

Document Control

Document Information

	Information
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File Name	Organization Units & Job Roles Team Projects

Document History

Version	Issue Date	Changes
1.0	12/02/2025	<i>Summary of original job role into a KISS overview for volunteers with function description, required skills, responsibilities, tools, and time investment + proposal for possible new role Buddy and distinction with onboarder based on input from Nathalie (email 28/1/2025).</i>
1.1	14/02/2025	<i>Adapted job role Country Coordinator sent to Country Coordinators via mail by Matyas on 14/02/2025. Job role integrated in this document.</i>
1.2	18/02/2025	<i>Adapted job role Business Coach sent to Country Coordinators via mail by Nathalie on 17/02/2025. Job role integrated in this document on 18/02/2025. Part 'execution' for Business Coach needs to be approved by Matyas.</i>
1.3	20/02/2025	<i>Meeting planned with Country Coordinators and Nathalie. Integrate remarks in this document.</i>
1.4	24/03/2025	<i>Meeting with Country Coordinators & Management Team – document finalized.</i>
1.5	09/04/2025	<i>Matyas & Anne-Lise completed the last details to make the jargon fitting with other OVO documents.</i>

1. Team Projects

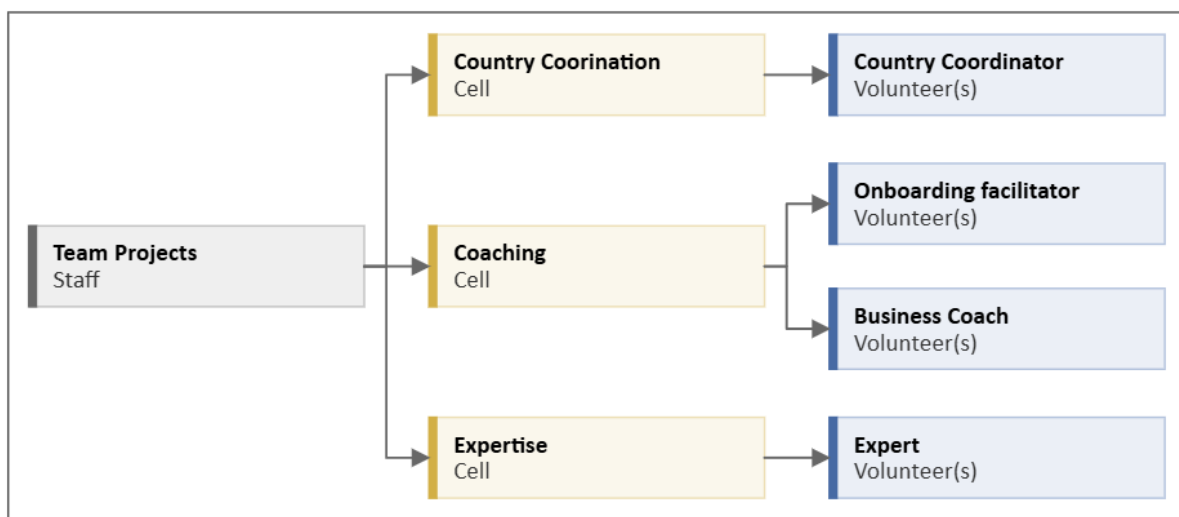
Team Projects identifies, screens, and coaches entrepreneurial projects towards investment and business goal achievement. The team consists of three cells:

1. **Coaching:** This cell supports African small and medium enterprises (SMEs) in clarifying their objectives and strategy, developing necessary skills, and acquiring the resources needed for success. Business Coaches are assigned to selected entrepreneurial initiatives.
2. **Expertise:** This cell provides entrepreneurs with access to domain expertise (business & management, financial, technological, sector & country-specific) to facilitate business growth and development. Experts are available on call for specific domain-related issues.
3. **Country Coordination:** This cell oversees and manages initiatives and projects in target regions, organizes the annual ST4A program, follow-up and supports ongoing projects and alumni.

The team is led by the **Team Leader Projects (OVO staff)**, who is responsible for:

- The overall planning, coordination and follow up of the team's cells and job roles
- People management within the team
- Coordination and supervision of the team
- Building and sustaining strong domestic teams in the target ST4A countries
- Maintaining linkages with the diaspora of the target South countries
- Driving the annual cycle of project generation & selection
- Contributing to securing funding of Boost Camps
- Actively sourcing promising SMEs for investment opportunities

2. Job roles Team Projects



2.1 Country Coordinator

Team Projects – Cell Country Coordination

Key Role Objectives

The North-Based Country Coordinator is responsible for overseeing and driving all activities related to the assigned target country. As the primary liaison, (s)he ensures that programs and actions align with the overall ST4A strategy.

(S)he is responsible for implementing the country's strategic focus as reflected in the Boost Camps, selecting candidates, and matching businesses with Business Coaches and Experts. Additionally, (s)he facilitates the coaching process.

(S)he works closely with the Team lead Projects, local country representatives, and the OVO team, while also supporting and engaging in local initiatives.

