

Business-Case Evidence Pack

A free kick-starter for non-EU nationals building a self-employment case in Belgium

Evidence supports a credible business story.

Use this practical organiser to see what proof you already have, what is missing and why it matters.

Inside the pack

- What evidence actually means
- The five evidence folders
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- A practical evidence tracker
- Where ANKA's paid tools and support fit next

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General educational information only. Not legal advice, an individual eligibility assessment, or a guarantee of a professional-card, residence or other outcome.

1. What “evidence” means

A professional-card application is not strengthened by collecting as many documents as possible. It is strengthened by evidence that supports a clear, credible business story.

Evidence is not paperwork for its own sake. It is the material that supports the claims inside your business case.

Your claim	Evidence that may support it
“I have the expertise to offer this service.”	Relevant work history, qualifications, portfolio, previous projects, references.
“There is a customer need for this offer.”	Sector information, customer research, competitor review, genuine market feedback.
“Customers will pay for it.”	Pricing research, quotations, customer conversations, comparable market prices.
“The business can operate realistically.”	Cost estimates, supplier information, operating plan, financial assumptions.
“This is a genuinely independent activity.”	A clear service model, customer logic, delivery plan and commercial arrangements.

A useful document does not need to be glamorous. It needs to be relevant, credible and connected to the activity you are proposing.

This is a free kick-starter.

It helps you organise your starting file. It does not assess your personal eligibility, verify that your evidence is sufficient, or prepare an application.

2. The five evidence folders

Folder 1: Your professional credibility

This folder supports the question: **Why are you credible in this role?**

- CV or professional profile;
- relevant qualifications, certificates or training;
- portfolio material, project examples or work samples;
- professional references or testimonials;
- evidence of previous roles, clients or business activity;
- a clear explanation of how your experience connects to the proposed offer.

A career change is not automatically a problem. But if you are moving into a new field, explain the bridge between your existing experience and the activity you want to build. A long CV by itself is not enough: select the parts that support the actual role you will perform.

Folder 2: The offer and market need

This folder supports the question: **Why should this activity exist?**

- a clear description of the service, product or trade;
- a description of the customer and the problem being solved;
- competitor or alternative-offer research;
- credible sector information or market data;
- notes from genuine conversations with potential customers;
- early customer interest or letters of intent, where they are real and relevant.

The point is not to prove that no competitors exist. Competitors often show that a market exists. The stronger question is what makes your offer relevant, distinctive or better suited to a particular customer need.

Folder 3: The commercial model

This folder supports the question: **How can this activity make money?**

- draft prices or fee structure;
- examples of comparable market prices;
- early quotations;
- a basic sales plan;
- expected customer volume;
- cost estimates;
- supplier quotations;
- realistic revenue assumptions.

You do not need exact future numbers. You do need a sensible explanation of how the activity could generate income and cover its costs.

Folder 4: The operating plan

This folder supports the question: **How will the activity work in practice?**

- a basic description of how services or products will be delivered;
- information about location, equipment or digital tools;
- supplier, subcontractor or partner information;
- a clear description of your own role;
- practical steps needed to begin operating;
- evidence that you understand the capacity required to deliver what you promise.

This is not about creating a complicated operational manual. It is about showing that the business exists in the real world, not only in a document.

Folder 5: Consistency and proof

This folder supports the question: **Does the whole story hold together?**

Your activity description, customer, price, expected income, experience and documents should support the same story. If you say you will serve premium corporate clients, your pricing and delivery model should fit that claim. If you rely on specialist expertise, your CV and portfolio should demonstrate it.

3. Useful evidence versus weak evidence

Stronger evidence	Weaker evidence on its own
Relevant sector data connected to your specific offer	A generic internet article about the Belgian economy
Genuine market feedback or customer conversations	"Everyone needs this"
A realistic price model with explained assumptions	Optimistic revenue figures with no explanation
Relevant work samples or experience	A generic CV with no link to the proposed activity
A genuine letter of interest connected to a real offer	An invented customer letter or template contract
Clear competitor analysis and your point of difference	"I have no competitors"

Do not manufacture proof.

Invented customer letters, fake agreements, copied testimonials or misleading documents are not shortcuts. They can damage the credibility of the entire case.

The aim is not to make the business look perfect. The aim is to make it honest, coherent and supportable.

4. Your evidence tracker

Use this tracker as you prepare your file. You do not need to complete every row immediately. Its purpose is to show where the real gaps are before you invest time or money in the wrong place.

Claim I need to support	Evidence I already have	What is still missing?
I have the experience to deliver this activity		
There is a customer need for the offer		
My offer is different or relevant		
My pricing and income assumptions make sense		
I can operate the activity in practice		
My business story is coherent from beginning to end		

5. Where this free kick-starter ends

This resource does not decide whether you personally qualify for a professional card, identify your individual application route, give legal advice, prepare or submit an application dossier, verify whether your evidence is sufficient, or replace a complete business case.

It helps you understand what a credible case needs to stand on.

6. When you are ready to go further

ANKA Transformation House is building practical tools for people who want to approach self-employment in Belgium with more clarity and less guesswork. This free kick-starter is the beginning.

When you are ready for more structured support, ANKA will offer:

- the **Professional Card Eligibility & Route Tool** - a paid tool to assess your own starting position, route questions, gaps and points requiring clarification;
- **business-case templates and tools** - to develop the offer, customer logic, market evidence, pricing and financial assumptions;
- **business-case review and support** - for people who need a more robust, coherent case before moving forward.

Where the question is legal - for example, residence status, exemptions, work authorisation, a previous refusal or an unclear employment arrangement - seek advice from a qualified legal professional.

ANKA's role is to help people build the practical and commercial side properly:
a business case that is not just polished, but credible.

ANKA TRANSFORMATION HOUSE

Stay human. Make change matter.