

# Call for Proposal

Content, rules & regulations

## Coaching programme for business support organisations

in Benin, Ivory Coast, Ghana and Uganda

**Trade for Development Centre**

Contracting authority: Enabel, the Belgian development agency



**Belgium**  
partner in development

# Contents

<b>1</b>	<b>Introduction and objectives .....</b>	<b>3</b>
<b>2</b>	<b>Definition .....</b>	<b>3</b>
<b>3</b>	<b>Presentation of TDC's service proposal .....</b>	<b>3</b>
3.1.1	Objectives and contents .....	3
3.1.2	Methodology.....	4
<b>4</b>	<b>Who can apply ? .....</b>	<b>5</b>
<b>5</b>	<b>Timeline and selection .....</b>	<b>6</b>
<b>5.1</b>	<b><i>First on-site visit by an expert .....</i></b>	<b>7</b>
5.1.1	Timing.....	7
5.1.2	Selection.....	7
<b>5.2</b>	<b><i>Tailor-made coaching track .....</i></b>	<b>8</b>
5.2.1	Timing.....	8
5.2.2	Selection.....	8
<b>6</b>	<b>Contribution and commitment required from the benefiting BSO .....</b>	<b>9</b>

## 1 Introduction and objectives

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

## 2 Definition

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

## 3 Presentation of TDC's service proposal

### 3.1.1 Objectives and contents

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

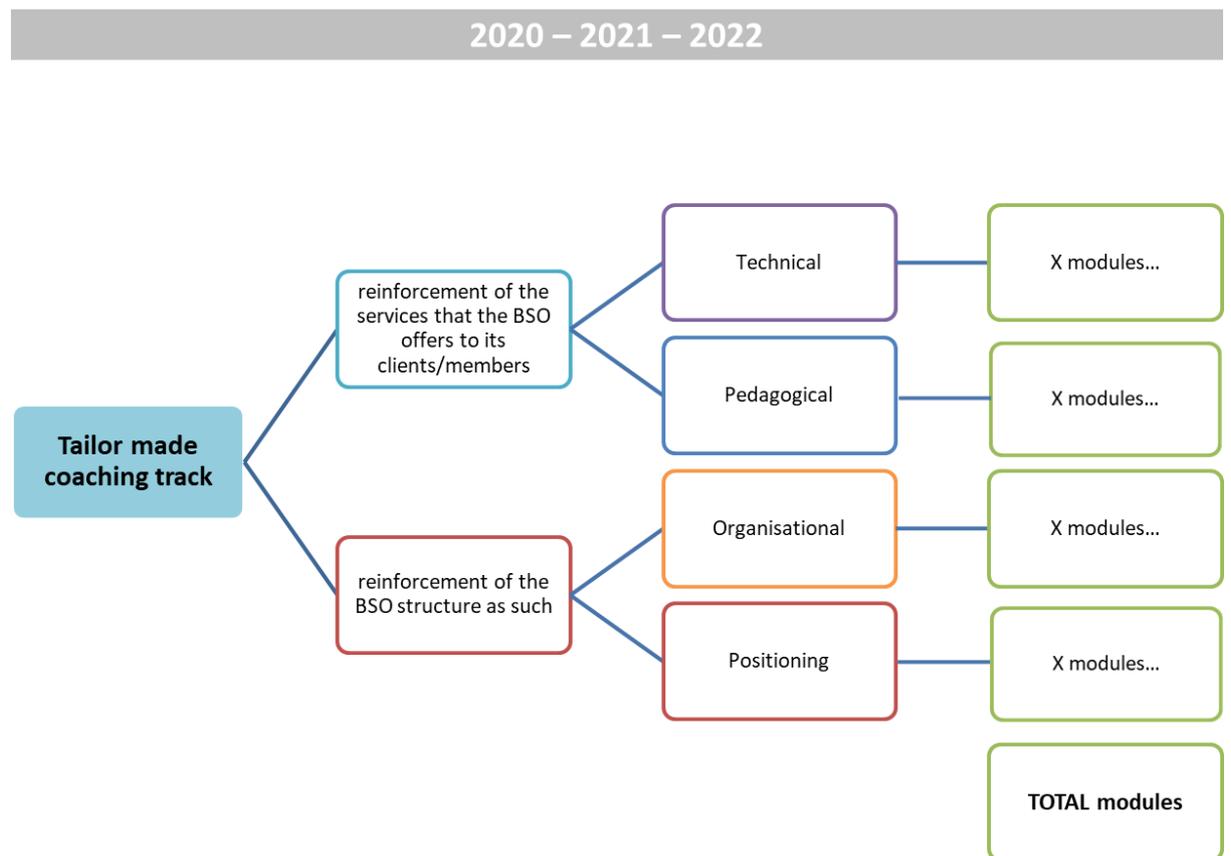
The TDC will offer to the selected BSOs a **tailor-made** coaching track, tailored to the specific situation and needs of each BSO.

