



TRAIDE
FOUNDATION

Policy Plan TRAIDE Foundation 2023–2026



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1 | Introduction

The TRAIDE Foundation was founded in 2020 and has operational teams in The Netherlands, Ethiopia, and Rwanda. Our work is built around the notion that private sector-led development fuels sustainable and inclusive growth in emerging economies. In these countries, progress towards achieving the Sustainable Development Goals (SDGs) remains limited and countries continue to face numerous development challenges. We see that non-governmental organizations (NGOs) and government efforts cannot address these challenges alone. The private sector holds the potential to provide sustainable solutions that can significantly impact complex development issues.

Despite the potential of private sector solutions, engaging in challenging contexts often proves discouraging for businesses. This is where the TRAIDE Foundation steps in. Our approach involves series of activities that aim to support, form, and guide private sector initiatives, enabling them to effectively contribute to local challenges. At the same time, we work on building local capacity and enhance business environments, to match and facilitate companies and investors to existing opportunities and challenges that could be addressed through private sector solutions. Our goal is to showcase the potential of emerging markets to entrepreneurs, facilitate their investments, and guide them in making their endeavours not only successful but also sustainable. As such, we empower the private sector to develop sustainable solutions for local development challenges.

The TRAIDE foundation aims to contribute to the Sustainable Development Goals (SDGs), with a particular focus on decent work and economic growth and partnership (SDGs 8 and 17). We approach our work thematically and are therefore actively seeking to include additional SDGs whenever opportunities for private sector engagement emerge (e.g., SDG 2, 3, 5, 6, 7, 12 and 13). We are active in different sectors such as agriculture, renewable energy, health, digitalisation, circularity, waste management, and water.

This document is the policy plan of the TRAIDE Foundation (Stichting TRAIDE) and covers the period 1 January 2023 – 31 December 2026. It provides more information on our mission and vision, planned activities and organizational structure. Our results from the past years and other relevant financial overviews and documents, can be found on our website: www.traide.org. In addition to our overarching goals, each country team and program has separate annual plans, in close collaboration with our donors.

Currently, the TRAIDE Foundation is implementing two trade facilitation programs in Rwanda and Ethiopia. The program in Rwanda is commissioned by the Netherlands Enterprise Agency (RVO), whilst the program in Ethiopia is commissioned by the Embassy of the Kingdom of the Netherlands in Ethiopia. We are exploring ways to expand our work and find alternative funding sources for the establishment of more local offices in African countries, thereby expanding our impact and mandate.

2 | Our Mission & Vision

As previously mentioned, we believe that the private sector can play a key role in offering sustainable solutions for development challenges, ranging from socio-economic disparities to environmental issues. We believe that relying solely on the public sector and policy makers to solve these issues will not bring the impact that we strive for. We need the private sector to play a larger role in the sustainable development of emerging markets.

Our work is guided by our vision: the sustainable development of emerging countries is accelerated by private-sector solutions. A vision that is closely aligned to our mission: to empower the private sector to develop sustainable solutions for local development challenges.

Our mission and vision are underpinned by the believe that, despite the complexities of the challenges faced, the private sector has the capability to provide innovative and sustainable solutions. With our work, we aim to support and empower them to do so.

Although each TRAIDE program and office has their own annual plans and projects based on the local context and stakeholders, demand, and donor requirements, they all follow the lines of the TRAIDE approach. Our methodology can be summarized as a series of activities that are needed to develop sustainable solutions, following three steps; Diagnose, Develop and Empower.

- **Diagnose:** In this initial phase, we assess local Sustainable Development Goals (SDGs) and challenges that emerging countries face. This diagnosis allows us to pinpoint not only the problems but also the potential business opportunities that lie within these challenges.
- **Develop:** Building on the insights gained from our diagnostic phase, we actively connect the private sector with opportunities and develop businesses that can address the challenges at hand. We place a strong emphasis on equipping them with the tools, knowledge, and resources required to drive sustainable solutions.
- **Empower:** The final stage centres around founding consortia and supporting the implementation and scaling of solutions; ensuring that they have a real and lasting impact on the ground. Additionally, we actively address impediments to success, aiming to overcome the barriers that often deter businesses from engaging in challenging contexts.



3 | Anticipated Topics & Activities

In the years ahead, the Foundation's key areas of focus revolve around the following topics: 1) Implementation and quality control of our country programs, 2) Expansion to new countries, 3) Professionalization of the organization, and 4) Professionalization of our finances. Below, we will discuss specific activities related to each of these topics.

