

Market orientation

Orange Corners Mentorship Programme - ref. 202604060

Organisation: The Netherlands Enterprise Agency

The Netherlands Enterprise Agency (in Dutch: Rijksdienst voor Ondernemend Nederland, RVO) supports private and public organisations with funding, international business partners, knowledge, and regulations.

Orange Corners is RVO's programme to support entrepreneurs internationally. Orange Corners seeks to support entrepreneurs in targeted countries with:

- Durable relations between the Netherlands and other countries;
- A more stable business environment and solid entrepreneurship;
- More sustainable value chains;
- Better employment opportunities, especially for young people;
- Business process innovation (digitalization);
- Sustainable trade and investment by Dutch companies in international markets; and
- Opportunities for companies to export to Europe and other regions.
- The implementation of programmes and assignments in the field of development cooperation for various clients, with the Ministry of Foreign Affairs (DGIS) as the main client.

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

Purpose of the market orientation

The purposes of this market orientation is to gauge interest from market parties in supporting RVO in providing starting entrepreneurs in countries where Orange Corners¹ is active with targeted business mentoring.

RVO is considering to contract a qualified company (ies) to provide Orange Corners' **alumni entrepreneurs** with targeted mentoring after completing the Orange Corners incubation or acceleration programmes, supporting the continued growth and development of their businesses. Building on a pilot in Sudan, Egypt, and the Palestinian Territories, the project will extend **needs-driven mentoring** across the wider Orange Corners network. Please refer to the next page for information on the Purpose of the assignment.

Orange Corners (OC) and the Orange Corners Innovation Fund (OCIF) strengthen entrepreneurial ecosystems and support innovative SMEs and startups in Africa, the MENA region and Bangladesh. The Orange Corners Incubation and Acceleration Component (OCIAC) runs from 2024-2028, during which strong relationships are built with hubs and participating entrepreneurs.

Mentorship is a core element of all Orange Corners programmes. During a six-month incubation or acceleration period, entrepreneurs are matched with mentors who provide guidance and help solve specific business challenges. After graduation, entrepreneurs continue to face complex and specific challenges, making post-graduation mentoring crucial for **sustained business growth**.

Providing continued mentoring aligns with the Youth Employment and Entrepreneurship team's long-term goal: ensuring that in every Orange Corners country, young entrepreneurs have access to quality, sustainable support within a thriving ecosystem. Extending support beyond graduation strengthens businesses' sustainability and success.

¹ [Hubs – Orange Corners](#)

The 2024 outcome evaluation of Orange Corners and OCIF shows that many alumni are still striving for profitability and market-fit three years after participation, highlighting the need for ongoing support. Post-programme mentoring is expected to enhance impact, addressing both prolonged guidance and market access challenges.

Extent and duration

The envisioned assignment will run from **Q3 2026** until **31 December 2027**.

Budget indication

The budget of a possible assignment is estimated at max € 135.000 excluding Netherlands VAT and (if applicable) including local foreign VAT and all other costs and/or fees.

Purpose of the assignment

The overall purpose of this assignment is to provide **committed Orange Corners alumni entrepreneurs** with mentoring services after the Orange Corners incubation/acceleration programme has ended, that facilitates the **further growth and development** of the entrepreneurs' businesses.

Goals and deliverables Inception report

The implementing partner will deliver an inception report that includes a suggested 18-month OC alumni mentorship programme with at least:

- A detailed and tailored **intervention strategy**, that is the result of a scoping phase, and that builds upon findings of the previous pilot project, it should also include a reflection on use of the use of mentors that are connected to Orange Corners' private partners;
- A detailed description of the specific **mentoring needs** (including an explanation of how these needs can be addressed by mentors, whether local or international mentors can fulfil these needs, and whether these mentors are already in their network);
- An overview of all suggested **project activities**;
- A detailed **matchmaking approach** (including information about recruiting new mentors; balancing international/local mentoring services; numbers of mentor-mentee matchmaking, duration of the mentoring services, clarifying potential risks and mitigation strategies and a strategy on how the programme will be designed and implemented in such a way that it promotes inclusion and diversity – e.g. how is the programme accessible for OC alumni that speak French, Arabic and Portuguese, or alumni in fragile contexts (Sudan, Palestinian Territories, e.g.);
- A refined **planning**;
- A detailed **MEL approach**;
- A **communications strategy**;
- **Roles and responsibilities** of the different parties involved (implementing partner, OCHQ, OC hubs).

Platform and onboarding

As part of the requested services, contractor will develop an online mentoring platform.

