This document needs to be sent back **by 27 November 2023 at the latest** by e-mail to [tdc@enabel.be](mailto:tdc@enabel.be)

**APPLICATION FORM**

# 

**Coaching in sustainability and decent work,**

**Coaching in financial and business management,**

**Coaching in marketing and sales management**

**TRADE FOR DEVELOPMENT CENTRE**

**ENABEL (Belgian development agency)**

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Prior to filling out the application form, please read the document “Call for Applications - Content, rules & regulations: Coaching in sustainability and decent work, coaching in financial and business management, coaching in marketing and sales management”

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For questions, please send an e-mail to [tdc@enabel.be](mailto:tdc@enabel.be)

## BEFORE APPLYING

BEFORE APPLYING, the organisation should answer for itself to the following questions:

* do we need to improve our actual commercial and/or organisational and/or financial management? **YES / NO**
* do we devote or are we prepared (willingness and capacity in terms of staff) to devote time and money to improve our managerial competences? **YES / NO**
* do we want to accelerate our initiatives in terms of sustainability and respect for the environment by adopting sustainable agricultural practices "agroforestry and/or agroecology"? **YES / NO**
* do we want to improve (or implement) our approach to human rights, inclusion and decent work? **YES / NO**
* do we want to improve the incomes of our farmers and their families? **YES / NO**

If the organisation can answer YES to the above questions, it should consider applying. If not, it might not have sufficient resources to bear the workload of the coaching program and especially its implementation.

## Presentation OF the APPLICANT ORGANISATION

**History**

|  |  |
| --- | --- |
| **Origin and evolution of the organisation**  Explain briefly the origin and evolution of the organisation (max 30 lines) |  |

**CONTACT DETAILS OF THE APPLICANT**

|  |  |
| --- | --- |
| Name of the **organisation** |  |
| Postal address |  |
| Physical address (localisation of the premises) |  |
| Website |  |
| Applicant's contact details to be used for this application | |
| **Contact person** for this application + position within the organisation |  |
| **Telephone number**: country code + city code + number |  |
| **E-mail address(es)** of contact person |  |

**PARTNERSHIPS**

|  |  |
| --- | --- |
| **Belgian partners**  Mention the Belgian partners from whom your organisation receives or has received support in the last three years. (Name and address of each partner). |  |
| **Others**  Please list all other previous and current partners (public and private), including federation(s) your organisation is member of. |  |
| **Customers**  If applicable, please indicate the names of your customers established in Belgium and in the European Union. |  |

**Any changes relating to addresses, telephone numbers, and email addresses must be notified in writing to the Enabel.**

**Enabel will not be held liable if it is not able to contact the applicant.**

**ADMISSIBILITY CRITERIA of the organisation**

|  |  |
| --- | --- |
| Legal status (cooperative, private company, etc.) |  |
| Registration number |  |
| Year of registration |  |
| Please provide proof/certificate of registration with local authorities. | |
| Number of employees |  |
| Annual turnover (indicate currency!) |  |
| Certificates obtained (still of no expired date!) |  |
| Please enclose with your application the articles of association (by-laws, memorandum of association, statutes, constitution), any internal regulations, other internal documents and regulations explaining the allocation of profits in previous years, if applicable, and a copy of any certificates you have obtained. | |
| Please provide a copy of the latest certificate(s); 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 that has been credibly verified by a third party. | |
| What product(s) do you market? (several choices possible) | * Cocoa * Coffee * Cashew nuts |
| In which country is your organisation located? | * Benin * Burkina Faso * Burundi * Ivory Coast (for the **cocoa** sector only) * Ethiopia (for the **coffee** sector only) * Ghana (for the **cocoa** sector only) * Guinea [Conakry] * Kenya (for the **coffee** sector only) * Mali * Mozambique * Uganda * Democratic Republic of Congo * Rwanda * Senegal * Tanzania |
| Do you have certified accounts for the last two years? | * yes * no |
| Please provide a copy of the certified financial statements for the previous 2 years  (profit and loss account + balance sheet for the last two closed financial years). | |

