



# **Call for Applications**

## **Content, rules & regulations**

**Coaching in sustainability and decent work,  
coaching in financial and business management,  
coaching in marketing and sales management  
for micro, small, and medium enterprises or  
producers' organisations  
in Africa**

Contracting authority: **Enabel, the Belgian development agency**

Call for application for the intervention: **Trade for Development Centre**

Reference: BEL2201011

**Application deadline: November 27, 2023**

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## 1 Context and objective

Enabel is the Belgian development agency. The Trade for Development Centre (TDC), a programme implemented by Enabel, aims to promote sustainable production and responsible consumption. It accomplishes this by strengthening production and consumption chains so that they become more sustainable (diversified, climate-smart), more inclusive and more respectful of human rights.

Through on-site **coaching**, TDC aims at **reinforcing the capacities** of Micro, Small and Medium-sized Enterprises (MSME) or Producer's Organisations (PO), in terms of **sustainability and decent work** (climate resilience, respect for human rights, consideration of gender aspects, etc.), **management** (financial, organisational, governance) and **marketing** (positioning, market access, communication, sales).

The main aim of the support provided is to increase sales and revenues through sustainable organisational strengthening, better management and improved access to markets.

## 2 Presentation of TDC's service proposal - Summary

Concretely, the MSMEs/POs selected through this call for applications could benefit from one or more of the following types of support:

- **a preliminary training in data capturing**

This training consists of carrying out an initial analysis of the organisation, focusing on **market aspects** (SWOT analysis, market analysis, etc.), **financial aspects** (cost calculations, reading the accounts, etc.), **organisational aspects** (HR, governance, etc.) and **sustainability and decent work aspects** (human rights, environment, etc.), with the aim of providing the organisation with relevant information that will be of direct use to it and **which will serve to strengthen the structure** (decision-making support and better knowledge of the structure and the context in which it operates).

The preliminary training will take place on site, individually for each MSME/PO over a period of one week (5 working days) and will be delivered by a trainer with expertise in business management (financial, commercial, organisational).

- **a coaching track in sustainability and decent work**

The sustainability coaching will enable organisations to integrate environmental sustainability and decent work challenges into the day-to-day management of their organisation. Coaching will provide examples of good practice and tools for implementation (or improvement). Depending on needs, the following (non-exhaustive) elements will be addressed (or implemented): the use of tools for identifying, monitoring and remedying the main human rights, equality and environmental risks and problems associated with the organisation and its production (complaints mechanism, traceability, geolocation of plots, etc.); the promotion of gender certifications (gender equality seal, gender equity measure); the inclusion of female entrepreneurship; voluntary standards and sustainable certifications in line

with European regulations; the development of data collection and reporting tools in line with European requirements.

Coaching will be delivered on site, on an individual basis and "tailor-made" for each MSME/PO, comprising several coaching sessions (4 to 5) spread over 3 years.

- **a coaching track in financial and business management**

The objective is to strengthen organisational and financial management skills, so that organisations acquire the knowledge and tools they need to better manage their day-to-day operations and finances. Coaching covers areas such as drawing up/improving a business plan, financial management, budget forecasting, the organisation's financing policy, cash and stock management, risk analysis/monitoring, assessing the profitability of a project, human resources management, etc.

Coaching will be delivered on-site, on an individual basis and "tailor-made" for each MSME/PO, comprising several coaching sessions (4 to 5) spread over 3 years.

- **a coaching track in marketing and sales management**

The goal of marketing coaching is to strengthen commercial management skills, so that organisations have the knowledge and tools they need to better access markets. This generally involves strategic marketing (marketing plan, market positioning, etc.) and operational marketing (developing communication tools, facilitating prospecting for new customers, negotiation and sales skills, etc.).

Coaching will be delivered on-site, on an individual basis and "tailor-made" for each MSME/PO, comprising several coaching sessions (4 to 5) spread over 3 years.

