



Country Office - Uganda

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CORPORATE PROFILE

A. Introduction

The International Foundation for Recovery and Development (IFRAD) is a leading socio-economic development organization working with enterprising people and businesses to influence pro-development policies, organize communities for positive transformation and development in East Africa. It is a membership based organization founded and incorporated in Uganda in 2009. It is therefore mandated to operate all over the country and regionally.

IFRAD employs a private-sector-led approach towards development through stimulating issue based policy debates and advocacy, enhancement of community assets through capacity building, as well as building a sustainable business ecosystem.

1) Mission

At IFRAD, our mission is to work with enterprising people and communities, creating a conducive environment for asset-building, wealth creation and democratic engagement.

2) Vision

The efforts of IFRAD are built towards achieving fully developed and thriving communities that are able to independently grow and sustain themselves and their resources, thus envisioning; **“Economically enterprising and peaceful communities”**.

B. IFRAD Philosophy

IFRAD’s philosophy is rooted in the knowledge that positive transformation and development can only be achieved by engaging the right partnerships, working towards improving the operating environment of the productive masses, enhancing their abilities to make a significant contribution, increase their access to information, resources and opportunities as well as increase their ability and centrality to meaningfully engage in community governance and decision making processes.

The organization works mainly with the youth and women as priority strategic investment cleavages. This is due to the current population demographics construct, economic disadvantages, as well as the likely long term investment advantages the two target groups offer.

C. Values

IFRAD's way and means of work are shaped by 6 core values namely;

- a) **Collegiality:** We share responsibility, ideas and tools in a spirit of connection, collaboration and sincerity.
- b) **Integrity:** We hold ourselves to high ethical standards, respect the rule of law and behave honestly.
- c) **Resourcefulness:** We are problem solvers who think creatively, act boldly and learn from our mistakes.
- d) **Results:** We are accountable for lasting and measurable impact.
- e) **Love:** We recognize that people need to love each other and the environment. With love, conflict can be avoided, resulting in the necessary platform for universal development.
- f) **Equity:** We recognize the existing unbalanced distribution of resources and power that exists among different sects in communities. We are committed to reversing the currently widening gender and resource gaps among individuals, households and groups.

D. IFRAD's Objectives;

- a) To build capacities and enhance the abilities of individuals or groups to engage in economically practical and vibrant business opportunities with particular focus on agribusiness value chain development.
- b) To create a research and learning platform for private sector, financial and business development organizations. This will aid to reflect and develop innovative public-private sector solutions to wealth creation and enterprise growth.
- c) To lead in the development of highly innovative and practical business growth, Information and Communication Technologies that increase business productivity and incomes through ICT exploration hubs.
- d) To strengthen market, technical and financial connections necessary for enterprising people to enable them build competitive farms and businesses.
- e) To undertake activities focused at improving the business-enabling environment through advocacy and creating opportunities for young people in the private sector.

This will enable them to meaningfully participate in their community's democratic and governance processes.

- f) To mainstream crosscutting issues of sexual reproductive health, gender equality, environmental protection and HIV/AIDS in all interventions.

E. IFRAD strategic areas of intervention 2014-2017

Since its inception, IFRAD has been working to position communities, businesses and the private sector at the centre of policy influence and development. IFRAD continues to position itself as a promoter of economic development through programs that address key gaps in the business eco-system in rural and urban East African settings.

In its 3 year strategy, IFRAD is building on its experiences and contextual learning. We are building a strong foundation on conducting new research and developing informed models to build individual and community capacity, strengthening market connections, improving the business-enabling environment to develop competitive businesses and enterprises as well as organizing communities and the private sector to participate in country governance as a spring board to achieving positive transformation and development.

IFRAD's strategic areas are built on the foundation of a dual branched approach which seeks to address both the demand and supply sides to development. This is critical to economic growth, violence prevention, and political stability. It also reflects IFRAD's commitment to eliminating economic injustices and building democratic, solid and liable leadership systems with the full participation of the private sector, businesses and enterprising communities. Over the next 3 years, the IFRAD strategic plan focuses on addressing barriers to across the business eco-system as an important priority.

The IFRAD strategic areas of intervention in the 3 years (2014-2017) fall within 5 broader areas of engagement;

- 1) Policy Research and Advocacy
- 2) Capacity Building and Enterprise Evolution
- 3) Building Business Competitiveness
- 4) Building a Sustainable Business Eco-system
- 5) IFRAD Institutional Capacity Enhancement

IFRAD Description of activities 2014-2015

A. Introduction

IFRAD is a regional focused and nationally registered membership based organization working to increase economic opportunities in local environments. We deliver high-quality technical services in the field of economic development and are recognized as thought leaders in knowledge innovation in Uganda and in the East African region. Since 2009, we have delivered services in 6 Ugandan districts of Kayunga, Mukono, Mityana, Gulu, Nwoya and Arua, and influenced policy and practice regionally at various platforms in Kenya, Rwanda, Tanzania and South Sudan.

We build the capacity of local organizations to empower youth, women, small-scale farmers, and vulnerable people to participate in profitable value chains, grow businesses, reach new markets, access finance, and obtain meaningful work. We additionally build capacities for young people in the informal sector to organize and meaningfully participate in key governance processes related to improving the business operating environment. We contribute to the improved evidence base in the area of youth economic opportunities by creating learning opportunities for both implementers and policymakers.

