

Call for Applications

Content & rules

Sustainability and decent work coaching programme For Business Support Organisations (BSOs)

Trade for Development Centre

Contracting authority: Enabel, the Belgian development agency

Reference: BEL2201011

Application deadline: 16 September 2024 at 12.30pm (Belgian time)

Submission via <https://submit.link/2Ls>



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Introduction

Enabel is the Belgian development agency. The Trade for Development Centre (TDC), a programme implemented by Enabel, fights poverty by supporting Micro, Small, and Medium Enterprises (MSME), including Producers' Organisations, in their economic development.

Through targeted support, the TDC aims at **reinforcing the capacities of business support organisations (BSO)** so that the MSMEs they accompany have access to quality support services.

Definition

By **BSO**, we understand organisations that support entrepreneurship by providing business management services to entrepreneurs/enterprises. See chapter "who can apply".

Presentation of TDC's service proposal

Objectives and contents

Through this call for applications, the TDC will select high-potential BSOs that seek to continuously improve their organisation and the quality of their business support services.

The TDC will offer to the selected BSOs a **coaching programme in sustainability and decent work**.

The objective is to support BSOs in knowledge acquisition and mastering so as to be able to offer support to MSMEs to enable them to adapt to different norms and standards related to sustainability and decent work: :

- Current or future European regulations: European Regulation against Deforestation and Forest Degradation - EUDR¹, Corporate Sustainability Due Diligence (CSDDD²), Corporate Sustainability Reporting Directives (CSDR³), etc.
- African standards affecting exports to the EU (standard - ARS1000⁴), etc.
- Other standards relating to sustainability and decent work.

In concrete terms, the TDC's support should concern one or more of the following domains:

- Raising awareness among the main MSME decision-makers of the existence and impact of the various standards governing the sectors concerned;
- Implementation, within MSMEs, of tools for identifying, assessing, monitoring and remedying risks and problems relating to gender, human rights and the environment⁵ linked to companies and their products.
 - Internal diagnosis.
 - Assignment of responsibility for developing and implementing due diligence steps to relevant management, committees and staff.

¹ <https://eur-lex.europa.eu/FR/legal-content/summary/fighting-deforestation-and-forest-degradation.html>

² [Corporate sustainability due diligence - European Commission \(europa.eu\)](#)

³ [Corporate sustainability reporting - European Commission \(europa.eu\)](#)

⁴ [Catalogue of African Standards – African Organisation for Standardisation | ARSO \(arso-oran.org\)](#)

⁵ The main risks relate to: working conditions, health, freedom of association and collective bargaining, forced labour, child protection and children's rights, women's rights, non-discrimination, income and living wages, greenhouse gas emissions, biodiversity, water quality, etc.

- Identification of the groups of people most affected by the most salient issues, in order to address them effectively and efficiently.
- Establishing a complaints mechanism to receive and deal with complaints from members, farmers and their families, farm workers, members of the local community and other individuals and groups.
- Implementation of policies, procedures and annual action plans for each of the problems and risks identified.
- Monitoring: monitoring indicators, data collection methods, data analysis methods.
- Remedial measures in the event of problems being identified or risks materialising: putting an end to the violation, supporting the person(s) concerned, taking steps to prevent the violation recurring, possibly applying disciplinary measures against the person(s) responsible for the violation,
- etc.
- More specifically: use of tools for collecting, mapping, recording and managing data (on producers, their plots, etc.), and reporting tools in line (checklist, benchmark, etc.) with EUDR requirements:
 - Plot geolocation (GPS point or polygon if plot >4 ha);
 - Traceability system (tracking cocoa, coffee, etc. from plot to port, ensuring batch segregation). This system must respond to the problems of interoperability created by the increasing number of systems.
 - Etc.
- Decent work
 - Living income gap between living income and the real income of producer households.
 - Application of the calculation methodology
 - Data collection within the cooperatives
 - Interpretation of the data
 - Setting up the baseline with the mapping of producer groups.
 - Implementation of an action plan to try to reduce this income gap.
 - Implementation, within MSMEs, of egalitarian policies that encourage the participation of women or vulnerable people. More specifically, this will involve making the recruitment process, salaries, professional development and work-life balance more equitable, and establishing social protection policies (maternity/paternity leave, zero tolerance of discrimination and all types of harassment, including sexual harassment).
 - Raising awareness, training and setting up mechanisms to combat the worst forms of child labour within MSMEs (identification, mitigation and abolition).

