

Market orientation PPPlatforms Ukraine – Agrifood, with reference number 202512085.

Prime objective: Management of one of the two Dutch Public Private Platforms for the reconstruction of Ukraine in the sector Agrifood and Life Sciences & Health (LSH).

Organisation: The Netherlands Enterprise Agency

The Netherlands Enterprise Agency (RVO) supports private and public organizations with funding, international business partners, knowledge, and regulations.

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

This specific project has been commissioned by RVO, in assignment of the International Enterprise Department (Directie Internationaal Ondernemen - DIO) of the Ministry of Foreign Trade and Development Cooperation (Ministerie van Buitenlandse Handel en Ontwikkelings Samenwerking - BHOS), and in cooperation with the Private Sector Development (PSD) and Business Development (BD) coaches for Ukraine from RVO. Through the development of private sector and trade, RVO's assembled expert team for Ukraine aims to support private sectoral or other legal entities seeking involvement in the short- and/or long-term reconstruction of the economic conditions and public infrastructure in Ukraine.

Purpose of the market consultation

The purpose of this market consultation is to identify and assess interest of branch organisations in the Netherlands that are potentially eligible for the execution of this assignment.

Extent and duration

This Agrifood project will be a continuation of the previous formed platforms in the sectors Agrifood and LSH and will run from 1 February 2026 till 31 December 2026. The entity implementing the assignment will receive a database of the current platform.

Budget indication

Maximum budget indication is €70,000 excluding Dutch VAT and if applicable including local foreign VAT and all other costs and/or fees.

Purpose of the project

The overall purpose of the assignment is to assist Ukraine and counter some of the adverse impact of the war on the available food supplies and health care services. The platform showcases how public-private partnerships and other relevant business initiatives can contribute to (sustainable) solutions in economic and physical reconstruction in Ukraine. Please note this is not a digital platform.

The platforms' activities are expected to result in effective cooperation amongst Dutch private enterprises and between Dutch and Ukrainian enterprises. The platform is also expected to enhance cooperation between the named parties and the two – Ukrainian and Netherlands - governments in order to lead to the supply of goods, the development of projects and ultimately services in the framework of the reconstruction of Ukraine. In this context, the Netherlands government will play a facilitating role. In addition, the platforms

are required to enable individual companies to connect swiftly to relevant local and international stakeholders and support the development of concrete project proposals (whereas the support of individual projects does not fall under the scope of the platform). The platforms should detect and disseminate opportunities for NL enterprises, including but not limited to the exchanging information about developments in the sector and related international financing development.

Operational objectives for the platforms to function in the present situation are:

1. To provide information to the stakeholders concerned. Most reconstruction-oriented initiatives focus on specific parts of a system or links in a value chain. The participants should have guidance in how to fit in the system or value chain. The platform should allow entities aspiring to work in Ukraine access to relevant knowledge and experiences.
2. Align the initiatives/clusters within the platform with the needs of Ukraine. The platform should facilitate networking and encourage/facilitate matchmaking. The needs of Ukraine should be guiding in the facilitation of the initiatives/clusters.
3. Continue on the focus on Covered cultivation, Dairy and potentially Novel crops and Storage. If the situation in Ukraine requires a different or extra focus subsector, this will be discussed with the relevant stakeholders.
4. Risk mitigation in (operational) engagement. Very few of Dutch companies are expected to have sufficient experience in working under the present conditions in the Ukraine. The platform should represent and enhance the efforts of the Dutch government to facilitate and enforce focussed risk management.
5. The platform is a linking pin between ambitions of Dutch entities and opportunity creation by determined lobbying for conditions favouring Dutch entities' interest in major reconstruction programmes financed by transnational institutions like the World Bank, EIB, EBRD, IFC etc. in the coming years. It is important to know whether or not Dutch companies are prepared to enter the competition for international contracts. If they are, the platforms can prepare them for this. Besides reconstruction, humanitarian aid could also become a major source of financing projects and programmes. The platforms should be able to advise companies and organisations in entering the competition as well.

The major challenge for the platforms is that they have to be very agile in responding to the rapidly changing conditions in Ukraine. Because of the risks involved for both enterprises and government, confidentiality is a prerequisite. Enterprises must be able to discuss freely the challenges they face and government institutions should be able to share relevant information with them.

Main Results

The running of the platform includes (at least) the following components:

- **Management of the platform:** core group and platform itself. Including operational matters.
- **Risk management:** understanding of the rules of the game that apply to each sector and advice to ensure alignment with the CSR and BHOS policy for the reconstruction of Ukraine.
- **Structure:** simple, transparent and efficient to operate in the context of war. Concrete definition of the role of each public and private organizations from the Netherlands and Ukraine.
- **Membership core group:** The coordinator appointed represents a specific group of private companies. Other relevant private entities can also be a member of the core group to safeguard proper representation. The platform activities are in

principle open to all relevant companies, NGO's and knowledge institutions. On occasion it can be decided by the Coregroup that some activities/meetings are closed.

- **Information and knowledge exchange:** identification and inventory of business leads and opportunities. Communication channels with Dutch members of the platform and Ukrainian counterparts.
- **Roadmap for cluster approach:** Facilitate (in 2024 selected) priority clusters in close collaboration with relevant stakeholders (RVO, Invest International, Atradius DSB, etc.).
- **Governance:** decision making process and roles for the involvement of private and public members to attend Ukrainian demands.
- **Legal:** regulatory considerations per sector with regards to information exchange, confidentiality, disclosure of private data, other.
- **Budget.** Hours and costs.

Deliverables:

- A brief report (workplan) covering the actions for 2026.
- An updated database of the members / partners in the platform.
- Platform meetings (timing included in the workplan).
- Roadmap / strategy for (at least) 3 clusters.
- Initiatives/clusters are informed and helped with finding funding (RVO instruments / Invest International / IFI's / other opportunities).

Required Skills/ Experience

The organisation/entity should show that it:

- Has run major programmes activities involving at least half of the companies of the sector in the last five years;
- Has extensive experience in facilitating larger public private partnerships;
- Has facilitated companies in the sector in setting up sustainable trade and investments in countries outside the EU;
- Has extensive networks in the sector;
- Has experts at its disposal to achieve the required results;
- Is sensitive for the complexities of operating in a war zone;
- Has sufficient affinity with Ukraine, the international development and trade;
- Has a clear understanding of the responsibilities of the Netherlands government in safely navigating the country through a conflict with major repercussions for its citizens.

Application procedure

Interested companies / consultants are invited to respond if they are interested to Leonie Verhoef, Leonie.verhoef@rvo.nl with a copy to sandra.Kolodzinskyi@rvo.nl.

Please state in your expression of interest your(web) address, a short expression of interest letter and a brief track record (max one page) in line with the skills and experience required. You do not have to send any other documents, as they will be disregarded.

As a result of the market consultation, RVO can decide to start a follow-up process. Interested parties can be invited in this process to submit a request for proposal. Your response to this market orientation does not mean you have the right to be invited to this procurement procedure.

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

Deadline

The deadline for responding to this notification is set at **23 December 2025, 12:00 (CET)**.

Yours sincerely,

Leonie Verhoef
Procurement Officer

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Ministry of Economic Affairs
Netherlands Enterprise Agency