The platform interface should be available in English. Adding one or multiple of the following languages is of additional value: Arabic, French, and Portuguese. Onboarding is needs-based and focuses on OC alumni: entrepreneurs complete a structured profile that captures their specific mentoring needs, sector, language preferences, and business stage, ensuring that only entrepreneurs who are ready and motivated to engage with a mentor are matched. At least 250 OC alumni entrepreneurs complete their profile and are ready for matchmaking.

Matchmaking and mentoring outcomes

250 OC alumni entrepreneurs are matched with one or more mentors via the platform. The following targets apply:

- At least 80% of matched entrepreneurs receive mentoring — defined as completing at least one mentoring session with their mentor;
- Satisfaction rate of >8/10 of entrepreneurs that received mentoring;

- At least 60% of participating entrepreneurs report having developed new skills because of the mentoring;
- At least 40% of participating entrepreneurs report having solved one or more concrete business challenges – i.e. changed a way of doing in their business – with the support of their mentor.

Progress towards these targets is tracked through the platform and through entry and exit surveys administered as part of the MEL framework.

Mentor recruitment

Depending on the existing pool of mentors and the extent to what they fit with the target group, the implementing partner is encouraged to recruit and activate new mentors on the platform, supplementing the implementing partner's existing mentor database. Recruited mentors collectively should as much as possible cover the languages, sectors, and geographies relevant to the participating OC alumni entrepreneurs.

Midterm report

Approximately six months into the programme, the implementing partner delivers a midterm report covering: progress on all activities against the planning from the inception report; platform performance data (sign-ups, matches made, session rates); a reflection on the composition and fit of the mentor pool; preliminary findings on skill development and business challenge outcomes; a reflection on accessibility and inclusion; identified challenges and proposed mitigations; an updated plan and budget for the remaining programme period; and a sustainability strategy – including what will happen with the platform after the programme has ended.

Final report

The implementing partner delivers a final report including:

- An overview of all tangible results: mentors recruited, entrepreneurs onboarded, matches made, and data on the frequency and duration of mentoring sessions;
- An assessment of mentoring outcomes against the targets set, including an analysis of which business challenges were addressed and what skills were developed;
- Key challenges and lessons learned;

Recommendations for any follow-up programme.

Eligible candidates with experience in similar projects are strongly invited to express interest in this assignment by responding to the contact person below.

Requirements

- Minimum 7-10 years of demonstrable experience in:
 - Entrepreneurship support and coaching
 - SME and startup development and guidance
 - Design and coordination of mentorship programmes
 - Business advisory services in multi-stakeholder environments
- Specific experience with coaching young entrepreneurs after incubation/acceleration programmes
- Proven experience with:
 - Mentor-matching processes
 - 1:1 coaching and long-term guidance of entrepreneurs
 - Capacity building for mentors
 - Sustainable growth and development trajectories of startups
- Deep understanding of:
 - Entrepreneurship ecosystem development

- Growth challenges of startups and strategic scaling processes
 - Local, regional, and national policy context regarding SME support, youth employment and entrepreneurship Orange Corners countries and their specific entrepreneurship landscapes (20+ countries)
- Demonstrated relationships with local ecosystem actors:
 - Incubators and accelerators
 - Private sector partners
 - Investors and business angels
 - Business associations and entrepreneurial organizations
 - Universities and research institutions
 - Public institutions and government bodies
 - Proven experience with inclusivity and diversity in programme environments
 - Excellent networking, facilitation, and communication skills in complex multi-actor environments
 - Fluent command of English (reading, writing, speaking)
 - Fluency in Arabic, French and/or Portuguese is an advantage
 - Regular availability and daily responsiveness via telephone, WhatsApp, and e-mail
 - Capacity to provide real-time support to 250+ entrepreneurs and local partners

Additional Requirements (Specific to this Project)

- Experience with hosting a mentor-mentee matchmaking environment/platform
- Experience with sustainable impact measurement of mentorship programmes
- Ability to build and strengthen local capacity of Orange Corners partners
- Knowledge of alternative mentorship models and their implementation in resource-constrained environments
- Experience with programme scaling from pilot initiatives to multi-country operations

Eligible candidates with experience in similar projects are strongly invited to express interest in this assignment by responding to the contact person below.

Application

Interested candidates are invited to send an expression of interest to Netherlands Enterprise Agency by sending an e-mail to havaf.bentouhami@rvo.nl of the Procurement Office.

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 marketorientation is set at 22 May 2026.