### 3 Who can apply? (eligibility criteria)

To be admissible for coaching, the applicant must satisfy the following conditions:

- (a) This call for applications is only open to **micro, small and medium-sized enterprises (MSMEs)** which do not exceed the definition of a medium-sized enterprise<sup>1</sup>, or to **producer's organisations (POs)**.
- (b) **which do not have as primary objective the maximisation of benefits.** As matter of example, cooperatives, associations, foundations and mutual societies meet this objective. In this category, enterprises which meet the following characteristics will be considered:
1. They aim to achieve a specific **social added value**:
    - Sustainable development through environmentally friendly production processes and products and integrated environmental protection.
    - The priority given to labour over capital in the distribution of revenues. Revenue is not an objective in itself, but a means to achieve social objectives.
    - Democratic decision-making: the people involved have a say in company policy.
    - Maximum transparency, including in the areas of general company policy, finance and internal and external relations.
    - Quality relationships. In external relations, the aim is a win-win partnership in which costs and benefits are shared equally. In internal relations, attention is paid to opportunities for personal development, non-discrimination and conditions of employment for staff.
    - Positive integration into society. This can be achieved through dialogue with the local community and non-governmental organisations in the field. Partners work together and build networks.
  2. They **provide goods and services** for which there are customers and needs, both current and future. Emphasis is placed on continuity, cost-effectiveness and efficient use of resources.
  3. They pursue an objective that is in line with the objectives of Belgian Development Cooperation referred to in Chapter 2 of the Law of 19 March 2013 on Belgian Development Cooperation, namely:
    - Sustainable human development,
    - Consolidation of democracy and the rule of law, including good governance,
    - Respect for human dignity, human rights in all their dimensions and fundamental freedoms,
    - Inclusive, fair, and sustainable economic growth, giving priority to local entrepreneurship, social economy and the ILO's Decent Work Agenda.

Please provide as proof of the criteria listed in point (b): your articles of association, internal documents, internal regulations and, if applicable, any certification (e.g. Organic (PGS<sup>2</sup> included), Fairtrade, World Fair Trade Organisation, ECOCERT, FairWild,

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<sup>1</sup> United Nations' definition: medium-sized company = less than 250 employees and an annual turnover of less than €50 million or a balance sheet of less than €43 million.

<sup>2</sup> Participatory Guarantee Systems

Naturland, Rainforest Alliance (previously UTZ), SPP small-producers symbol, Fair for Life, or any other certification by other members of the ISEAL Alliance).

- (c) having a **legal status** since at least 2 years.
- (d) growing, collecting, processing and/or trading **cocoa, coffee, or cashew nuts**.
- (e) located<sup>3</sup> in one of the following countries:
  - for the sectors cocoa, coffee, or cashew nut: **Benin, Burkina Faso, Burundi, Democratic Republic of Congo, Guinea, Mali, Mozambique, Rwanda, Senegal, Tanzania and Uganda**.
  - for the cocoa sector: **Côte d'Ivoire and Ghana**
  - for the coffee sector: **Ethiopia and Kenya**
- (f) to dispose of certified **accounts** of the 2 preceding years: please provide the accounts for 2021 and 2022.

The potential applicant **may not participate in Calls for Applications** should one of the following situations be applicable to them:

- a) they are in a state of or the subject of proceedings relating to bankruptcy, winding-up, administration by the courts, arrangement with creditors, cessation of business activities, or are in any similar situation arising from proceedings of the same nature provided for in national legislation or regulations;
- b) they have been the subject of a judgement which has the force of res judicata (i.e. against which no appeal is possible) for any offence involving their professional conduct;
- c) they have been guilty of grave professional misconduct proven by any means, which the contracting authorities can justify;
- d) they have not fulfilled their obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the contracting authority's country or those of the country where the contract is to be performed;
- e) they have been the subject of a judgement which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity;

In the application form, the applicant must declare that he does not fall under any of these situations.

If the organisation/enterprise has already benefitted from an Enabel coaching track, **it is not eligible for the same type of trajectory**.

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<sup>3</sup> The establishment is determined on the basis of the organisation's statutes, which will have to demonstrate that the organisation has been established by an act of domestic law of the country concerned and that its registered office is located in an eligible country. In this respect, any legal entity whose statutes were created in another country cannot be considered as an eligible local organisation, even if it is locally registered or a "memorandum of understanding" has been concluded.

