



Market orientation

Policy Dialogues Brazil 2027
IUC Ref. 202610109

Organization: The Netherlands Enterprise Agency (RVO) –
Ministry of Economic Affairs and Climate policy

1. Organization: Netherlands Enterprise Agency

The Netherlands Enterprise Agency (Dutch: Rijksdienst voor Ondernemend Nederland; hereinafter RVO) promotes collaboration between public and private organizations through funding, knowledge exchange, international partnerships, and regulatory support. RVO-programmes contribute to three strategic societal transitions: (1) the climate and energy transition, (2) sustainable agriculture and food systems, and (3) a future-proof and digital economy.

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

2. Partners for Water Programme

RVO's Partners for Water Programme 2022–2027, under the Netherlands International Water Initiative, is commissioned by the Ministry of Infrastructure and Water Management on behalf of the Interdepartmental Water Cluster. The programme aims to strengthen global water security for people, ecosystems, plants, and animals while maximizing the impact of Dutch expertise and collaboration.

As part of its ambition to expand international cooperation, PFW is exploring opportunities in new countries where Dutch water knowledge and solutions can contribute to addressing local water challenges. In Brazil, Partners for Water aims to build partnerships, identify opportunities for collaboration, and support sustainable water management.

Partners for Water is, therefore, the initiator of this project.

3. Introduction: Netherlands – Brazil collaboration

Brazil and the Netherlands have 200 years of diplomatic relations, a partnership built on dialogue, trade, and knowledge exchange across a wide range of themes, including water management. In recent years, both countries have strengthened their collaboration in the field of flood prevention and protection, sharing expertise, innovative approaches, and experiences to address growing climate-related challenges. In the topic of water resilience, the collaboration between Brazil and the Netherlands has strengthened in recent years through technical cooperation and knowledge exchange in integrated water management.

Following the severe floods in Rio Grande do Sul in 2024 - one of Brazil's most significant flood events- this cooperation gained momentum, with support provided through RVO's Dutch Risk Reduction and Surge Support (DRRS) Programme. This project led to multiple follow-up collaborative activities in Brazil in the topic of climate resilience and flood prevention. As a result, many opportunities emerged to use Dutch expertise in supporting Brazil with climate-related challenges and in strengthening bilateral collaboration.

In September 2026, during the United Nations General Assembly in New York, the Netherlands and Brazil signed the [Strategic Cooperation Framework](#). This G2G agenda includes the objective of strengthening productive capacities, cooperation and knowledge exchange on integrated water management by deepening institutional ties. On behalf of the Dutch Ministry of Infrastructure and Water Management (IenW), Partners for Water is seeking to support the implementation of the framework's objectives. Within Partners for Water, opportunities for bilateral cooperation are currently being explored to translate these objectives into concrete activities. For instance, in strengthening connections between government institutions, knowledge organizations, water authorities and private-sector partners in both countries, facilitating knowledge exchange and the development of innovative solutions to shared water challenges in the themes of water security, climate resilience and sustainable water management. This cooperation framework also offers a strategic opportunity to explore new partnerships and pilot projects, while aligning Dutch water expertise with Brazil's priorities and local needs.

4. Assignment

Climate resilience is a central priority on both the Dutch and Brazilian national agendas. Given the accelerating pace of climate change and the growing uncertainty of extreme weather events, joining forces to address shared challenges has become essential. Recent discussions with the Brazilian Ministry of Environment and Climate Change (MMA), the Ministry of Integration and Regional Development (MIDR), and the Ministry of Cities (MCID) highlighted the clear added value of bilateral knowledge exchange - specifically focused on translating climate resilience into actionable policy guidelines and regulatory frameworks.

Building on this momentum and the strengthened G2G and G2B relations between the Netherlands and Brazil, Partners for Water programme aims to facilitate **two structured policy dialogues: one at the national level and one at the subnational government**. Together, these dialogues will address climate resilience across the entire policy cycle - bridging strategy and governance from high-level national agendas down to practical regional implementation. To this end, **Partners for Water is seeking an implementing partner to design, organize, and deliver the two policy dialogues in Brazil**.

5. Purpose of the market orientation

With this market orientation, RVO wants to collect information on interested implementing parties for the project. The objectives of this market orientation are:

- To identify potential parties/consortia interested in executing this assignment;
- To assess the feasibility of interested parties forming a team with a mix of Dutch and local experts possessing the necessary expertise to deliver the required services.