Key skills

- *Expertise & Experience*
 - Knowledge of the target country's political and socio-economic context
 - Experience in program and project management
 - Business and financial planning skills
 - Team coaching and leadership experience
- *Interpersonal & Cultural Skills*
 - Sensitivity to cultural differences and ability to work in diverse environments
 - Strong relationship-building skills with various stakeholders
 - Ability to engage and motivate volunteers
- *Professionalism & Communication*
 - High level of integrity and professionalism
 - Excellent written and verbal communication skills
 - Proficiency in administrative and office tools

Responsibilities

- *Country Strategy*: The Country Coordinator analyses and contributes to the implementation of the country strategy, as defined by the Board, in collaboration with the OVO Management Team, focusing on key sectors, opportunities, and priorities.
- *Local & Diaspora Representation*: Represents OVO in the country and participates in the local business club. (S)he also acts as host during events in Belgium involving the diaspora community.
- *ST4A Campaign*: Oversees the organization of the SusTech4Africa campaigns and leads the temporary ST4A Campaign Team for the country.
 - *ST4A Boost Camp*: Acts as host during the inspiration tour & Boost Camp and participates in the selection of candidates for coaching towards investment.
 - *Weekly follow-up meetings*: Coordinates and monitors the coaching process, organizes weekly follow-up meetings with the local team.
 - *Country Meetings*: Organizes monthly meetings with Business Coaches and Experts to share progress, experiences, lessons learned, and challenges. Shares key updates from

the OVO Management Team or Board during the Country meetings, communicates and represents (if needed defends) the decisions made by OVO as an organization to her/his country team.

- Monitoring financed projects: (S)he also supports the follow-up of investments in the country in collaboration with the local team, Business Coaches, and under the guidance of Team Monitoring & Evaluation.
- Country Coordinator Meetings: Participates in the monthly meetings of Team Projects, sharing progress, experiences, and challenges with other North-Based Country Coordinators and the team.
- OVO Management Team: Attends OVO Management Team meetings four times a year to evaluate and optimize the ST4A campaigns and participate in the decision-making process.

Tools

Step-by-Step ST4A Program – Project reporting tool – Boost Camp calendar – RACI matrix – Project Progress Report – Feedback assessment after Boost Camp (for entrepreneurs and Business Coaches)
- OVO Project List

Evaluation time of the job: This role is **voluntary** and requires a commitment of **two days per week**.

2.2 Onboarding Facilitator

Team Projects – Cell Coaching

Key Role Objectives

The Onboarding Facilitator supports new coaches during their orientation phase, ensuring they are well-prepared to succeed in their roles by providing clarity, resources, and guidance. This role focuses on ensuring that new coaches understand the organization's mission, expectations, and tools available to them.

Key skills

- Organizational Skills
- Communication
- Cross-Cultural Sensitivity
- Mentorship Experience

Responsibilities

- **Welcome and Orientation**: Offer a warm welcome and provide a comprehensive introduction to the organization's mission, history, and objectives.
- **Resource Guidance**: Explain templates and tools for mentoring, business planning, and communication, ensuring new coaches know how to use them effectively.
- **Role Clarity**: Clearly define the expectations of new coaches, including mentorship duties, time commitments, and reporting requirements.
- **Cultural Awareness**: Share insights into African entrepreneurial environments and the importance of respecting local customs.
- **Support System**: Act as the first point of contact for new coaches, addressing questions and concerns, and maintaining open communication.
- **Feedback**: Collect feedback from new coaches to continuously improve the onboarding process.

Tools

OVO Intranet – Business Coach tools.

Evaluation time of the job: 1 day a month.

2.3 Business Coach

Business Coach

Team Projects – Cell Coaching

Key Role Objectives

The **Business Coach** plays a crucial role in guiding entrepreneurs through various stages such as focusing on refining business strategies, identifying growth opportunities, preparing for external investments, and ensuring long-term sustainability. By offering targeted coaching in two phases—**development**, and **execution**—the Business Coach supports entrepreneurs in creating a solid foundation for business growth and attracting potential investors.

Key Skills

A Business Coach candidate should possess strong interpersonal skills and the potential to develop:

- Personal and team coaching competencies: active listening, the ability to ask insightful questions, and acting as a sparring partner
- Intercultural awareness and sensitivity
- The ability to navigate diverse cultural environments

Additionally, he/she should have a solid understanding of one or more of the following entrepreneurship domains:

- Business management & reporting
- Financial planning & reporting
- SDG planning & reporting
- Investment planning & reporting
- Program management

A Business Coach may consult subject matter experts for business areas beyond his/her expertise.

This role is carried out on a voluntary basis.

Responsibilities

Responsibilities per ST4A Phase

Notably, different Business Coaches can be assigned to each of the two phases. Their primary role is to ensure the smooth progress of the specific phase to which they have been assigned.

- *ST4A Campaign – Development phase*
 - Growth Coaching: The role of the Business Coach in this phase is to **guide entrepreneurs in identifying and leveraging growth opportunities**. This includes refining their business models, exploring new markets, optimizing resource allocation, and enhancing leadership capacities.
 - Investment-Readiness Preparation:
 - The Business Coach **guides and empowers** the entrepreneur in **developing a solid business and financial plan to attract investors**.
 - OVO's tools help create the investment dossier, but the **entrepreneur takes the lead in preparing for scalability**.
 - The Business Coach **compiles** all plans and assessments into **the Business Coach Report with recommendations** for the Investment Committee.