IMPLEMENTATION AND QUALITY CONTROL COUNTRY PROGRAMS

Although each TRAIDE program and office has its own annual plans based on local context and relevant stakeholders, demand and donor requirements, they all follow the lines of the TRAIDE methodology. Since the start of the pilot TRAIDE program in Rwanda (October 2022), there is an increased focus on implementing an effective learning agenda and improve our MERL systems. This does not only support our country team to implement lessons learned and improve local programs, but it also feeds into our general learnings of the Foundation and supports in ensuring high quality programs within the Foundation. Our updated learning agenda is vital in constantly improving our methodology, which feeds into the set-up, improvement, and implementation of new programs.

In addition to an advanced learning agenda, we aim to extend our role as facilitator of new and impactful private sector-led projects in the coming years. An example where the Foundation already plays such a role is within the partners in pellets project (<https://www.partnersinpellets.org>). This project aims to develop the Rwandan market and ecosystem for pellets in combination with a clean gasifier stove. This partnership project is a product of TRAIDE efforts in the energy sector (e.g., report, webinar, trade mission). The project is implemented by five partners and financed by RVO Impact Cluster financing. The TRAIDE Foundation is coordinator of the project. Building on our knowledge and expertise derived from the Partners in Pellets project, we aim to facilitate similar consortia in our countries of operations. It is our goal to work less generic and more targeted by focusing on bringing together groups of companies and other stakeholders around specific development issues or business opportunities. Currently, we are working on potential new partnership programs in the water sector, digitalization and agriculture sectors in both Rwanda and Ethiopia.



EXPANSION TO NEW COUNTRIES

In the coming years, we aim to expand our work by implementing more TRAIDE related activities in various African countries, thereby increasing our impact and mandate. There are already scoping missions ongoing, to assess which countries could benefit from a dedicated TRAIDE program. Having multiple programs would increase the successes and effectiveness of individual programs too, as we can organize regional activities and combine efforts on the Dutch side (e.g., offer potential partners more knowledge and opportunities across different countries). This would, however, require improved organisational governance (see the following point). In addition to the expansion of TRAIDE programs, the Foundation will expand collaboration with other donors and financiers to diversify our income streams. See also the fourth topic below.

PROFESSIONALIZATION OF THE FOUNDATION

The TRAIDE Foundation was founded in 2020, and although we have established our foundational structure, it is time to embark on a journey of growth and organizational improvements. Over the upcoming years, we will undertake internal improvements aimed towards becoming a more professional organization, benefiting both our employees, donors, and partners.

The following activities will be put in place, or already commenced:

- **Enhance Time Tracking Procedures:** We are working to streamline time-tracking processes for all employees, ensuring real-time visibility into our operational efficiency and resource allocation per project.
- **Implement Standard Operating Procedures (SOPs):** We are in the process of implementing standardized operating procedures (SOPs) to ensure the effectiveness and high quality of our activities and processes.
- **Introduce a Customer Relationship Management (CRM) System:** The adoption of a CRM system is underway, enabling us to gain deeper insights into our network, enhance communication with partner organizations, and leverage data-driven improvements across our work.
- **Improve Employment Practices:** As part of our commitment to becoming a better employer, we are actively improving our HR processes. This includes the establishment of salary scales, standardized employment contracts and onboarding processes, and the provision of additional employee benefits.

PROFESSIONALIZATION OF OUR FINANCES

In addition to our efforts to professionalize the Foundation as an organisation; we are committed to implement substantial enhancements to our financial and administrative operations too. Our objective is twofold: to increase our revenue to 2.5 million euros and maintain a robust reserve that can consistently cover two months' worth of salaries. In addition, other activities that will be worked on include:

- **Explore Possibilities of Core Funding:** The Foundation is exploring opportunities to receive core funding for our organizational operations and country programs. This would catalyze our growth as we could extend our presence to multiple countries at once. Doing so will stimulate regional exchanges, cross-learnings, and operational efficiency throughout the Foundation by consolidating resources. As such, we can engage in more extensive and comprehensive initiatives which will significantly increase our impact and reach.
- **Diversify Income Streams:** Currently, both our programs in Ethiopia and Rwanda rely on funding from the Dutch government, making the Foundation somewhat dependent on subsidies. We have already launched efforts to diversify our income streams, which will be expanded and integrated across all our programs in the years ahead. For example, we enable contributions from private sector parties with whom we work and secondly, we secure financing for (sub-)projects from a broader range of financiers or donors. For example, we already implemented projects that were funded through a corporate foundation and/or other (non-Dutch) development partners.
- **Recruit a Dedicated CFO:** We will hire a dedicated CFO or financial lead to ensure the financial health and sustainability of the Foundation. This person should be able to provide strategic financial leadership and will be responsible for effective financial management and to implement a better and more transparent procurement strategy for the Foundation.