6. Scope of work

To bridge the gap between high-level climate strategies and implementation, Partners for Water aims to facilitate two - interconnected - policy dialogues in Brazil. These sessions will address core policy and regulatory challenges identified during consultations with key Brazilian stakeholders, including the Ministry of Environment and Climate Change (MMA), the Ministry of Cities (MCID), the Ministry of Integration and Regional Development (MIDR), and the National Water and Sanitation Agency (ANA). The policy dialogues will tackle bottlenecks across policy levels, which include:

- Strengthening El Niño resilience and disaster preparedness within national climate planning.
- Integrating water resources management with broader environmental agendas.
- Institutionalizing Nature-based Solutions (NbS) within regulatory frameworks for water resilience.
- Enhancing the climate resilience of essential drinking water and sanitation infrastructure.

The two dialogues are structured into **two editions**:

1. National policy dialogue: setting the enabling environment (conditions for enabling water resilience)

Proposed location: Brasília, subject to confirmation.

- Question: how to incorporate water resilience into governance, policy, regulatory, and financial frameworks, required to effectively articulate and implement Brazil's climate agenda?
- Focus: enablers of resilience / policy frameworks / financing strategies / strategic planning cross-sector coordination.
- Sub-themes:
 - National strategy: climate adaptation and water security.
 - Financing: means for financing climate adaptation and mitigation, opportunities for financing PPPs and (development banks, private finance, insurance).
 - Institutional coordination: governance across ministries and sectors for translating climate resilience into agendas and guidelines for management of water resources.
 - Modernization of national monitoring systems: enhance digital tools for simulating climate change scenarios (e.g. considering El Niño in its uncertainties) and advance the National Groundwater Recharge Map, for informing decision-making around natural resources.
 - NbS & urban water resilience: institutionalize NbS into national policy frameworks and building climate resilience into basic infrastructure (drinking water, sanitation).
- Target audience & partners:
 - Brazil: Ministries including MMA, MCID, MIDR, MAPA; National Water and Sanitation Agency (ANA); BNDES; research institutions such as INPE.
 - Netherlands: RWS; Delta Commission; Invest International; FMO; Dutch Ministry of Infrastructure and Water.
 - International: IDB, World Bank, CDRI, CAF.

2. State Policy Dialogue: from policy to implementation of water resilience

Proposed location: the State of São Paulo, subject to confirmation with relevant Brazilian counterparts.

- Question: how to translate national policy and regulatory frameworks into actionable, bankable projects that can actually deliver water resilience?
- Focus: implementation of water resilience / bankable projects / demonstration of solutions / cross-sector collaboration.
- Sub-themes:
 - River basin governance: zoom-in to water governance at river basin level and cross-boundary regulatory role in catchment management.
 - Risk management: address urban flooding while advancing drought preparedness, water scarcity solutions, and water allocation strategies.
 - Implementation of climate-resilient infrastructure: how to develop bankable projects; showcase of (international) good practices, including climate-resilient utility infrastructure and NBS.
 - Monitoring impact and progress: methods and tools for monitoring climate mitigation, adaptation measures, and progress in water resilience.
 - Institutional capacity: identify institutional gaps and opportunities for knowledge exchange and capacity building in water governance and water-conflict management.
- Target audience & partners:
 - Brazil: policymakers and government officials from states of Rio Grande do Sul, São Paulo, Minas Gerais, Espírito Santo; state departments for the environment, water and infrastructure; National Water and Sanitation Agency (ANA); relevant research institutions, river basin committees, BNDES and other regional funds.
 - Netherlands: expert organizations (governmental, non-governmental, private-sector and research institutions) in the above-mentioned themes.
 - International: IDB, World Bank, CDRI (among others).

Note: all sub-themes and target audience & partners above-mentioned are to be further specified with the EKN in Brasília and Brazilian stakeholders involved in shaping the policy dialogues.

Connection between the dialogues

The implementing partner will prepare short case briefs before the national dialogue, document the questions and proposed responses emerging from that dialogue, and use them to structure the subnational level discussion. Following both dialogues, the partner will coordinate validation of the proposed cooperation priorities and roadmap with the relevant institutions.

The assignment covers policy analysis, dialogue preparation, facilitation and development of cooperation concepts. It does not include detailed engineering, feasibility studies, preparation of investment projects, implementation of pilots or delivery of a separate training programme.

Engagement of the Dutch private sector

The implementing partner will consult relevant Dutch companies and knowledge organizations, including those participating in the prospective Partners for International Business (PIB) cluster, in coordination with RVO and the Dutch economic network in Brazil. These consultations will identify practical implementation barriers, relevant expertise and potential contributions to the selected Brazilian priorities. Participation will not confer preferred access to future procurement or imply endorsement of specific suppliers. The assignment will remain operationally independent of the establishment or funding of the PIB cluster.