Methodology

This **tailor-made** support will consist of different coaching modules that will be set up in advance according to the needs identified. These modules will take place in the offices of the BSO

and will each last between 3 and 5 days. They will be delivered by one or more coaches/experts in the targeted area(s).

Practical and targeted training related to sustainability and decent work may be organised on the basis of common capacity building needs of different BSOs. Such training could take the form of workshops bringing together several BSOs at a single location deemed appropriate.

The coaching will be above all very practical, pragmatic and tailored to the business of each benefiting organisation.

The coaches, selected by Enabel, will adopt a **highly participative approach**, will stimulate and harvest the best ideas of the coached organisation.

The coaches work in such a way that the **coached organisation remains the driver behind the support program and is the owner of its content and strategic choices.**

The assigned coach(es) will operate as **facilitators and advisers**. At no stage the assigned coach(es) will substitute themselves to the organisation by taking over its responsibilities, by making strategic choices on its behalf, by implementing action plans or by executing its activities.

Considering the confidentiality of the processed data and the commercial strategy, the coaching of each beneficiary organisation will be given on an individual basis. It will take place at the organisation's premises or elsewhere if that location does not allow for safe travel conditions.

Experts, from within or outside Enabel, will be commissioned according to their expertise and the theme.

Particular attention will be paid to the sustainability (assessment of participants' understanding) and practical application (within MSMEs) of the lessons learned from the BSO training courses.

Who can apply ?

The current call is limited to Business support organisations (BSOs) offering services to companies meeting **ALL the criteria listed below**:

Object/purpose of the company:

The BSO supports companies in their development/growth (and therefore not only in their creation) by **essentially** providing them with support **in business management**: i.e. at least financial and organisational management support, to which can be added support in market access, sound governance/legal, communication, human resources, digital, strategy....

Type of services provided:

The BSO offers services that can take the form of **training, coaching, consulting, workshops**, etc.

Legal form:

The BSO is a **private, public or semi-public organisation**. Examples include : chambers of commerce/economic development agencies, business development centres, private firms, business incubators/accelerators, business federations and networks of producer organisations, export development organisations, etc.

Creation:

The BSO must be **created at least 2 years ago** and be able to provide **at least two accounting years**.

☐ **Type of clients:**

The BSO has, at least as part of it, as clients **producers' organisations and/or cooperatives** and/or **social economy enterprises** (non-profit organisations) active in the coffee, cocoa or cashew nut sectors.

☐ **Customer volume:**

The BSO supports at least **5 companies per year**.

The BSO will provide us a **track record** detailing the support that has been delivered to **2 supported organisations**, in 2021 or 2022 or 2023, including ALL THE FOLLOWING PARTS: the methodology used, the tools created, the reports exchanged between the BSO and the coached company, the amount invoiced, the number of days worked, etc.

☐ **Geographical area :**

The BSO must have its head office in one of the following countries: **Benin, Burkina Faso, Burundi, Democratic Republic of Congo, Guinea, Mali, Mozambique, Uganda, Rwanda, Senegal, Tanzania, Ivory Coast, Ghana, Ethiopia or Kenya.**

☐ **Staff:**

The BSO must have a **minimum of 2 permanent employees**, with an **employment contract of at least 2 years**.

The management of the BSO and the others who will benefit from TDC's support are fluent in **English or French**.

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

- 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;
- 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;
- they have been guilty of grave professional misconduct proven by any means, which the contracting authorities can justify;
- 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;
- 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 registration/application form, the applicant must declare that he does not fall under any of these situations.

Where and how to send your application

The proposal must be submitted via the following link:

For applications in French : <https://submit.link/2KV>

For applications in English : <https://submit.link/2Ls>

Applications sent by other means (post, fax or e-mail, for example) will be rejected.

Applicants must ensure that their application is complete. Incomplete applications may be rejected.

The Contracting Authority may subsequently request only successful applicants to send original documents by post.

Deadline for submission

The deadline for submission of applications is **Monday 16 September 2024 at 12:30 p.m. (Brussels time)** as evidenced by the online portal server.

Any application submitted after the deadline will be rejected.

We strongly advise you not to wait until the last day or the last minute, and to anticipate possible power cuts, variations in the quality of the internet connection, bad weather preventing you from reaching areas to send your proposal, etc.

Timeline and selection

Selection

The jury will shortlist between 5 and 7 BSOs for which it considers that the support offered by the TDC is as relevant as possible.

