

Market orientation

Agribusiness Expert for the Uganda Oilseeds Project 202501040

Organisation: CBI, The Netherlands Enterprise Agency (RVO) - The Ministry of Economic Affairs, The Netherlands

Netherlands Enterprise Agency

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

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

The Centre for the Promotion of Imports (CBI) from developing countries is part of the **Ministry of Economic Affairs and Climate Policy of the Netherlands**.

CBI is recognized worldwide as a leading expert in export development. CBI supports the transition towards inclusive and sustainable economies. CBI focuses on transitions in targeted export sectors in least developed and lower and middle income countries, working towards becoming more inclusive and sustainable. CBI has a bottom-up approach, starting from the perspective of local SMEs, strengthening their competitive position on European and regional markets for products and services with a positive economic, social and environmental impact. CBI operates as a facilitator, broker and partner on multiple levels.

More information about RVO can be found on: www.rvo.nl and <http://english.rvo.nl/and> [Developing a strong and sustainable private sector \(rvo.nl\)](http://english.rvo.nl/and).
[Strengthening the sustainability of SMEs through exports | CBI](http://english.rvo.nl/and)

Purpose

The purpose of the market orientation is to identify interest of organisations or consultants available and able to carry out this assignment. CBI is looking for an Agribusiness Expert for Producer Groups to carry out assignments for the CBI Uganda Oilseeds project.

This market orientation is not a request for proposal. It is not allowed to send a proposal or motivation letter.

Extent and duration

This assignment will start as soon as the contract is signed and will end in July 2028.

Budget indication

Maximum budget indication is **€ 130.000,-** excluding Dutch VAT and including local taxes and travel costs.

Purpose of the project

The CBI Uganda Oilseeds project aims to create a more sustainable and inclusive oilseeds sector in Uganda by improving the income of farmer households through organic oilseeds production. The project will help farmers enter the organic oilseeds market, either directly or through partnerships with oilseed processors that add value and drive growth in the organic sector.

CBI will work with a select group of frontrunner Producer Groups (PGs) and Small and Medium Enterprises (SMEs) to develop scalable business models and proof of concept for organic oilseeds in Uganda. This will involve testing the viability of organic oilseed production as a sustainable income-generating option for smallholder farmers, identifying the conditions under which it can be successfully scaled.

The project is structured around 4 pathways:

- **Pathway 1: Improved vertical integration & market linkages** - Ensure a better vertical integration in the value chain (VC) between SMEs and smallholder farmers and PGs to

stimulate yield increase, VC transparency, value distribution at producer level and access to high-value markets, and between SMEs/PGs and European importers which will stimulate local VC integration.

- **Pathway 2: Organic agriculture is more widespread** - Ensure that there is more support, collaboration, awareness and best practice in the oilseed VC to support the sector in its transition towards organic agriculture.
- **Pathway 3: Improved multi-stakeholder alignment & collaboration** - Ensure that the sector is collaborating and coordinating, to further develop and promote quality services, organic best practices and building a sector that is known for its high-quality organic produce and value addition towards farmers.
- **Pathway 4: Improved service delivery** - Ensure that Business Development Services (BDS) are available for VC actors related to production, business operations, export readiness and organic production at the right quality and price.

Agribusiness producer group trajectory

Pathway 1 of the CBI Uganda Oilseeds Project focuses on transitioning PGs to sustainable and organic oilseeds production, enhancing their ability to meet the organic market's demands. A select group of PGs (minimum 6, maximum 16) will serve as frontrunners for proof of concept, showcasing how improved practices and vertical integration in the supply chain deliver concrete benefits. PGs will receive targeted business-oriented coaching on organic farming practices, certification processes, quality management, and market access strategies.

The core goal is to improve opportunities for oilseeds farmers by directly supporting PGs and working through oilseeds SMEs. CBI will help PGs adopt organic and sustainable practices to increase profitability and market access, particularly targeting the EU organic market, which has increasingly stringent regulations.