## 4 Presentation of support

### 4.1 Preliminary training in data capturing

*Timing: Q2-Q3 2024*

#### 4.1.1 Objective of the practical training in data capturing

The aim of the preliminary training in data capturing is to guide participants through a **complete business review**, so that they can identify the type of key facts and figures that an organisation needs to collect and keep up to date, and so that they can understand how their organisation is evolving. The assigned trainer will cover aspects of sustainability (climate resilience, human rights, etc.), management (organisational, financial, etc.) and marketing, both internal and external. During the training, the beneficiary organisation will gain a better understanding of its challenges, its operations, its finances and its position in the market in which it operates, enabling it to make better decisions based on this understanding.

At the end of the preliminary training, (some) organisations will be able to access (one of) the coaching tracks. This decision will be taken by an independent selection jury, based on the training report. It should be noted, however, that it is not compulsory to go through the preliminary training in order to benefit from a coaching track.

#### 4.1.2 Location, duration and timeframe

Given the confidentiality of the data to be analysed, the training provided to each beneficiary organisation will be on an **individual basis**. It will take place **in the organisation's premises** or elsewhere if the location does not allow for safe travel conditions.

The training will last approximately **5 days** for each organisation and will take place in **2024**.

#### 4.1.3 Content of the training

The training will be highly practical and pragmatic, tailor-made to the reality of each beneficiary organisation.

The training will cover the following aspects (not exhaustive):

- Collecting and analysing internal data and key figures

What type of data & key figures must the beneficiary organisation collect and keep up to date to be able to assess the evolution of its activities?

- finances: accounts, evolution of turnover, profit/loss, cost price, profit margins, financing policy...
- market: product range, customer and sales channels, sales per customer, production and sales volumes per product...
- internal operations: organisational structure, human resources, governance, membership management, organisational planning tools...
- sustainability: identification of initiatives in terms of good agricultural practices (GAP), income diversification, organic waste recycling, respect for human rights...

The organisation will know how to conduct an internal analysis of its activities and will have carried out an initial analysis of this type.

- Collect and analyse facts about the external market context and competitors

What type of external market information should be monitored to understand changes in the business environment in which the organisation operates?

How to watch competitors and what facts to gather and analyse: their products, prices, places where they sell, etc.

The organisation will know how to conduct a market analysis and will have carried out an initial analysis of this kind.
- Draw conclusions from the analysis and present them in a structured and comprehensive way

How to read the data and what type of conclusions to draw from the internal and external analysis of the organisation?

What are the strengths, weaknesses, opportunities and threats compared to the competitors (marketing SWOT analysis), and what are the competitive advantages / unique selling proposition (USP)?

How to present the business review and marketing analysis to a financial institution or donor.

#### **4.1.4 Methodology**

The training will be highly practical and pragmatic, and totally tailored to the activities of each beneficiary organisation.

The trainer will adopt a **highly participative approach**, and bring out the facts, figures and data as well as the best ideas from the organisation.

Throughout the training, the trainer will **act as a facilitator**. At no time will the trainer substitute for the organisation, for example by collecting and compiling its figures and data, carrying out the analysis on behalf of the organisation, etc.

The number of beneficiary organisations for the preliminary training is limited to 30. Enabel will confirm their selection and add them to the schedule of selected trainers. Applicants will be informed by the end of January 2024 of the exact dates and practical details.

## **4.2 Coaching tracks (Sustainability and Decent work / Financial and Business Management / Marketing and Sales Management)**

*Timing: 2024 to 2027*

### **4.2.1 Location, duration and timeframe**

Through one or more coaching tracks, delivered on site, the organisations' capacities will be strengthened in terms of **sustainability and decent work** (climate resilience, traceability, promotion of gender and adoption of measures to promote the inclusion of women and young people, capitalisation and internal dissemination of information), **management** (financial, organisational) and/or **marketing** (positioning, market access, communication, sales).



Several coaching tracks are proposed:

- a coaching track in Sustainability and Decent work
  - consisting of 4 to 5 coaching modules, spread over 3 years
  - each module lasting +/- 1 week
  - given by a coach specialised in sustainability and decent work
- a coaching track in Financial & Business Management
  - consisting of 4 to 5 coaching modules, spread over 3 years
  - each module lasting +/- 1 week
  - given by a coach specialised in finance and business management
- a coaching track in Marketing and Sales Management
  - consisting of 4 to 5 coaching modules, spread over 3 years
  - each module lasting +/- 1 week
  - given by a coach specialised in marketing and sales

The coaching tracks will **start in the 2nd half of 2024 and end in September 2027**. If the same organisation benefits from several coaching tracks, the different modules will alternate over the 3 years.