7. Objectives

The two policy dialogues aim to foster high-level collaboration in addressing Brazil's institutional and regulatory bottlenecks, thereby aligning its water, climate adaptation, and development agendas. By the end of the dialogues, the following results are expected:

- Unified strategic narrative: A shared assessment of the principal barriers affecting the selected priorities and cases consolidating key insights and actionable takeaways from both dialogues, outlining clear pathways to overcome institutional and regulatory challenges.
- Jointly identified priority interventions: a prioritized list of water resilience interventions agreed upon by participating institutions from national and state/regional levels, highlighting key areas for joint Dutch-Brazilian collaboration.
- Roadmap for bilateral collaboration: a concrete roadmap supporting implementation of the [Strategic Cooperation Framework The Netherlands – Brazil](#), defining immediate next steps and long-term actions for bilateral cooperation in integrated water management and climate resilience.

8. Tasks and anticipated deliverables:

The implementing partner will undertake the following tasks and provide the associated deliverables. Interested parties are invited to comment on the feasibility and proportionality of this indicative package.

Inception and prioritization (pre-dialogues)

- Review relevant existing cooperation activities and conduct targeted consultations with Dutch and Brazilian stakeholders. Propose the shared thematic priorities, the host arrangements and the cases for the second dialogue.
- Stakeholder mapping & engagement: identify, invite, and secure buy-in from key decision-makers across federal ministries, state bodies, river basin committees, utilities, and financial institutions. This includes delivery of online session(s) in preparation for involved actors.
- Design agenda & methodology: develop interactive session formats to move beyond passive presentations and foster genuine exchange.

Deliverable: an inception note setting out the refined scope, stakeholder roles, selected priorities and proposed cases, methodology, schedule, allocation of responsibilities, and principal risks for implementation of dialogues. The note will identify complementarities with existing initiatives and measures to avoid duplication.

Technical preparation and stakeholder engagement (pre-dialogues)

- Draft briefing materials: synthesize relevant data, background context, and identified gaps (national and subnational levels) into concise briefing materials to inform participants prior to the sessions.
- Prepare concise background materials identifying the selected challenges, relevant institutional responsibilities, existing initiatives, implementation barriers and potential contributions from Dutch expertise.

Deliverable: a briefing package for each dialogue, including the agenda, discussion questions and relevant case materials. Materials intended for Brazilian participants will be available in Portuguese, with English versions or summaries for Dutch participants.

Moderation & facilitation (during dialogues)

- Manage logistics: manage all venue arrangements, technical setups, hybrid participation options, translation/interpretation services (English/Portuguese), and protocol requirements for high-level officials.
- Neutral discussion guidance: lead and moderate sessions to keep conversations focused on their key objectives.
- Power dynamics & conflict management: ensure balanced, multi-level participation (Dutch, Brazilian, and international), fostering an open environment for discussion and resolving inter-institutional bottlenecks.
- Consensus building: guide working tables toward identifying shared priorities, concrete cooperation opportunities, and actionable next steps between Dutch and Brazilian partners.
- Use facilitated discussions to examine specific barriers, compare possible responses and identify proposed actions and institutional owners.
- Ensure that the second dialogue explicitly builds on the findings of the first.

Deliverables: two completed dialogues and a concise outcome note for each, recording findings, areas of agreement, unresolved issues, proposed actions and their validation status.

Synthesis, reporting & roadmap development (post-dialogues)

- Documentation of outcomes: for each dialogue, provide a summary with key discussions, agreements and take-aways.
- Draft the unified narrative: consolidate the outcomes into a cohesive narrative bridging water resilience in high-level national strategy with practical state implementation.
- Create a bilateral roadmap: synthesize participant inputs into a prioritized action roadmap for water resilience, directly feeding into the Strategic Cooperation Framework The Netherlands–Brazil.
- Evaluation & knowledge transfer: produce a final evaluation report detailing participant feedback, lessons learned, and recommend opportunities for PvW in following-up activities aligned with the action roadmap.

Deliverable: an action roadmap in the format of a cooperation matrix, containing, for each opportunity:

- The problem, location or system concerned, and evidence of demand.
- The proposed interventions and intended results as action steps of the roadmap.
- Per intervention:
 - potential Dutch contribution.
 - the responsible institution(s) (Dutch and Brazilian).
 - relevant partners (Dutch and Brazilian).
 - indicative timing.
- Potential support or financing routes, distinguishing confirmed arrangements from options requiring assessment.
- Key dependencies, risks and outstanding decisions.

