as well as non-profits and community-based organizations. **Communication:** through single point of contact, Chief, Division of Environmental Risk & Resilience
City of Rotterdam	**Expects:** practical answers to its learning questions on disaster preparedness and urban heat which can be implemented in the climate adaptation program or other relevant policies. **Brings:** experts from Rotterdams WeerWoord (Rotterdam WeatherWise) and relevant city departments plus relevant stakeholders. **Communication:** through the single point of contact, the Programme Manager Climate Adaptation of the City of Rotterdam.

4. REQUESTED QUALIFICATIONS AND TEAM COMPOSITION

This assignment requires a multidisciplinary team with experts based in the Netherlands as well as in Florida, ensuring access to relevant networks and the capacity to engage with counterparts through in-person meetings if needed. In general, the team should combine substantive levels of expertise in the learning topics with the ability to provide action-oriented activities, such as the learning weeks, that facilitate a cocreation process across different institutional contexts. The following qualifications need to be incorporated in the team composition, for which roles may be combined or complemented:

a) Team lead and project coordination
Responsible for coordinating the team and reporting to RVO.
- Demonstrated experience in leading multidisciplinary teams and managing complex inter-institutional assignments;
- Background in urban planning, urban design, landscape architecture or comparable;
- Excellent written and verbal communication skills in English.

b) Netherlands-based urban water management, resilience and stakeholder involvement expertise

Responsible for shaping the activities and research in the Netherlands, with particular attention for the learning questions identified for Miami-Dade County;

- Demonstrated knowledge of Dutch approaches to water management, adaptation and urban resilience;
- Knowledge of the institutional setup in the Netherlands, the work of the Ministry of Infrastructure and Water Management, the City of Rotterdam and other implementing organisations, knowledge organisations and professional networks;
- Established network and capacity to mobilise relevant Dutch expertise, organise the policy dialogues, site visits and other activities in the Netherlands, in close cooperation with the logistical support liaison.

c) Florida-based urban water management, resilience and stakeholder involvement expertise
Responsible for shaping the activities and research in South Florida, with particular attention for the learning questions identified for Rotterdam and the Netherlands in general.

- Demonstrated knowledge of the institutional, policy and practical context of climate adaptation, urban water management and resilience in South Florida, particularly Miami-Dade County but including the wider regional context;
- Established networks and experience working with relevant county, state and other governmental and non-governmental stakeholders in South Florida;
- Understanding of the region's key resilience challenges, governance arrangements and implementation practices;
- Capacity to organise (also through cooperation cooperate with the logistical support liaison) to facilitate local stakeholder engagement, site visits, workshops and other knowledge exchange activities defined in this ToR.

d) Facilitation, cocreation and knowledge exchange expertise
Responsible for designing and executing the learning- and knowledge exchange activities (and associated reporting on these topics) within this assignment.

- Demonstrated experience in designing and facilitating multidisciplinary workshops, knowledge exchange activities and design-driven processes;
- Ability to translate technical examples, policy frameworks and other types of input into a concrete set of learning materials, making use of tools (including the WaL Serious Game and other tools) that support the project execution

e) Logistical support liaison expertise.
Responsible for coordinating and arranging all logistical requirements necessary to execute the assignment.

- Experience with organising events, site visits, other activities as described in the ToR.