Our services are based on an appreciation of client assets and market needs, a commitment to local ownership and sustainability, and the application of actionable learning for increased program impact. We invest in the following areas:

B. Strategic Objective 1: Policy Research and Advocacy

IFRAD's policy advocacy issues will be focused on both in-house and outsourced research on priority and emerging issues. In order to build the quality of policy advocacy engagements for economic based and governance institutions as well as donor strategy formation, the IFRAD will invest in building of new knowledge, validating and documenting of proven models of effective and efficient socio-economic empowerment of young people across Uganda and in the East African Community. This will be through conducting high value research with ground breaking empirical findings and recommendations. The IFRAD will strike partnerships where necessary, in order to contribute to new knowledge across diverse areas of socio-economic engagement especially with the youth.

The following research studies shall be conducted between 2015/2016 to guide country decisions for the realization of key development policies to include Vision 2040 and the post 2015 SDG's. IFRAD will conduct research around; improving access to finance and markets for enterprising youth, improving the business operating environment, ICT for development, private sector growth and wealth creation.

For AWP 2015, the following studies have been planned;

- 1) Conducting an Access to Finance study for youth in agri-business value chains
- 2) Conducting a study into the state of employment programs in Uganda
- 3) Conducting a study on young people in Ugandan contexts and the EAC integration processes

C. Strategic Objective 2: Capacity Building and Business Evolution

Capacity building is a wide concept, and many times it is interpreted differently. IFRAD considers capacity building as any activities aimed at improving the abilities of an enterprising client/beneficiary to become better at whatever they set out to do. We believe that understanding local context, tailoring programs, and building local capacity are critical to achieving sustainable impact. We build the capacity of local organizations, institutions and groups to design, implement, sustain, and scale up economic development initiatives by helping them develop and deliver products that respond to market demand and the needs of their target populations.

The following capacity building activities shall be conducted between 2015/2016 to guide country decisions for the realization of key development policies in the country. For AWP 2015, the following activities have been planned;

- 1) Mobilizing and organize the informal private sector networks in selected contexts on economic development and governance issues
- 2) Conducting mapping of formal private sector networks at local government level in selected contexts
- 3) Conducting capacity gap assessments with identified private sector networks on economic development and governance issues
- 4) Developing tailored capacity building plans jointly with private sector networks and implement them.
- 5) Conducting studies on profitable value chains with the aim of increasing productivity and incomes.
- 6) Conducting Business Innovation/Evolution clinics.

D. Strategic Objective 3: Building Business Competitiveness

IFRAD defines Business Competitiveness as the ability of businesses to expand and sustain growth with increased levels of innovation, productivity and efficiency. With the belief that if small and medium sized businesses and enterprises at grassroots level are supported through

facilitation of appropriate business linkages, access to information, investing in affordable technologies for development and expansion of business networks, then mutually supportive and progressing private sector shall thrive.

We advance competitiveness by investing in learning and sharing. We invest our resources in building, disseminating, and supporting the application of industry knowledge within the youth economic opportunities field. We share promising practices and develop innovative platforms through physical and virtual learning events and, as a result, improve both our technical services and the overall ability of the youth economic opportunities field to effect meaningful change.

The following business competitiveness activities shall be conducted between 2015/2016 to guide country decisions for the realization of key development policies. For AWP 2015, the following activities have been planned;

- 1) Organizing private sector actors and networks in selected contexts on economic development and governance issues that affect the business environment
- 2) Developing a quarterly information sharing series on 'The reality of doing business in Uganda' in various media formats
- 3) Developing an ICT innovation hub for businesses ('future hubs')
- 4) Supporting the establishment of interactive platforms for information sharing among private sector actors and networks
- 5) Organizing business fairs/exhibitions/exposure/learning trips for enterprising people in selected contexts
- 6) Developing a competitive employment readiness and linkages program that meets market demands, with a foundation on empirical and pragmatic models

E. Strategic Objective 4: Building a Sustainable Business Eco-System

IFRAD defines the business eco-system as the socio-political and economic environment in which an enterprising person and their business operate. It is primary about the external factors/players that may influence the performance of the business. We believe that the entrepreneur can be facilitated to play an active role in predicting and controlling the environment in which they exist. Our approach to controlling the business eco-system is based on conversational and situational organization of the private sector and active citizenship through our ability to convene eco-system actors such as financial institutions, governments, trade and business institutions, the private sector and the final business clients.

We strive to increase the overall effectiveness of the private sector by connecting key stakeholders to each other and to actionable information through our 'Private sector-

competitiveness platforms' that involve the three-party government-financial institutions-private sector actors in selected contexts.

The following activities aimed at building a sustainable business eco-system shall be conducted between 2015/2016 to guide country decisions for the realization of key development policies. For AWP 2015, the following activities have been planned;

- 1) Mapping of existing micro and macro private sector support networks
- 2) Organizing private sector dialogue meetings on thematic issues in the business eco-system
- 3) Creating linkages among private sector actors (forward and backward linkages)
- 4) Supporting the formation and development of group savings and credit schemes
- 5) Supporting the growth and development of strong cooperative movements in selected environments.

F. Strategic Objective 5: Institutional Capacity Enhancement

The needs of our clients are many and they differ, so IFRAD continuously evolves and strives to enhance its ability to exceed expectations. Through this objective, we invest in hiring and maintaining high quality and competent staff, secure safe and accessible offices, manage operational functions of the organization as well as invest in fundraising and effective corporate governance. We aim at remaining a leader in facilitating inclusive private sector-led growth in Uganda and in the region.