## Governance, social and environmental impact

|  |  |
| --- | --- |
| For **organisations of producers, producers’ cooperatives**  (for private social enterprises, see below) | |
| Board of Directors | Number of administrators/board members:  How is the Board being elected?  What is the duration of the term/mandate? Is it renewable? |
| General Assembly / Annual General Meeting | Number of members:  On what basis are new members accepted?  How many General Assembly meetings are held each year?  What is the participation rate? |
| General Manager | How is the director appointed?  What is the term of the mandate/of the office? Is it renewable? |
| Please provide two recent reports of the General Assembly (Annual General Meeting), and a list of the members of the Board of Directors and the Management Committee. | |
| Governance | Decision-making process: Explain how the members are involved in the decision-making process of the organisation. |
| Financial contribution of members: Explain how the members contribute financially (membership fee, annual fee, …) and for how much? |
| Land: Do producer members (and non-members) own the land?   YES   NO |
| Services to members: Explain what services the organisation provides to its members (both professional and otherwise): |
| Social and environmental impact | Does the organisation have an impact on the social development of its producers (and their communities)? Please explain. |
| What measures are taken to foster an inclusive, gender-sensitive environment free from discrimination? |
| Which initiatives are taken with regard to the environment? (agroecological practices: waste management; soil and water conservation; protection, maintaining and/or restoration of biodiversity; protection, maintaining and/or restoration of forests and other natural ecosystems; use of shade trees, etc)? |
| Profit | Explain, where applicable, how profits are distributed: |
| For **private social enterprises:** | |
| Board of Directors | Number of administrators/board members:  How is the Board being elected?  What is the duration of the term/mandate? Is it renewable? |
| Suppliers (individual producers, producers’ organisations, harvesters, etc.) | From how many farmers are you buying?  On what basis are they selected? |
| Please explain the nature of your relationship with suppliers and indicate if you have signed a contract with them.  Are they grouped in associations or cooperatives? |
| Do they own shares in the company? If so, how many shares do they own in %? |
| Decision-making process: Explain how the suppliers are involved in the decision-making process of the company. |
| Land: Do the producers own the land?   YES   NO |
| Services to suppliers: Explain what services the company provides to its suppliers and their producers (both professional and otherwise): |
| Social and environmental impact | Does the company have an impact on the social development of its suppliers, their producers and their communities? Please explain. |
| What measures are taken to foster an inclusive, gender-sensitive environment free from discrimination? |
| Which initiatives are taken with regard to the environment? (agroecological practices: waste management; soil and water conservation; protection, maintaining and/or restoration of biodiversity; protection, maintaining and/or restoration of forests and other natural ecosystems; use of shade trees, etc)? |
| Profit | Explain how the benefits are distributed (when applicable). Precise which official documents detail these modalities and join a copy.  What is the composition of your shareholder base? (please do not give names, but specify whether the shareholder is a private individual or a legal entity (specify the type) and the number of shares held by each.   |  |  |  | | --- | --- | --- | | Type of shareholder (private or public) | Type of shareholding (financial, in-kind or employee) | Number of shares/units | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |
| Please provide a list of the members of the Board of Directors and the Management Committee.  If available: please also provide the detailed share register. | |

## QUICK DIAGNOSIS

**Do you have within your organisation:**

|  |  |  |
| --- | --- | --- |
|  | **YES/NO** | **SPECIFY** |
| A file containing your mission, vision, values, your organisation’s background, the services provided to your members, ... ? |  |  |
| A file with your internal rules? |  |  |
| An organisational chart? |  |  |
| Management tools such as a tool to calculate the evolution of the production, the defect rate, the number of customers, ….? |  |  |
| Certified accounts for the last 2 years? |  |  |
| A budget forecast for the current year (or even the next few years)? |  |  |
| A financing file submitted to a financial institution |  |  |
| Promotion and communication materials/tools? |  | List which ones: |
| An analysis of the market (of your competitors and potential clients)? |  |  |
| A marketing plan? |  |  |
|  |  |  |
| **Your commercial activities:** | | |
|  | **YES/NO** | **SPECIFY** |
| Do you undertake promotional and/or communication activities? |  | Which ones? |
| Did you participate at trade fairs as a visitor? |  | Which ones, country + year: |
| Did you participate at trade fairs as an exhibitor? |  | Which ones, country + year: |
|  |  |  |
| **Growth potential:** | | |
|  | **YES/NO** | **SPECIFY** |
| Do your actual customers demand more than you can supply? |  | If yes, for which products + why can’t you supply what they demand? |
| Is there a demand/potential to sell your existing products in new sales channels & markets? |  |  |
| Do you actively develop prospecting activities / look to attract new customers? |  | If so, which markets are you looking at? |
| Are you planning to develop or add new products to your existing products? |  | If yes, which ones + by when?  Have you already identified your potential target group?  Is there competition for this type of products? |