Support for PGs will be provided on two levels:

- **Individual Coaching:** CBI will coach a select group of PGs (minimum 6, maximum 16) with experience or potential in organic oilseeds production. Selection is dynamic, based on progress and mutual collaboration, and more groups may be added as high-potential candidates emerge.
- **Group Training:** A larger cohort of PGs will receive quarterly workshops focused on foundational topics like good agricultural practices, business planning, organic certification, supply chain management, market access, and gender/youth inclusion.

The coaching and training content will be customized based on an initial assessment (conducted by CBI prior to the start of the agribusiness expert). CBI is looking for an expert with a facilitative, innovative, and business-focused approach to help PGs develop a sustainable, profitable organic oilseeds model.

Goals and deliverables

The goal of this assignment is to implement the agribusiness trajectory (both the individual coaching and the group training, with the aim of improving the agricultural and business practices of the oilseed PGs.

Key deliverables during the assignment include:

1. **Development of a tailored roadmap** for the individually selected PGs, based on the findings from the initial assessment and in close collaboration with the CBI Uganda Oilseeds team (including the SME business coach, institutional expert, and national stakeholder coordinator). This roadmap will outline specific actions for improving business practices, as well as sustainable and organic agronomical practices.
2. **Coaching and support** for the individual PGs in executing their roadmaps, using a market-driven, facilitative approach. The coaching will focus on improving key business functions such as farm business management, production efficiency, and market access, with an emphasis on practical steps toward achieving sustainability and profitability. In

addition, agronomical coaching and support towards more sustainable and quality oriented farming will be key.

3. **Development and facilitation of group training** and workshops for a wider group of PGs, tentatively scheduled every 3 to 4 months. These sessions will focus on key business skills, such as business planning, organic certification, supply chain management, and market access, tailored to the needs of each the group. Also agronomical best practices should be addressed, for example organic inputs and line-planting.
4. **Monitoring and capturing results** by tracking progress against the roadmaps, documenting key outcomes, and conducting regular reflections and adaptive management sessions with the PGs and CBI project team to ensure continuous improvement and alignment with project goals.

Required skills/ Experience

CBI is searching for an organisation or consultant with knowledge of PGs, that offers:

- Extensive experience with coaching and training Ugandan PGs on business strategy and market access, with a minimum of 3 years of experience in this field;
- Extensive experience coaching and training PGs on sustainable and organic agronomical practices, with a minimum of 3 years of experience in this field;
- Fluency (C1) and/or native speaker in spoken and written English and Luganda;
- Ability to be in Kampala within 4 hours;
- Demonstrable affinity with private sector development and farming as a business, especially with regards to global value chains and international trade;
- Demonstrable knowledge of organic agriculture and certification, specifically the EU organic regulation (2018);
- Experience in working with a systems approach, specifically Market Systems Development or other innovative models that promote business oriented systemic change for farmers;
- Experience in the Ugandan agricultural sector is a must, experience in the oilseeds sector is a plus.

Application

Interested companies are invited to send an expression of interest to RVO by sending an e-mail to Anna.shakina@rvo.nl

Kindly state the name of the contact person of your company and his/her e-mail address.

Please only send a short message that you are interested including your CV/the CV of the expert to be used for this assignment.

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

Based on the market orientation, RVO can decide to start a tender. Interested companies/consultants can be invited to this procedure. It is anticipated that this process will result in a framework agreement.

Your response to this market orientation does not mean you have the right to be invited to this procurement procedure. In the case of a tender, no distinction will be made between parties that participated in the market orientation and those that did not.

Deadline

The deadline for responding to this market consultation is set at **7 April 2025**.

Anna Shakina
Procurement Consultant

.....

Procurement Office

Ministry of Economic Affairs

Netherlands Enterprise Agency

Prinses Beatrixlaan 2 | 2595 AL | The Hague
PO Box 93144 | 2509 AC | The Hague

.....