

SOCIAL MICROFINANCE



ACCESS TO ENERGY



ENTREPRENEURS du Monde

With next to nothing, change practically everything!

AGRO-ENTREPRENEURSHIP



VSBs & PROFESSIONAL INTEGRATION



Annual Report 2019



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This summary is interactive and the footer "Annual report 2019" refers to the summary, take advantage of this facility!

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Entrepreneurs du Monde, a legally-recognised French public interest association established in 1998, is accredited as an ESUS (enterprise with a social conscience and social value). We are also approved by the Don en Confiance organisation, a watchdog for our communications, fundraising, governance and rigorous, objective management.

Cover: Myanmar, Philippines (© Ezra Acayan), Guinea, Senegal



2019, a year dedicated to innovation and empowerment!

Innovation can be found in all of the pages that you are about to read: the opening of a new social microfinance institution in Sierra Leone, the development of a micro-insurance offer in Burkina Faso, the launch of a waste management training company in Togo, the marketing of mini-solar networks and solar egg incubators in Cambodia and the Philippines, the financing of our Energy activities through the sale of our first carbon credits, the opening of the first crop storage granary in Senegal, the development of our activities in France through the ICI and Un Toit Vers l'Emploi programmes, and the list goes on.

The Entrepreneurs du Monde team continuously evolves and adapts to the realities in the field and to the needs of populations seeking to become autonomous thanks to an efficient organisation, a rigorous methodology, and an innovative spirit that has been at the heart of its identity for 22 years.

This empowerment of the beneficiaries and the programmes is at the heart of our action. All of our programmes aim to achieve financial stability within 5 to 7 years, and through them, we help more than 150,000 families to become self-sufficient every year.

To support these developments and this journey towards autonomy, the Entrepreneurs du Monde organisation is also evolving. It is becoming more and more horizontal with collegial decision-making processes that leave as much independence as possible to the teams.

At Entrepreneurs du Monde, Innovation and Creativity go hand in hand with Method and Rigour.

Everything you will read on the following pages is made possible thanks to the collaboration of all of the people involved in the Entrepreneurs du Monde ecosystem: members of the Association, investors, donors, administrators of the various entities (SAS Microfinance Solidaire, The Fondation Entrepreneurs du Monde and The Entrepreneurs du Monde Endowment Fund), and of course the more than 700 employees of the 22 local initiatives currently being incubated!