- Validation from Brazilian (governmental) institutions on the added value and feasibility of interventions proposed.

9. Starting points

- Language of sessions: Portuguese (Portuguese-speaking facilitators and implementing partners strongly encouraged, simultaneous translation possible for specific parts of the program);
- Overall alignment on the program structure is to be undertaken jointly by the EKN in Brazil and designated Brazilian partners (e.g. MIDR and ANA);
- This project requires close collaboration with Brazilian actors and including local partner(s) in the team is strongly encouraged;
- Knowledge exchange: a key starting point for both Brazil and the Netherlands is mutual learning, sharing inspirational examples and best practices from both contexts. This exchange is encouraged to be an integral part of the policy dialogues;
- Stakeholder involvement: inclusive approach to the involved Brazilian government levels, institutions and communities in the thematic of water resilience, supporting the incorporation of their needs, interests and priorities in agenda of the dialogues, which will further support them in the design of interventions;
- Integrated approach: an area-oriented approach that recognizes the interconnected nature of water resources and the links between water resilience and other themes, such as spatial planning, water infrastructure, emergency response, and Nature-based Solutions. An integrated approach is encouraged in the action roadmap and co-developed strategies and interventions that strengthen water resilience in the long term;
- Nature-Based Solutions: integrating natural processes into urban water resilience strategies to reduce water-related risks, improve climate adaptation, and support sustainable urban development.
- A small coordination group will be established during inception, comprising RVO/Partners for Water, representatives of the Dutch network and designated Brazilian counterparts, with IenW, MDIR and ANA involved as appropriate. This coordination group will guide thematic selection, case selection, agendas and validation of the roadmap.
- The implementing partner will be responsible for technical preparation, operational coordination, logistics, facilitation, drafting and follow-up tracking throughout the assignment. The work plan must explicitly identify any inputs required from RVO, the Dutch network and Brazilian partners. Official invitations and institutional commitments will remain with the competent authorities.

10. Budget indication

The maximum budget for this assignment is set at €135.000, excluding Dutch VAT and including any applicable local (foreign) VAT, for all activities covered under Items 6 (Scope of Work) and 8 (Tasks and anticipated deliverables), including any related translation costs for during the dialogues - if applicable. No rights may be derived from this indication.

11. Duration of the assignment

The dialogues are expected to initiate March 2027 and the final finished product and related services must be delivered by 31 August 2027.

12. Application

Interested organisations and consortia are invited to send an expression of interest to RVO by sending an e-mail to Leonie Verhoef, leonie.verhoef@rvo.nl of the Procurement Office and a copy to thaisa.pessanha@rvo.nl.

In your Expression of Interest, you are kindly requested to briefly address the following points:

- **Information about the organization:** Please include your organization's website, along with a concise track record highlighting relevant experience and expertise in line with the requirements of this assignment. Additionally, kindly provide the name, position, and email address of the designated contact person.
- **Proposed partners:** You are requested to provide an overview of the Brazilian partners you consider well-suited to fulfil the objectives and requirements of this assignment. Please include the level of command of Portuguese and Brazilian institutional expertise by each team member.
- **Information about the partner organization(s):** Please also include the website, along with short information on relevant work experience in the content and above-mentioned tasks for each partner organization you consider.
- **Reflection on the scope of work:** Do you find the scope clearly defined and sufficiently comprehensive? Are there any activities you believe are missing or in need of further clarification?
- **Reflection on the requirements:** Are you able to meet the stated requirements? Do you have any suggestions to revise, simplify, or expand specific elements of the requirements?
- **Potential risks:** What potential risks do you foresee executing this assignment (e.g. timeframe, budget, scope, or else)?
- **Additional remarks or suggestions:** Please share any other observations, recommendations, or questions you deem relevant to this assignment.

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

As a result of the market orientation, RVO can decide to launch a formal procurement process. Interested parties can be invited in this process to submit a request for proposal. If more than 5 applicants respond to the market orientation, a supplier selection can take place on the basis of a selection prior to the request for proposal. This market consultation does not create an obligation to pursue a formal procurement process.

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

13. Deadline

The deadline for responding to this market orientation is set at **11 November 2026, 12:00 CET**.

Yours sincerely,

Leonie Verhoef

Procurement Officer

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Ministry of Economic Affairs

Netherlands Enterprise Agency