|  |  |  |  |
| --- | --- | --- | --- |
| **Sustainability** | | | |
|  | **YES/NO** | **SPECIFY** | |
| Do you have post-harvest protocols? |  | Which ones? | |
| Do you have a precise idea of the cultivars, yields,... of your plantations? |  |  | |
| Do you support members and their families in diversifying their income through income-generating activities? |  |  | |
| Do you have Village Savings and Loans Associations (VSLA)? |  | How many? | |
| Do you have any cocoa, coffee or cashew producers involved in agroforestry practices? |  | What percentage of the organisation's total production? | |
| Are you involved in organic cocoa, coffee or cashew production? |  | What percentage of the organisation's total production? | |
| Are you involved in a “payment for environmental services” program? |  | If yes, with whom:  For which period:  For what purpose: | |
| Are you involved in an environmental protection programme (reforestation or maintaining primary forest)? |  | If yes, with whom:  For which period: | |
| **Decent work** | | |
|  | **YES/NO** | **SPECIFY** |
| Do your work regulations, infrastructure and organisation include specific measures for a gender-sensitive environment (pregnant women, breastfeeding women, etc.)? |  |  |
| Do your work rules and practices include training and dialogue on sexism, discrimination and harassment at work? |  |  |
| Are your facilities adapted to the inclusion of partners, customers and workers with disabilities? |  |  |
| Do you have a policy or specific actions to promote women's entrepreneurship or career development? Or to promote positive masculinity and other role models in the organisation? |  | Which ones? |

**Competition:** *(maximum 20 lines)*

Who are the main competitors?

What are your biggest advantages compared to these competitors? What distinguishes you from them?

**What are your 3 biggest strengths?**

1)

2)

3)

**What are your 3 biggest weaknesses?**

1)

2)

3)

**Vision:** *(maximum 20 lines)*

What do you want to achieve in terms of market development in the short term (in 1 or 2 years)?

How do you see the organisation evolving? Where do you see the organisation in 5 years, for instance? What is your dream?

## MOTIVATION

**Explain why you ask this support? What are your expectations?** *(maximum 20 lines)*

The selected organisations could benefit from one or more of the following types of support:

1. **a preliminary training in data capturing** (for 30 of the selected MSMEs and/or producers’ organisations)
2. **a coaching trajectory:** **each selected organisation will have a maximum of 2 out of the 3 following areas of expertise:**

* **sustainability and decent work** (for 11 MSMEs and/or producer’s organisations)
* **financial and business management** (for 11MSMEs and/or producer’s organisations)
* **marketing and sales management** (for 11MSMEs and/or producer organisations)

Given that the complete program is aimed at coaching, on the one hand, in sustainability and decent work, on the other hand, in financial and business management, and also, in marketing and sales management; please specify:

* **WHAT WOULD BE THE 03 AREAS OF COACHING IN SUSTAINABILITY AND DECENT WORK TO STRENGTHEN YOUR STRUCTURE?** (Please use the table below*)*

1. Development of tools for identifying, monitoring and remedying the main risks and problems relating to human rights, equality and the environment (example: a complaints mechanism, traceability system, geolocation of plots; etc).
2. Implementation of policies, procedures and annual action plans for each of the issues and risks identified.
3. Promotion of gender certification (gender equality seal, gender equity measure).
4. Inclusion of female entrepreneurship.
5. Mastery of voluntary standards and sustainable certification in line with European regulations.
6. Development of data collection and reporting tools in line with European requirements.
7. Calculation of the gap between household income and living wage.
8. Support for diversification and adoption of environmentally friendly farming practices (agroecology, agroforestry, soil regeneration, use of organic pesticides, etc.).
9. Support for the valorisation of waste and by-products from the production of products.
10. Optimize the organisation of the General Meeting.
11. Organisational diagnosis of sections (relay farmers, delegates, supervisory committee, etc.).
12. Identification of members' needs, (re)definition of services provided by the cooperative.
13. Elaborate the process of feedback from member to the cooperative, improve member loyalty.
14. Other: to be detailed...

|  |  |  |
| --- | --- | --- |
|  | **N°** | **Why ?** |
| *Example* | *4* | *Because most of the women in the organisation develop income generating activities.* |
| Priority 1 | … |  |
| Priority 2 | … |  |
| Priority 3 | … |  |

* **WHAT WOULD BE THE 03 AREAS OF COACHING IN FINANCIAL AND BUSINESS MANAGEMENT TO FOCUS ON TO MAKE YOUR STRUCTURE MORE SUSTAINABLE AND STRONGER?** *(Please use the table below)*