4 | General Information

GENERAL INFORMATION

Registered Name	Stichting TRAIDE
Chamber of Commerce registration number	80547745
RSIN number	861711014
International Bank Account Number (IBAN)	NL 90 TRIO 0320 4035 80
Email Address	info@traide.org
Phone Number	+31 6 24 32 83 55
Post Address	Bevrijdingsstraat 38, 6703 AA Wageningen

BOARD AND SUPERVISORY BOARD

We established a board and a supervisory board, with all board members serving in a voluntary capacity. These dedicated individuals generously contribute their time and expertise to the Foundation. Although board members can reimburse travel expenses and/or other expenses that were necessary to perform their duties, there are currently no fees, allowances, or salaries in place for board positions. There is a board policy in place that dives deeper into topics such as board composition and structure, board meetings, responsibilities, code of conduct and ethics. This policy reflects our commitment to facilitate a collaborative and mission-driven environment where their guidance and insights play a crucial role in shaping our Foundation's success.

The Board

Name board member	Position
Wouter Beekman	Chairman
Auke Boere	Secretary
Timon Weitkamp	Treasurer

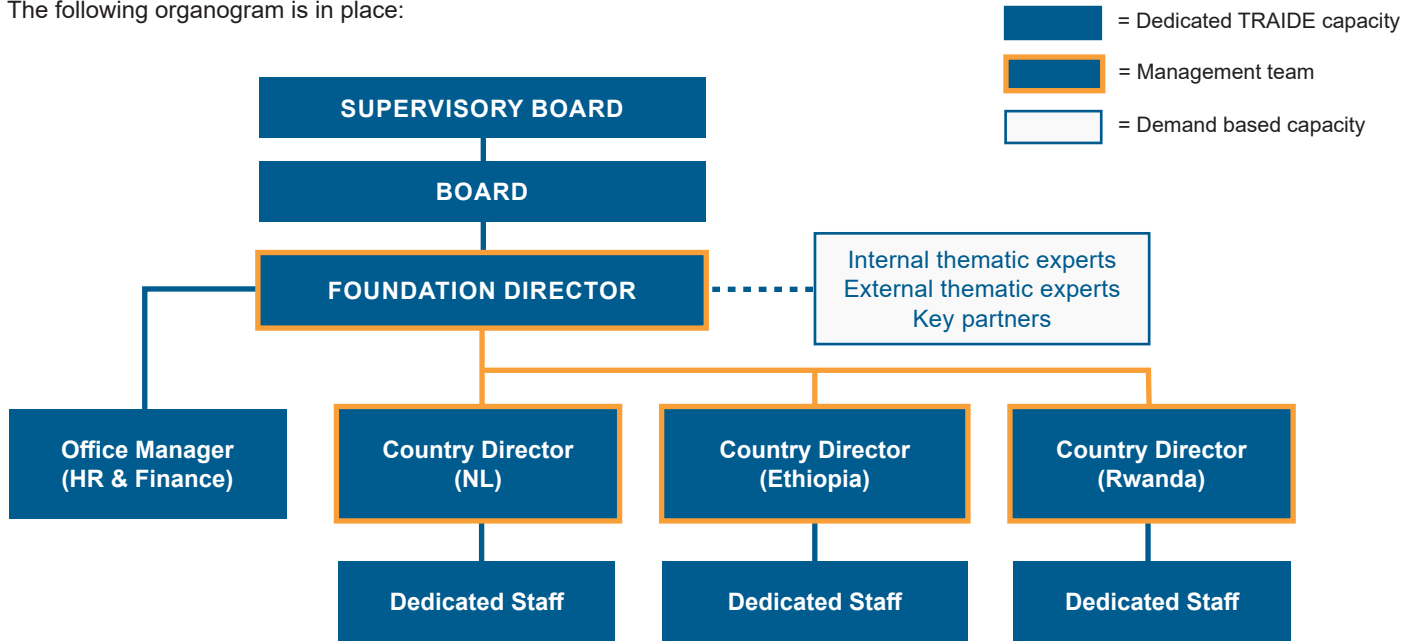
The Supervisory Board

In addition to the Board, the Foundation will have a supervisory board which is currently being formed. The supervisory board will consist of experienced members with relevant backgrounds and networks, that don't have formal responsibilities within the day-to-day management of the foundation but play a key advising role in relation to our mission, vision, and activities. At this moment, we have one board member, Marjon Reiziger, and are in the process of adding two more suitable candidates to the Supervisory Board as soon as possible.

ORGANOGRAM

At the time of writing, the TRAIDE Foundation has 11 employees employed via our Dutch entity, totalling 9.2 fte's. In addition, the Foundation has 10 employees working on our programs via local (non-Dutch) contracts. Remuneration is based on the salary scales in place. The Foundation does not have a CAO (collective labour agreement) but uses on a case-by-case basis (e.g., salary scales) the CAO of the Netherlands Government.

The following organogram is in place:





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