Given the confidentiality of certain data that will be discussed, the coaching given to each beneficiary organisation will be **on an individual basis**. It will take place **on the organisation's premises** or elsewhere if the location does not allow for safe travel conditions.

#### **4.2.2 Methodology**

The coaching will be highly practical, pragmatic and tailored to the situation and activities of each beneficiary organisation.

The coach will adopt a **highly participative approach** and will stimulate and collect the best ideas from the coached organisation.

The coach will work in such a way that **the coached organisation remains the driving force behind the coaching programme, as well as the owner of its content and strategic choices**.

The approach adopted by the coach will ensure that the results of the coaching programme are fully and naturally appropriated by the coached organisation. This means that **the organisation itself** will define, for example, its risk monitoring system for decent work, its business strategy, its commercial strategy, identify new opportunities, draw up its business plan, draw up its marketing plan, etc.

The coach assigned to the organisation will act as a **facilitator and adviser**. At no time will the coach take the place of the organisation by assuming its responsibilities, making strategic choices on its behalf, implementing action plans or carrying out its operational or management activities.

### 4.2.3 Coaching in sustainability and decent work

#### 4.2.3.1 Objective of the coaching

The coaching will enable MSMEs and POs to integrate the challenges of environmental sustainability and decent work into the day-to-day management of their organisation. The coaching will provide examples of good practice and tools for implementing (or improving) these aspects.

By the end of the coaching, the organisation will:

- have a better understanding of voluntary standards and sustainable certifications (adopting certifications in line with European regulations as a way of mitigating sustainability risks, but also mastering standards, processes and risks in terms of the cost/benefit ratio);
- have a clearer view of its impact on the incomes of its members and their families;
- be prepared to use data collection and reporting tools in line with European requirements;
- have a better understanding of its rights and responsibilities, as well as its commitment to sustainability, and be able to improve it to be more climate resilient;
- be able to define and implement a system for identifying, preventing, monitoring and remedying the main human rights, equality and environmental risks and issues associated with the organisation and its production;
- have a more inclusive and gender-sensitive policy;
- be able to communicate better and thus increase transparency and legitimacy vis-à-vis its members and other stakeholders;
- create/improve the efficiency of its management bodies (Board of Directors, executive committee, section delegates, etc.) and supervisory committee (production, quality, etc.).

#### 4.2.3.2 Content of the coaching in sustainability and decent work

The content of this coaching track will be divided into 4 to 5 modules (or sessions) spread over 3 years. A module lasts an indicative 5 days, consecutive or not, in the field or remotely. There may be a gap of 3 to 6 months between the end of one module and the start of the next, giving participants time to implement the points covered in the previous module, to take new steps in response to the ideas discussed, to carry out research, to prepare for the next module, and so on.

**Each module is conditional on the successful completion of the previous module.** If insufficient or no progress is noted during and/or after a coaching session, the next module will be cancelled, and the coaching track will be closed.

Generally, the **first session** with the coach will cover the points mentioned below. If the organisation benefits from several different coaching tracks, this first session can be run jointly by the different coaches.

Content (non-exhaustive and to be prioritised according to needs):

- Re-contextualisation of the coaching approach and reminder of the roles of each party;
- Explanation, definition and validation of the scope of the expert's intervention;
- Consideration of the expectations of decision-making bodies (Board of Directors, Management Board, Supervisory Board, etc.);
- Identification and inventory of various initiatives in terms of sustainability and decent work;
- Drawing up an action plan;

In the **following modules**, the elements below will be addressed (non-exhaustive and to be prioritised according to needs):