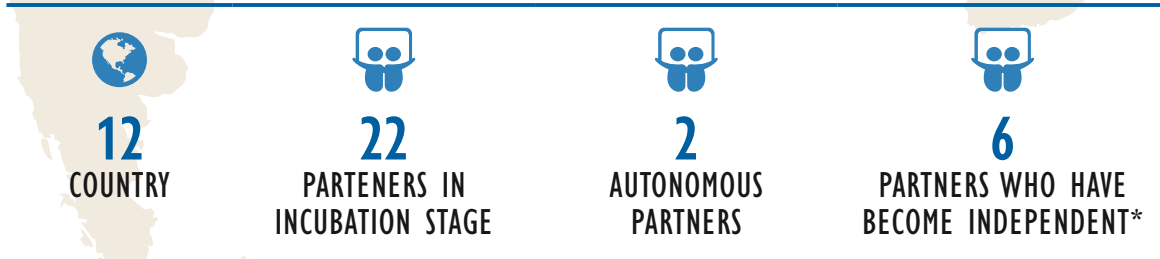
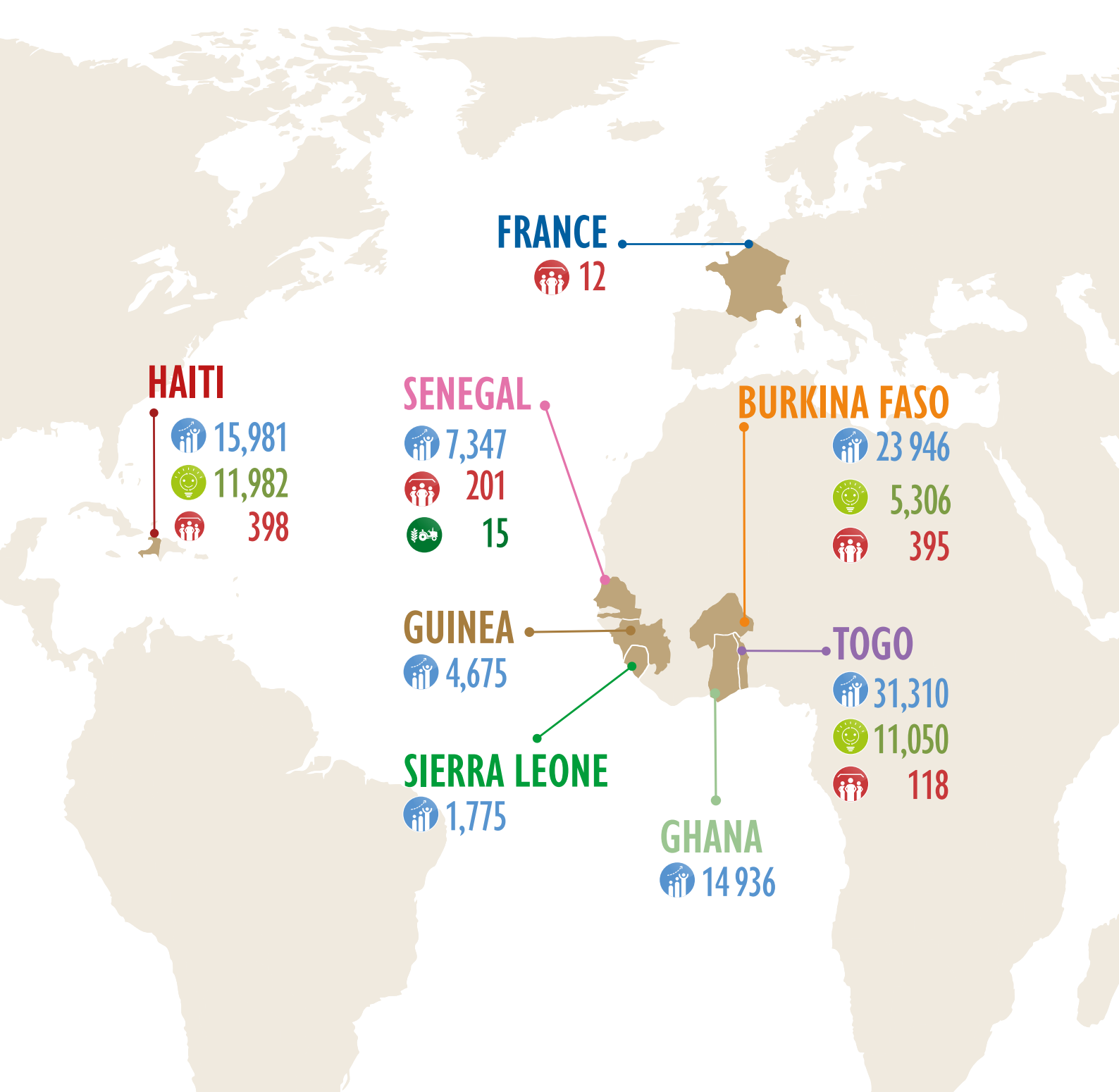
Entrepreneurs du Monde is a wonderful story of inclusion, innovation and empowerment. Thank you for your support! ”



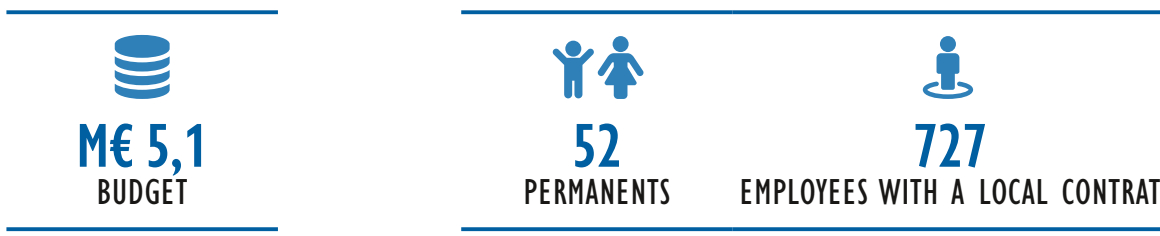
Michel Gasnier
Chairman



Franck Renaudin
Founder



*The indicators of these 6 independant partners are not included on this map nor key figures.