The content of this tailor-made support will be defined before the beginning of the coaching and may include:

- A reinforcement of the services that the BSO offers to its clients/members:
    - **Technical:** knowledge and/or tools related to certain topics that are necessary to deliver quality support to your customers, such as marketing, finance, HR management, etc.and/or
  - **Pedagogical:** methodological coaching skills in order to deliver support that generates appropriation by your clients, such as participatory methodologies, co-creation, etc.
- and/or
- A reinforcement of the BSO structure as such:
  - **At the organisational level:** at the level of the organisation's management: maintain and/or diversify funding sources, set up dashboards to assess performance, improve or define human resources policy, etc.and/or
- **In terms of positioning:** in terms of business strategy, how to position the BSO towards your clients and lenders, how to sell your services, how to win funders' contracts, how to communicate, etc.

This tailor-made support will consist of **different coaching modules** that will be set up in advance according to the needs identified. Each selected BSO will benefit from 3 to 9 coaching modules, delivered by one or more coaches who are experts in the concerned subject. These modules will take place in the offices of the BSO and last each for +/- 5 days.

Note that each module is conditional of the successful completion of the previous module. If insufficient or no progress is noted during or after a coaching session, the next module will be cancelled.



### 3.1.2 Methodology

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

The coach will adopt a **highly participative approach**, will stimulate and harvest the best ideas of the coached organisation.

The coach works in such a way that the **coached organisation remains the driver behind the coaching program and is the owner of its content and strategic choices.**

The approach of the coach will ensure that the coached organisation naturally and entirely takes up the ownership of the outcomes of the coaching program. In other words, the coached organisation – by itself – defines its business plan, its financial management tools, its communication with its stakeholders, its commercial strategy, identifies new commercial opportunities, makes its marketing plan, etc.

The assigned coach and the TDC will operate as **facilitators and advisers**. At no stage the assigned coach, nor the TDC, 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 figures 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.

## 4 Who can apply ?

The current call is limited to Business support organisations 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 marketing, 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. But BSOs that only provide training are not eligible.

### **Legal form:**

The BSO is a private or public or parapublic structure. Some examples: Chambers of Commerce, private firms, incubators, business federations, networks of producers' organisations...

### **Creation:**

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

### **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).

### **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 2017 or 2018 or 2019, 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 registered office in one of the following countries: Benin, Ivory Coast, Ghana or Uganda.

☐ **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:

- 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;
- 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;

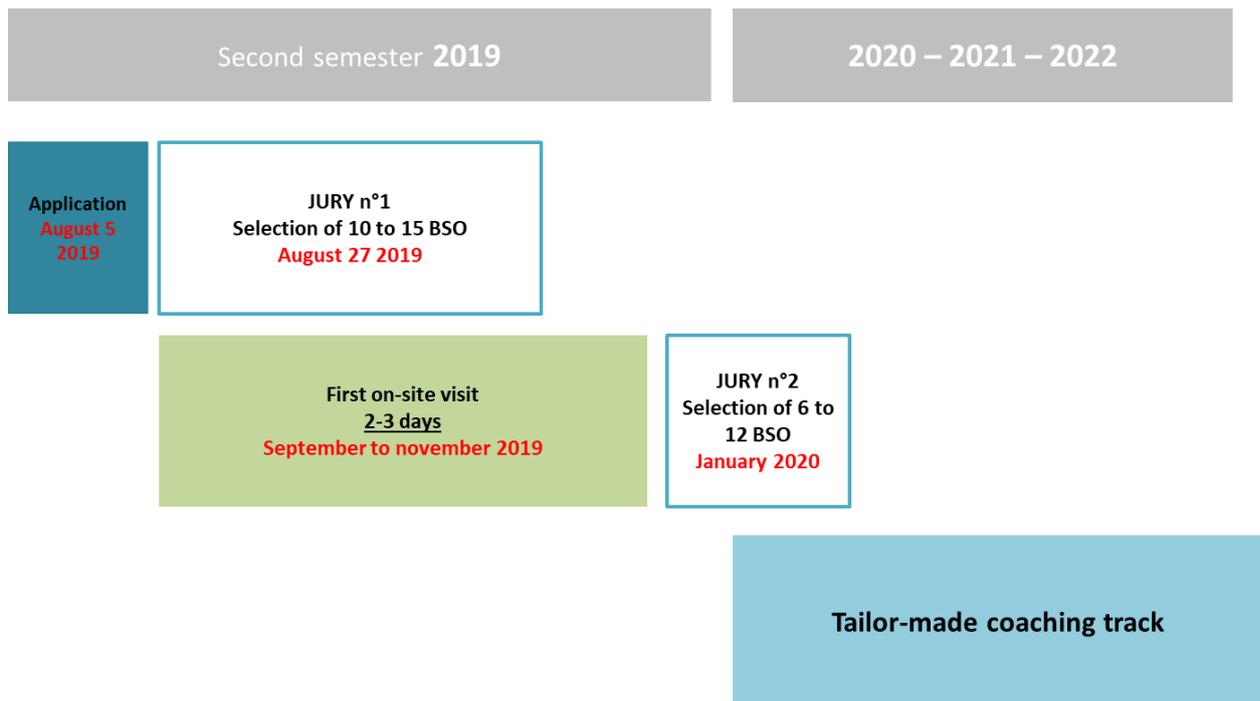
In the registration/application form, the applicant must declare that he does not fall under any of these situations.