- Development of tools for identifying, monitoring and remedying the main risks and problems relating to human rights, equality and the environment:
  - complaints mechanism ;
  - traceability system ;
  - geolocation of plots ;
  - etc.
- Implementation of policies, procedures and annual action plans for each of the issues and risks identified;
- Promotion of gender certification (gender equality seal, gender equity measure);
- Inclusion of female entrepreneurship;
- Mastery of voluntary standards and sustainable certification in line with European regulations;
- Development of data collection and reporting tools in line with European requirements;
- Support for diversification and adoption of environmentally friendly farming practices (agroecology, agroforestry, soil regeneration, use of organic pesticides, etc.);
- Support for the valorisation of waste and by-products from the production of products;
- Optimize the organisation of the General Meeting;
- Organisational diagnosis of sections (relay farmers, delegates, supervisory committee, etc.);

- Identification of members' needs, (re)definition of services provided by the cooperative;
- Elaborate the process of feedback from member to the cooperative, improve member loyalty;
- Specific support in sustainability and decent work based on weaknesses identified during previous sessions or on a request from the beneficiary organisation.

#### **4.2.4 Coaching in finance and business management**

##### **4.2.4.1 Objective of the coaching**

The coaching aims at providing the organisation with a better understanding and consequently with better overall financial and organisational management.

By the end of the coaching, the organisation will:

- have a better understanding of its operations, strengths and weaknesses;
- have access to business management tools (business plan, budget, cash flow plan, etc.) and operational management tools (deliveries, stocks, etc.);
- have a better understanding of its cost structure and be able to make financial forecasts, calculate its cost price, control its margin, understand and apply the logic of depreciation, etc.;
- be able to choose the most appropriate form of finance for developing their business (measure their self-financing capacity, draw up an application for finance or a grant from a bank or donor, set up a tontine system, etc.);
- have been given the keys to managing certain financial and/or organisational issues more effectively;
- have a better understanding of its governance model and will be able to improve it towards a more inclusive and participative model.

##### **4.2.4.2 Content of the coaching in finance and business management**

The content of this coaching track will be divided into 4 to 5 modules (or sessions) spread over 3 years. A module lasts an indicative 5 days, consecutive or not, in the field or remotely. There may be a gap of 3 to 6 months between the end of one module and the start of the next, giving participants time to implement the points covered in the previous module, to take new steps in response to the ideas discussed, to carry out research, to prepare for the next module, and so on.

**Each module is conditional on the successful completion of the previous module.** If insufficient or no progress is noted during and/or after a coaching session, the next module will be cancelled, and the coaching track will be closed.

Generally, the **first session** with the coach will cover the points mentioned below. If the organisation benefits from several different coaching tracks, this first session can be run jointly by the different coaches.

Content (non-exhaustive and to be prioritised according to needs):

- Re-contextualisation of the coaching approach and reminder of the roles of each party;
- Explanation, definition and validation of the scope of the expert's intervention;
- Consideration of the expectations of decision-making bodies (Board of Directors, Management Board, Supervisory Board, etc.);
- Initial organisational and financial diagnosis;
- Identification of day-to-day human resources management practices (remuneration, bonuses, etc.);
- Identification of management tools (dashboards, meeting minutes, etc.);

In the **following modules**, the elements below will be addressed (non-exhaustive and to be prioritised according to needs):

- Setting up or improving financial planning and analysis tools (budget forecasts, including financing and cash flow plans, etc.);
- Implementation or improvement of organisational and management tools;
- Explanation and familiarisation with the concepts of budget planning, forecasting and product and service costing;
- Development/update/monitoring of a clear business plan;
- Monitoring and evaluation of the implementation of financial and organisational management tools;
- Improvement of the structure's positioning vis-à-vis its stakeholders;
- Specific management support based on weaknesses identified during previous sessions or on a request from the beneficiary organisation.

## **4.2.5 Coaching in marketing and sales management**

### **4.2.5.1 Objective of the coaching**

The assigned coach will lead the organisation to a sustainably improved income **by strengthening the commercial management of the organisation and enhancing its market access and building the loyalty of its members.**

The marketing coaching aims at reinforcing the **strategic marketing** competences of the organisation, as well as its **operational marketing** competences when it comes to the implementation of its marketing tools. This is done by transferring simple, structured and professional marketing, sales and communication know-how to the organisation.