SUPPORTED MICROENTREPRENEURS



FAMILIES SUPPLIED WITH ENERGY



ENTREPRENEURS SUPPORTED IN THE
CREATION/DEVELOPMENT OF THEIR VSBS



AGRO-ENTREPRENEURSHIP

MYANMAR

 11,938

VIETNAM

 4,983

PHILIPPINES

 7,481

 91

CAMBODIA

 435

124,372

MICRO-ENTREPRENEURS SUPPORTED

85%

WHOMEN

43%

IN RURAL AREA

225 €

AVERAGE LOAN

17,625

FAMILIES HAVE BENEFITED
FROM SOCIAL SUPPORT

40,979

PIECES OF ENERGY
EQUIPMENT DISTRIBUTED

28 864

FAMILIES SUPPLIED WITH ENERGY

1,124

PEOPLE SUPPORTED

15

PEOPLE SUPPORTED

COMMITTED ACTION



In Myanmar, women are very poorly represented among legislators, senior officials and managers. The disparities in literacy, health and life expectancy between men and women are very significant. Women rarely own their property, and find it very difficult to access bank loans. They still even need permission to travel or to go out late at night!

All this restricts women's participation in the economic sector.

Yet, to develop our country, we need women to participate more. This is why we want to take a big step forward, at their side! ”

Sandar KYAW, *Director of SOO,*
a social microfinance institution in Myanmar

FOR HIGHLY VULNERABLE POPULATIONS



1 SIERRA LEONE 2 HAITI 3 GUINEA 4 PHILIPPINES (© EZRA ACAYAN, AFD) 5 BURKINA FASO 6 TOGO

We are close to the most vulnerable people, we know their living conditions, their efforts to transform their daily lives and their children's future. We focus all of our efforts on them: with this support, they turn their attempts into successes!

3,4 billion

PEOPLE LIVE IN POVERTY¹

767 million

PEOPLE LIVE IN EXTREME POVERTY²

3/4

LIVE IN RURAL AREAS AND DEPEND ON SUBSISTENCE FARMING³

THE MAJORITY OF THE POPULATION⁴ IN AFRICA & HAITI IS UNDER 25

37%

OF THESE YOUNG PEOPLE WISH TO EMIGRATE TO ANOTHER COUNTRY⁵

THESE NUMBERS ARE NOT A FOREGONE CONCLUSION!

For over 20 years, we at Entrepreneurs du Monde have believed that even when you live in extremely precarious conditions, you can be enterprising, gain self-confidence, improve your skills on all levels, and succeed in sustainably improving your family's living conditions, getting them out of a survival economy and into a life filled with projects!

This process is possible if each person is accompanied to success, with the right time and with the right tools.

This is why, in a dozen countries, we provide loans, savings and training to tens of thousands of poor but courageous, daring and tenacious entrepreneurs: shopkeepers, dressmakers, street restaurateurs, farmers, etc. The majority of these entrepreneurs are women: they have less schooling than men, they have less access to salaried jobs and still they have the courage to take the plunge!

In 5 countries, we also cater for those whose company or business project is one notch above the first group, but who are emerging from the same context of poverty: we offer them help with their business plan and enhanced support to help them create VSEs capable of generating more added value and 4-5 jobs. We also accompany young people who, still coming from the same poor neighbourhoods, have the qualifications or the potential to obtain a salaried

job, but who need support to organise their job search, meet business owners, prepare their interviews, etc.

Across the board, we are helping more and more farmers. They ensure food security for everyone but are the first victims of dramatic climate change. For them, we are developing loans adapted to crop cycles, agricultural training, storage solutions and in the near future support for reforestation and seed management.

Finally, all these vulnerable groups are faced with energy insecurity, which has dramatic consequences on their health, their budget and their environment. We have therefore set up distribution networks to facilitate the purchase of solar lighting kits and cookstoves with a high social and economic impact.

THERE ARE VULNERABLE PEOPLE

IN FRANCE TOO

In Lyon, we provide our expertise via the 'Appui TPE' programme (very small business support) to vulnerable people wanting to set up a catering business.