The following elements will be taken into consideration during the selection:

- Accuracy, clarity of the information provided
- Motivation of reinforcement needs and expected results: capacity of self-criticism, capacity to challenge its own organisation, willingness to improve, complementarity with other support possibly received (on-going or in the past), etc.
- Number of clients, beneficiaries, members,... supported over the last 2 years, and proportion of cooperatives/producer organisations amongst these
- Sustainability and entrepreneurial dynamism:
 - o Stable or increasing human resources (at least two employees with a 2-year contract minimum)
 - o Stable or increasing business volume
 - o Diversification or improvement of the services offered
 - o Response to the real needs of entrepreneurs (approach, improvement of methodology/support tools, etc.)
 - o Communication tools
 - o Local anchoring - network (in connection with other offices, professionals, federations, financing institutions, etc.)
 - o Financial health

The following elements represent an advantage (asset) during the selection:

- Interest/specialisation in sustainable trade, social economy, social business: those that have oriented themselves by responding to calls for tenders in support of producers' organisations, cooperatives or rural entrepreneurship
- Participatory methodology
- Diversity of profiles within the staff
- Office(s) in rural areas
- Active in the following sectors: cocoa, coffee, fruit, vegetables or legumes, nuts, precious metals, tourism activities.

Visit by an expert

The TDC will arrange a 2 or 3 day visit to the premises of the shortlisted BSOs. This visit will be carried out by a member of the TDC's staff or by an expert hired by the TDC to meet the team, analyse in more detail the needs and issues facing the organisation, verify the information listed above and the motivation of the BSO's teams to work with the TDC.

This visit will be part of the selection process. In other words, the jury could very well decide not to retain the BSO for its support following this visit. The visit may also be an opportunity to clarify and redirect the coaching.

At the end of the visits to the BSOs, a maximum of 5 will be selected for the coaching programme.

Timeline

Final selection: first quarter of 2025.

Tailor-made support programme: 5 coaching modules will be planned in 2025, 2026 and 2027, depending on the identified needs.

Obligations of the contracting beneficiary and Enabel in relation to the coaching program

The contracting beneficiary's obligations in relation to the coaching program are :

The contracting beneficiary is the driving force behind the coaching program. It retains ownership of its content and strategic choices. Neither Enabel, via the TDC, nor the appointed coach/consultants substitute themselves at any time for the beneficiary organization by assuming the latter's responsibilities, implementing action plans or carrying out its marketing, financial and organizational management activities. The appointed coach/consultants and the TDC act as facilitators and advisors.

The contracting beneficiary commits itself :

- 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,...), local phone calls, transport to local markets/shops.(*)
- 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 the TDC/coach/consultant.
- provide the internal business information, data and key-figures being essential for a proper internal analysis.
- appoint a person responsible for the whole coaching program within the organisation.
- appoint 2 to 3 key persons participating to the coaching program who are going to be involved in the business management. They must be members or employees of the organisation. For each person that will attend the training & coaching program, please provide: NAME – first name – function – tel. n° – e-mail.
- facilitate and ensure that above candidates participate to the whole coaching/training process
- ensure that the candidates conduct research and analyses as requested prior to the coaching/training sessions and that they implement the action plans.
- submit, upon demand of TDC at the end of each year, a report with the organisation's key figures. A simple reporting template will be provided by TDC;
- If the coach notices there is little or no progress made during and after the coaching/training sessions, the organisation will accept that sessions planned at a later stage are cancelled.

(*) The points above marked with (*) are not applicable if TDC decides to organise the coaching (or the training) at another location for security reasons. See Article 3 – Places.

Enabel's obligations in relation to the coaching program are :

- Enabel offers the beneficiary organisation a coaching programme in sustainability and decent work, so that it can in turn provide support to MSMEs in sustainability and decent work to enable them to adapt to different regulations, norms and standards in this area.
- Enabel undertakes to make every effort, within the limits of its possibilities of action, to provide coaches/consultants specialized in sustainability and respect for decent work, with a profile that corresponds as much as possible to the needs of the contracting beneficiary. The start of the implementation of the coaching can be delayed if Enabel is unable to find suitable coaches.
- Enabel ensures follow-up through exchanges with the appointed coaches/consultants and possibly through an on-site visit.
- Enabel guarantees the confidentiality of all information provided in the context of this coaching.
- In the event that the coaching/training is organized at a location other than the premises of the contracting beneficiary, the practical organization of the coaching/training will be facilitated by Enabel and/or the assigned coaches/consultants (room rental for coaching and accommodation of participants). Only in this case, Enabel will cover the travel, accommodation and meal expenses of the participants from the beneficiary organization (see articles above).

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

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