1. Analysis of accounts and drafting of a provisional budget for the current year and/or next year.
2. Costing of various products/services
3. Financing: analysis of the best way to finance the structure: what capacity, what implications, what constraints?
4. Investment: do I need to invest? How much will it cost? Why depreciate? Is it still relevant? How can I minimize costs?
5. Human resources: what skills do I have in-house? What skills are missing? How can I work on them? Who should be trained? How can I do it? With whom?
6. Specific training in financial education and inclusion, individual business plans, access to microfinance and marketing to VSLA members.
7. Analyse the financial feasibility of projects to add value to by-products within organisations.
8. Support organisations in developing their applications and seeking funding.
9. Make the right choices in terms of management tools and use them more effectively
10. Other: to be detailed...

|  |  |  |
| --- | --- | --- |
|  | **N°** | **Why ?** |
| Priority 1 | … |  |
| Priority 2 | … |  |
| Priority 3 | … |  |

* **AND WHAT SHOULD BE THE 3 MAIN AREAS OF COACHING in marketing AND SALES TO INCREASE YOUR ACCESS TO MARKETS?**

*(Please use the table below)*

1. The organisation's mission: is it really what members expect? How can we position ourselves better? How can we improve stakeholder relations?
2. How to convince my actual customers, how to retain them?
3. How to look for new customers?
4. What are the requirements from the customers and how to respond to these?
5. How to approach (new) customers? How to present ourselves, what arguments to put forward to convince a client?
6. Who are my competitors? What are my advantages compared to my competitors? How can we be better than our competitors?
7. What are the trends on the market?
8. What communication / promotion tools to develop and how to realise them?
9. How ensure that the whole organisation understands the marketing issues?
10. How define if launching a new product is a good idea? How to launch it?
11. Preparing to participate in trade fairs? Would you like to be accompanied by an expert?
12. Others: to describe…

|  |  |  |
| --- | --- | --- |
|  | **N°** | **Why ?** |
| Priority 1 | … |  |
| Priority 2 | … |  |
| Priority 3 | … |  |

## BUSINESS DATA

**please complete the excel file attached.**

It consists of 4 sheets:

* The first sheet **must be completed by everyone**. It concerns data relating to any external funding from which the organisation benefits: grants and loans (please distinguish between short and long-term loans).
* The other sheets must be completed according to your sector of activity:
* Sheet 2: for **cocoa**
* Sheet 3: for **coffee**
* Sheet 4: for **cashew nuts**

These sheets consist of completing data relating to production volumes, purchases, sales, etc.

* This data should be completed for 2021 on the basis of the data in your 2021 annual accounts, and for 2022-2023 on the basis of actual/forecast figures.
* This information should be broken down by product type (e.g. conventional/fair trade/sustainable/organic cocoa). Please delete/add "product" lines if necessary.
* If you do not know the data by product, please complete the "total" line.
* By "last update of these figures", we want to know when the information provided was last updated.
* All amounts must be provided in local currency.
* The chosen unit of volume must be specified (kg, tonnes, units, etc.).

## DOCUMENTS TO BE SUBMITTED – MANDATORY

**To apply you have to submit all of the following documents:**

1. This document, duly completed, and signed by the president and the director of the organisation
2. The Excel file “ENG\_Business\_data” duly completed
3. A proof/certificate of registration with local authorities
4. The articles of association (by-laws, memorandum of association, statutes, constitution), any internal regulations, organisation chart
5. 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
6. A copy of certified financial statements for the previous 2 years (income statement + balance sheet for the last two financial years).
7. For producer organisations, cooperatives:
   1. please provide two recent reports of the General Assembly (Annual General Meeting)
   2. a list of the members of the Board of Directors
   3. a list of the members of the Management Committee.
8. For private social enterprises:
   1. documents and internal regulations explaining the allocation of profits in previous years, if applicable.
   2. a list of the members of the Board of Directors
   3. a list of the members of the Management Committee.
   4. if available: please also provide the detailed share register.

**If available, please also submit your:**

* Organisational chart (with names of the people + date of update)
* Promotion and communication material (brochure, catalogue, pictures, price list of your product assortment)
* Marketing plan
* Business plan
* Sustainability plan
* Certificate of completion of previous capacity-building support

**DECLARATION ON HONOUR THAT ALL THE INFORMATION PROVIDED IS ACCURATE AND CORRECT**

The organisation certifies that it is not in one of the exclusion situations mentioned in **chapter 3 Who can apply? (eligibility criteria) of the document "Call for Applications - Content, rules & regulations".**

DATE:

NAME president of the organisation NAME director

Signature Signature