In Rouen, we are innovating with our 'Mobile tiny home + support in finding employment' scheme to help people living on the street to find housing and employment.



1- World Bank, *Poverty and Shared Prosperity 2018 report*

2- A World Free of Poverty, 2016, based on the World Bank report, *Taking on Inequality*

3- Generation 2030, Africa: Child demographics in Africa, August 2014, p. 9.

4- *Notre engagement pour la recherche*, [Our commitment to research], E. Moyou, 12/06/18

5- *Global Employment Trends for Youth 2015: Scaling up investments in decent jobs for youth* / ILO, Geneva: BIT, 2015



SOCIAL MICROFINANCE

“ We put our faith in marginalised people who become entrepreneurs!
We provide them with a total support package so that their shop
or workshop helps the whole family to progress. **”**



CAROLE SULSKI
Head of Social Microfinance Unit

In 2019, we adapted and developed our support for rural communities, supported our teams who are at various stages along the road to autonomy and developed new services such as health micro-insurance.

12

**MICROFINANCE
INSTITUTIONS**

124 372

MICRO-ENTREPRENEURS

85%

WOMEN

43%

IN RURAL AREAS

€ 225

AVERAGE LOAN

MYANMAR, SOO



ADVANCES

Increasing priority given to farmers

In 2019, we granted 20,000 loans to small agricultural businesses. The repayment terms are adapted to the seasonal nature of their production and sales.

Our agricultural technical advisers used their agro-ecology skills to create field schools where they train farmers in low-cost techniques that respect the environment. For example, they learnt how to make natural pesticides, how to set up a nursery on stilts, how to create a compost heap and how to irrigate their plot.

In 2019, these advisers ran 117 field schools for around 2,000 farmers. They also made around fifty individual visits each month to give a personalised response to producers' questions and to help them to resolve their problems.

A package of 30 modules on agricultural techniques has been created and used to

train advisers from rural branches, who can then go on to deliver the training to beneficiaries.

Producers are very happy with this complete support package and have identified additional needs. We are therefore going to extend the support provided and recruit more agricultural technical advisers so that each rural branch has one.

GUINEA, WAKILI



HEALTH MICRO-INSURANCE IN BURKINA FASO

"The health of the families we support is compromised by their living conditions, and they have no insurance cover because state health insurance provision is either non-existent or limited to the formal sector. When these families fall ill, they often have to resort to funding the cost from their business, thereby threatening to set back all of the progress they've made.

So we asked ATIA, a French NGO specialising in micro-insurance, to set up a mutual health insurance scheme for the beneficiaries of Yikri. For €1.50 per month, the entrepreneur and 3 dependants are covered: 60 % of expenses are paid (consultations, general medicines, examinations, hospitalisation and surgery within the public health system).

The scheme's officers also organise health education and accompany beneficiaries who require it to consultations at the health centre, and the scheme's doctor visits the branches to reply to the beneficiaries' medical questions.

To reduce the scheme's cost for its beneficiaries, Yikri collects the subscriptions and the two partner NGOs subsidise 50% of the membership fee.*

The pilot that ran in one branch in 2019 was a success: 2,184 families were covered by 31/12/2019. We are now going to extend the service to two other branches in 2020".



Claire Lossiané, director of YIKRI in Burkina Faso

* €1.50 is paid by the beneficiary, €0.38 by Yikri and €1.12 by ATIA.

MFI* moving towards independence, and new ones being created

In Myanmar, Sont Oo Tehtwin, which was set up in 2014, supports more than 10,000 micro-entrepreneurs and reached financial stability in 2019. The team of 60 staff is becoming increasingly autonomous and is now led by a Burmese director. In 2020 Sont Oo Tehtwin will finalise the process of converting itself into a company, the last stage before gaining its wings!

Although the political situation is very tense in Burkina Faso (spread of jihadism) and in Haiti (political instability and urban violence), Yikri and Palmis Mikwofinans Sosyal are proving very resilient and continuing to pursue their growth plans, and are moving towards financial autonomy.

As for Munafa in Sierra Leone, a newcomer created at the start of 2019, it is already supporting 1,775 micro-entrepreneurs. The team of 19 Sierra Leonean staff is very motivated to serve extremely vulnerable beneficiaries living in the Freetown slums.

