

## Market orientation

### Corporate Social Responsibility (CSR) Expert for the Uganda Oilseeds Project and the Uganda Coffee Project - Ref nr. 202507055

**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 small and medium-sized enterprises (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.

CBI projects promote compliance to Corporate Social Responsibility (CSR) principles. Herewith, CBI aims to:

- Promote and create decent jobs. CBI pays special attention to women and youth. CBI supports women in management positions and women entrepreneurs.
- Stimulate sustainable trade and production.

CBI also works on well-functioning support services, facilitating rules and regulations, and effective sector alignment. These are essential for the success of SMEs. Priority Corporate Social Responsibility (CSR) themes in our projects are decent work, gender, youth and climate.

CBI contributes directly to the following [Sustainable Development Goals](#) (SDGs):

5. Gender equality
8. Decent work and economic growth
12. Responsible consumption and production
17. Partnerships for the goals

More information about CBI can be found on: [www.cbi.eu](http://www.cbi.eu).

#### **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 Corporate Social Responsibility (CSR) Expert for 2 CBI projects in Uganda: [the oilseeds](#) and [the coffee](#) project.

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

#### **Extent and duration**

The duration of the assignment is in line with the two relevant projects:

- The CBI Uganda Oilseeds Project is expected to run until July 2028;
- The CBI Uganda Coffee Project is expected to run until December 2028.

This assignment for an Corporate Social Responsibility (CSR) Expert for 2 CBI projects in Uganda will start as soon as the contract is signed and will end in December 2028, with the option to extend with one (1) year until December 2029.

### **Budget indication**

Maximum budget indication is **€140,000** excluding Dutch VAT and including local taxes and travel costs.

### **Purpose of the project**

#### **CBI Uganda Oilseeds 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 and SMEs enter the organic oilseeds market. 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.

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.

#### **CBI Uganda Coffee Project**

The CBI Climate smart coffee project aims to create an inclusive Ugandan coffee sector - a sector in which SMEs and farmers can produce and export traceable, climate-smart coffee that meets EU standards.

We want to achieve the following goals:

- **Pathway 1: Effective public-private service delivery**
- **Pathway 2: Effective dissemination of information about climate-smart practices**
- **Pathway 3: Resilient SMEs, that grow their export of traceable, climate-smart coffee**

CSR work for this project will in general be less than for the Oilseeds project, but there might be some assignments for taking the CBI's CSR Assessment Tool (CCAT) with companies and coaching or follow-up.

### **CSR trajectory**

CBI is well aware of the broadly shared concern about the possible economic, social and environmental trade-offs of trade and consumption, and has adapted processes and reformulated its mission. From contributing to export growth for the purpose of economic growth (growth in prosperity), CBI is moving to support the transition towards inclusive and sustainable economies via trade of niche/value-added products and services. Contributing to the UN Sustainable Development Goals (SDGs) forms the basis of this mission. The SMEs CBI works with can make an important contribution to this overall goal. CBI, therefore, supports them via the enhancement of their Corporate Social Responsibility (CSR) processes.

CBI's CSR Assessment Tool (CCAT) is one of the tools used by CBI to drive and monitor progress in the area of CSR of (future) exporting SMEs that participate in CBI's Business Export Coaching projects. The tool allows CBI to set a baseline and monitor progress on specific CSR topics or clusters and CSR in general. Progress made can be realised or attributed to other CSR activities or coaching part of CBI projects, actions of the organisation itself, CSR certification, use of CBI's CSR Roadmap or others.

The CCAT can be seen as a 'process starter'. The first outcomes of the CCAT generate a CSR baseline per participating processors/exporter. This baseline, in combination with the specific aim and context of the CBI project and the ambitions or preferences of the company itself, creates insights into CSR areas where growth is required or desired. It provides avenues or opportunities for growth. Growth can be realised via other (CBI) tools and activities. The CCAT is therefore linked to other CBI instruments which can create such growth (CBI's CSR Roadmap and CBI's Certification Matrix).

The CSR Roadmap is a tool to guide companies towards a focused CSR plan. The tool supports companies in selecting relevant topics and making a company self-assessment on those topics. It also helps companies to identify short-term risks and opportunities and provides a ready-to-print poster to share their CSR plan and activities with stakeholders and employees.

### **Goals and deliverables**

The goal of the assignment is to execute the CSR trajectory for 6 - 12 companies participating in the CBI Uganda Oilseed and 4 companies in the Uganda Coffee programme, resulting in the improvement of their CSR practices and results. In addition, the CSR trajectory is expected to contribute to broader sectoral change towards a more sustainable and inclusive oilseeds and coffee sector in Uganda.

The following results need to be achieved during the assignment:

1. Execution of the CCAT baseline (Q4 2025) and endline (Q1/Q2 2028) for the 6-16 participating oilseed and coffee SMEs;
2. Supporting the 6-16 participating oilseed and coffee SMEs in the implementation of the CBI CSR Roadmap;
3. Providing support to the 6-12 participating oilseed SMEs (on site and online, individual and group) in following up on the actions identified during the CCAT and CSR Roadmap;
4. Contributing to development of the oilseeds sector on relevant CSR topics.

### **Required skills/ Experience**

CBI is searching for a consultant with knowledge of CSR that offers:

- Extensive experience with coaching and training SMEs on CSR topics in Uganda, with a minimum of 3 years of experience in this field;
- Fluency (C1) and/or native speaker in spoken and written English and a minimum of 1 Ugandan local language;
- Ability to be in Kampala within 4 hours;
- Demonstrable affinity with private sector development and SMEs in relevant sectors, especially with regard to global value chains and international trade;
- CSR consultant/auditor or proven track record in (social) auditing (e.g. Fairtrade, SA8000, Rainforest Alliance en/of ETI.);
- Experience in working with national and international labor law(s) (National Labor Law, ILO Conventions, OECD Guidelines for Multinational Enterprises);
- Experience in working with specific CSR topics, specifically Living Income, Responsible Supply Chain Management, Climate, Youth and Gender;
- No affiliation with or involvement in any of the participating SMEs (both financial and non-financial);
- Ability to work independently in a multidisciplinary and multi-cultural environment;
- Experience with conducting structured and non-structured interviews;
- Basic computer literacy and reporting skills (MS Office, Internet).

**Application**

Interested companies are invited to send an expression of interest to RVO by sending an e-mail to [leonie.verhoef@rvo.nl](mailto:leonie.verhoef@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 the CV of the expert(s) 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 orientation is set at **29 August 2025**.

Leonie Verhoef  
Procurement Consultant

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**Procurement Office**  
**Ministry of Economic Affairs**  
**Netherlands Enterprise Agency**  
Prinses Beatrixlaan 2 | 2595 AL | The Hague  
PO Box 93144 | 2509 AC | The Hague

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