By the end of the coaching, the organisation will:

- have a better understanding of its business (SWOT), its competitors and the markets in which it operates;
- be able to position itself in relation to its competitors and identify its comparative advantages;
- will know how to identify new business opportunities and how to detect potential targets and take account of the target's needs and requirements;
- have chosen its best strategic marketing options, and decided on its commercial strategy and the corresponding marketing mix;
- prioritise its promotional and communication tools, and know how to follow-up on the development of these tools (briefing a communications agency, etc.);
- know how to approach a new customer/buyer (presentation techniques, negotiation skills, etc.);
- be able to raise any problems encountered in implementing the marketing and sales plan, and will receive support and advice in resolving them;
- be able to better define and improve the services it offers its members, and develop tools to adapt/strengthen the organisation's primary mission;
- involve members more in day-to-day management in order to build loyalty;
- have a committee to monitor and implement the business plan.

#### **4.2.5.2 Content of the coaching in marketing and sales management**

The content of this coaching track will be divided into 4 to 5 modules (or sessions) spread over 3 years. A module lasts an indicative 5 days, consecutive or not, in the field or remotely. There may be a gap of 3 to 6 months between the end of one module and the start of the next, giving participants time to implement the points covered in the previous module, to take new steps in response to the ideas discussed, to carry out research, to prepare for the next module, and so on.

**Each module is conditional on the successful completion of the previous module.** If insufficient or no progress is noted during and/or after a coaching session, the next module will be cancelled, and the coaching track will be closed.

Generally, the **first session** with the coach will cover the points mentioned below. If the organisation benefits from several different coaching tracks, this first session can be run jointly by the different coaches.

Content (non-exhaustive and to be prioritised according to needs):

- Re-contextualisation of the coaching approach and reminder of the roles of each party;
- Explanation, definition and validation of the scope of the expert's intervention;

- Consideration of the expectations of decision-making bodies (Board of Directors, Management Board, Supervisory Board, etc.);
- Review, update and further detail the **full internal & external marketing analysis** of the organisation: product offer, packaging, price strategy, customer portfolio & sales channels, promotion & communication activities and tools, analysis of main competitors
- Identification of the **competitive advantages** of the organisation
- Definition of **strategic positioning** and target groups
- Formulation of **marketing mix**

In the **following modules**, the elements below will be addressed (non-exhaustive and to be prioritised according to needs):

- **Promotion:** designing/fine-tuning of communication plan, definition of “the message” and most appropriate tools for each communication target, action plan for creation/improvement of promo and communication material, how to brief a design/communication agency and follow-up on the development of the tools, etc.
- **Sales:** designing/fine-tuning of sales and prospection plan, how to approach a buyer/prepare a sales visit, negotiation skills, what tools/presentation materials are needed, preparation of participation to trade fairs, etc.
- Update and record keeping of key business/marketing figures
- Support on the practical implementation of the marketing and/or sales and/or communication plans and its tools
- Preparation of and follow-up on customer visits / prospection activities
- Preparation of and follow-up on trade fair visits/participation ; accompanying and coaching the organisation during its first participation in a trade fair
- Follow-up on the identified action points during the previous coaching session
- Specific support in marketing based on weaknesses identified during previous sessions or on a request from the beneficiary organisation.

#### **4.2.6 Contribution and commitment required from the organisation benefiting from the coaching**

The organisation commits itself to:

- put a room where the coaching will take place at disposal at the premises of the organisation (\*)
- foresee, entirely at its charge, refreshments/drinks during the coaching sessions (\*)
- foresee, entirely at its charge, whenever necessary: basic office furniture (like pens, paper, flipchart, ...), local phone calls, transport to local markets/shops/buyers (\*)

- provide assistance in logistics, transports and accommodation of the assigned coach (\*) - by this we understand: recommend an itinerary, recommend a transport company, recommend an accommodation, possibly make a reservation in the name of the coach,... But these costs (transports and accommodation) will entirely be paid by Enabel / the coach.
- provide the internal business, organisational, financial, commercial, etc... information, data and key figures that are essential for an appropriate internal analysis and will be the basis for a relevant strategy
- actively contribute to collecting external market information, and possibly contribute to market research and product testing
- appoint **a person responsible for** the whole coaching programme within the organisation
- appoint **3 to 4 key persons participating to the coaching programme:** these people are involved in organisational and financial management, the organisation's business development, sustainability and decent work aspects; and are members or employees of the organisation.