- Once the **dossier** is prepared, it is **submitted** to the North-based Country Coordinator for a preliminary review and then to the Compliance Cell for validation.
- **After validation** the final dossier is internally transferred to the Investment Committee at least **seven days before the pitch**.
- **The final dossier is sent** to the Investment Committee at least **seven days before the pitch**.
- Business Coach **attends the pitch** to address questions and provide further clarification if needed. For businesses that were granted the '**OVO Certified: Investing for Change**' label, OVO initiates a search for potentially interested third party investors that are ready to offer a loan to realize the growth plan.
- *ST4A Campaign – Execution phase*
 - Ongoing Monitoring:
 - The Business Coach reviews the Entrepreneur's **Intermediate Loan Report** to track progress (cfr. agreed upon objectives).
 - **Monitoring of KPI's and milestones** allow adjustments in coaching strategies to support sustainable growth and the effective execution of business plans.
 - Business Expansion Strategy: Help businesses navigate the scaling process, ensuring they remain aligned with long-term goals while increasing operational capacity.

General Responsibilities

- **Coaching & Leadership:** Provide effective guidance to entrepreneurs, using **active listening**, questioning, and sparring techniques to guide them through various stages of business development.
- **Investment Strategy:** Guide entrepreneurs through the preparation of an investment dossier, ensuring they are well-prepared for investment opportunities.
- **Intercultural Sensitivity:** Adapt coaching strategies to diverse cultural contexts, fostering an inclusive environment that encourages collaboration and growth.
- **Communication & Reporting:** Clearly communicate coaching progress, strategic recommendations, and milestones to entrepreneurs and stakeholders. Regularly update the Country Coordinator and other relevant team members.
- **Collaboration with Local Teams & OVO Experts:** Ensure alignment between business strategies and resources and collaborate with teams to support entrepreneurs in their growth journey.

Tools

Business Plan guidelines – Financial Plan – SDG-assessment tool – Personalized Compliance Document List – Business Coach Report – Project Progress report – Intermediate Loan Report

Evaluation time of the job:

- Coaching
 - Pre-investment coaching period (6 to 12 months): 3-4 hours per week
 - Monthly meetings (exchange of good practices with other Business Coaches): 2 hours per month
- Other activities
 - OVO intercultural workshop: 3 hours (attendance required once only)
 - Intervisions: 3 hours 3 times a year (free participation, exchanges between peers on their role as coach)

2.4 Expert

Team Projects – Cell Expertise

Key Role Objectives

An Expert is a Subject Matter Expert assigned to an individual entrepreneurial project based on expertise, experience and personal interest. (S)he supports the project from a content perspective by:

- Providing access to expertise
- Import and transfer of knowledge
- Training and education
- Experience and innovative solutions
- Resolving emerging issues
- Taking significant steps in the development and growth of the project
- Raising the professional level of the local entrepreneurial team.

The Expert may be assigned for the duration of a project, as a permanent support to the Business Coach or may be called in as an ad hoc subject matter expert because of the need for issue-specific expertise.

Key skills

- *Sector Expertise*: Deep knowledge in specific industries such as agriculture, food, consumer goods, construction, distribution, IT, professional services, energy & utilities, etc.
- *Functional Expertise*: Proficiency in areas like marketing, production, distribution, logistics, IT, etc.
- *Technological Expertise*: Expertise in technologies such as recycling techniques, circular economies, automation, mechanical equipment, etc.
- *Social Skills*: Ability to relate to others effectively.
- *Instructional Skills*: Capability to explain and educate.
- *Cultural Sensitivity*: Understanding and respecting the African environment.

Responsibilities

- *ST4A Campaign – Selection phase*
 - Evaluate and validate the level of sector, technical, and functional knowledge of the local entrepreneur during the selection stage.
- *ST4A Campaign – Development phase*
 - Be available on call by the Business Coach to address emerging issues or bottlenecks requiring specific know-how and specialist expertise.
 - Provide continuous support advice and facilitation to help build a strong business and investment dossier
- *ST4A Campaign – Execution phase*
 - Offer support throughout the execution of the business plan after the investment if required by the Business Coach due to the project's high content expertise.
 - Be available on call by the Business Coach to address emerging issues or bottlenecks requiring specific know-how and specialist expertise.
- *Collaboration with Business Coach*: Work closely with the Business Coach, who has ultimate responsibility for the overall process, especially from a business and financial perspective, while the Expert contributes from a technical, functional, and market expert point of view.
- *Continuity*: Preferably, the same Expert as in the previous phase is called upon to maintain familiarity with the entrepreneurial project and organization, unless other expertise is required.

Tools

Expert Competence Inventory (maintain an up-to-date profile in the central Expert Competence Inventory on the OVO Intranet to enable fast access to the required expertise by the Business Coaches).

Evaluation time of the job: Ad hoc – 1 day a week during several months up to specific expertise exchanges of a whole week.