If the organisation/enterprise already benefitted from TDC's coaching programme, it is not eligible.

## 5 Timeline and selection

The selection consists of two steps:

- The first step provides access to a **first on-site visit by an expert**
- The second step gives access to the **tailor-made coaching track**



## 5.1 First on-site visit by an expert

For the first phase, 10 to 15 BSO will be selected through this call for proposals. Each BSO will be visited during 2 or 3 days at its office by TDC staff or by an expert hired by TDC in order to meet the team, to analyse deeper the needs and the issues that the structure is facing, to verify a whole series of information, etc.

This first visit will be carried out in a way that respects the organisation and maximises quick-wins: a first advice will be given based on this external view.

### 5.1.1 Timing

Second semester 2019

### 5.1.2 Selection

The jury will select between 10 and 15 BSO for which it considers that the support that the TDC can offer 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:

- Stable or increasing human resources
- Stable or increasing business volume
- Diversification or improvement of the services offered
- Response to the real needs of entrepreneurs (approach, improvement of methodology/support tools, etc.)
- Communication tools
- Local anchoring - network (in connection with other offices, professionals, federations, financing institutions, etc.)
- 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.

## **5.2 Tailor-made coaching track**

On the basis of the first visit of an expert, a report will be made and the jury will select 6 to 12 BSOs that will benefit from the complete coaching track.

### **5.2.1 Timing**

3 to 9 modules will be planned in 2020-2022, depending on the identified needs.

### **5.2.2 Selection**

The visit of the expert will enable to sharpen up and verify some information. The final selection will be based on the same criteria as those mentioned above.

## 6 Contribution and commitment required from the benefiting BSO

The BSO commits itself to:

- put a room where the first visit of the expert and the coaching will take place at disposal at the premises of the organisation (\*)
- foresee, entirely at its charge, refreshments/drinks during the first visit of the expert and during the coaching sessions (\*)
- foresee, entirely at its charge, whenever necessary: basic office furniture (like pens, paper,...), local phone calls (\*)
- provide assistance in logistics, transports and accommodation of the assigned consultant (\*) - by this we understand: recommend an itinerary, recommend a transport company, recommend an accommodation, possibly make a reservation in the name of the consultant,... But these costs (transports and accommodation) will entirely be paid by the TDC/consultant.
- provide the internal business information, data and key-figures being essential for a proper internal analysis and being the basics for a pertinent commercial strategy
- actively contribute to collecting external information related to the market in which the BSO operates
- appoint a person responsible for the whole coaching program within the organisation
- appoint 2 to 3 key persons participating to the first visit of the expert and to the coaching program who are going be involved in the business management and the commercial development of the organisation. They must be employees, members or experts regularly contracted by the organisation

For each participant, please provide: NAME – first name – function – tel. n° – e-mail

- facilitate and ensure that these people participate to the whole coaching process
- ensure that the participants conduct analyses as requested prior to the coaching 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 consultant 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 TDC decides to organise the coaching at another location for security reasons.

The consultant/TDC assures the confidentiality of all information provided by the benefiting organisation/enterprise.

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