For each person that will attend the training & coaching programme, please provide: NAME – first name – function – tel. n° – e-mail

- facilitate and ensure that above candidates participate to the whole coaching process
- ensure that the candidates conduct research and analyses as requested prior to the coaching sessions and that they implement the action plans
- submit, upon demand of Enabel at the end of each year, a report with the organisation's key figures. A reporting template will be provided by Enabel.
- If the coach notices there is little or no progress made during and after the coaching sessions, the organisation will accept that sessions planned at a later stage are cancelled

(\*) The points above marked with (\*) are not applicable if Enabel decides to organise the coaching at another location for security reasons.

The coach/Enabel assures the confidentiality of all information provided by the benefiting organisation/enterprise.

## **4.3 Process of application**

### **4.3.1 Deadline**

Candidates wishing to benefit from one or more of the above-mentioned supports must send by e-mail **all necessary documents** to [tdc@enabel.be](mailto:tdc@enabel.be) by **27 November 2023** at the latest.

Any application submitted after the deadline will be rejected.



### 4.3.2 Required documents

All the following documents must be provided:

- the completed application form (see annex)
- the completed Excel file with the key business figures (see annex)
- proof/certificate of registration of the organisation with local authorities
- the articles of association (by-laws, memorandum of association, statutes, constitution), any internal regulations, organisation chart
- a copy of your certifications, if any, or proof that you are in the process of obtaining certification; or proof of membership; or proof of a strong commitment to economic, social and environmental sustainability, credibly verified by a third party
- a copy of certified financial statements for the previous 2 years (income statement + balance sheet for the last two financial years).
- For producer organisations, cooperatives:
  - please provide two recent reports of the General Assembly (Annual General Meeting)
  - a list of the members of the Board of Directors
  - a list of the members of the Management Committee.
- For private social enterprises:
  - documents and internal regulations explaining the allocation of profits in previous years, if applicable.
  - a list of the members of the Board of Directors
  - a list of the members of the Management Committee.
  - if available: please also provide the detailed share register.

### 4.3.3 Selection criteria

Enabel will select the organisations on the basis of the application form and accompanying documents submitted by the organisation.

An independent selection committee will assess the applications according to the following evaluation criteria:

- Accuracy of the information provided in the application form
- entrepreneurial dynamism: growth trend in terms of activities (and diversification of activities), sales, customers, human resources, etc.
- Financial viability of the organisation (solvency and liquidity ratios)
- Economic growth potential
- Number of members/suppliers
- Prices paid to the members/suppliers over the last years
- adherence to the cooperative project by members

- existence of VSLA (Village Savings and Loan Association) or any other form of formal or informal initiative among cooperative members
- Portfolio of services (social, financial,...) to the members, employees or community
- Impact on the environment (agroforestry, waste management, soil and water conservation, biodiversity protection, protection of forest and other natural ecosystems,..)
- Presence of women in membership/among suppliers and in decision-making bodies; participation of the cooperative in existing gender promotion initiatives/programmes
- being part of a sustainable production and trade initiative (certifications, affiliations, etc.)
- the existence of a traceability system within the cooperative,
- involvement in existing initiatives to promote inclusion and eliminate child labour
- Potential for the development of income-generating activities and income diversification

#### **4.4 Processing of personal data.**

Enabel undertakes to treat the personal data communicated in response to this call for applications with the greatest care, in accordance with the legislation on the protection of personal data (the European General Data Protection Regulation, GDPR). In cases where the Belgian law of July 30, 2018 on the protection of individuals with regard to the processing of personal data contains more stringent requirements, Enabel will act in accordance with this legislation.

More specifically, when you participate in a call for applications, we collect the details of the contact persons ("authorized representative") of the entity submitting the application, such as the name, first name, professional telephone number, professional e-mail address, professional function and name of the organisation represented. In some cases, we must also collect the extract from the criminal record (or equivalent) of the leader of the organisation applying.

We process this information because we have a legal obligation to collect this information in the context of the administration and award of our support.

For more information on this subject, please consult Enabel's privacy statement at the following link: [www.enabel.be](http://www.enabel.be)

\*\*\*\*\*end\*\*\*\*\*