Finally, two prospecting assignments have visited Côte d'Ivoire to prepare for the opening of an MFI in 2020, in the Bélier region in the centre east of the country that has been devastated by 8 years of civil war.

CHALLENGES

In Guinea, Wakili (which was set up in 2017) has run into problems. The team needs to improve its skills and has also had to deal with a turbulent election year that caused strikes and violence in the districts where it operates. These internal and external issues have created delays in loan repayments and resulted in a lack of rigour in following operational procedures. However, the MFI's social mission is still a strong one, with particularly poor beneficiaries who have no access to any other microfinance services. It is being well supported by Entrepreneurs du Monde's technical advisers and its board of directors.

In the Philippines, our withdrawal that had been planned for the end of 2020 has been accelerated by the problems in agreeing a common vision with the managers and administrators of the two programmes for how to reach the most disadvantaged families. We will however continue to provide support in 2020, for specific requests from these two MFIs.

*MFI: Social microfinance institution

OUR METHODOLOGY ENABLES US TO REACH THE MOST DEPRIVED COMMUNITIES

- ✓ We make loans with personal liability, with no guarantor, with interest rates among the lowest in the market.
- ✓ We encourage and facilitate saving.
- ✓ The micro-entrepreneurs form groups of 15 to 30 that allow them to get together to share training and experiences once or twice each month.
- ✓ They decide together with the agent on the duration of their loan based on the nature of their business and their ability to repay.
- ✓ In each MFI, social workers help the beneficiaries to overcome hurdles such as violence, illness and disability.
- ✓ In rural areas, agricultural technical advisers support small producers.



Marie ATEBA-FORGET,
Head of Social Microfinance Unit

 MORE ABOUT



VSBS & PROFESSIONAL INCLUSION

“We strengthen project managers’ abilities and skills in order that all their hard work as entrepreneurs and their efforts to obtain sustainable employment can be successful and lead them towards autonomy.”



THIBAUT MARY
Head of VSBS & Professional
Integration Unit

In 2019, we consolidated our 4 existing programmes and prepared for the creation of “company-schools” in expanding sectors to strengthen VSBS in these fields, and to improve the employability of employees.

TOGO, MIAWODO



THE INCLUSION OF WOMEN AND YOUNG PEOPLE: A MAJOR CHALLENGE

In West Africa and Haiti, the majority of people are under 25 years of age. This youthful population is perceived as an unprecedented opportunity. However, young people, particularly women, are met with unemployment and are obliged to turn to the informal sector. As a result, 37% of young people would like to emigrate to other countries.

Self-employment through the creation of very small businesses (VSBs) and access to sustainable employment through professional inclusion are therefore major challenges to overcome, especially in the suburbs of capital cities and in the surrounding rural districts. Entrepreneurs du Monde responds to this through “Support for the creation of VSBs and professional inclusion”.

CHALLENGE Moving forward

The year 2019 was one of strengthening and consolidation. We raised the level of

the teams’ skills and worked with them on the consolidation of the procedures, tools and content of the training and support they provide. The 4 programmes will from now on have a clear and recognised position and set of skills within their local ecosystem, allowing them to set up partnerships with local organisations, undertake new projects and expand geographically.

Innovation

In response to the weak level of education and technical and professional training, we decided to devise and create, in West Africa, a model of “company school”. This is a business with a standard commercial strategy and a threefold social mission:

- to recruit, train and give long-term support to apprentices (young people and women)
- to work in partnership with existing local businesses
- to stimulate the economic structure by strengthening apprentices’ employability on the one hand, and supporting the creation and development of VSBs on the other.

6
PROGRAMMES

675
ENTREPRENEURS
SUPPORTED IN THE
CREATION/DEVELOPMENT
OF THEIR VSBS

449
SUPPORTED IN THEIR
PROFESSIONAL INCLUSION

WOEREBOU IN TOGO

A COMPANY-SCHOOL FOR THE MANAGEMENT OF WASTE DISPOSAL

"In Togo, the management of waste disposal is a challenge which urgently needs to be addressed in order to improve sanitary conditions for the people who live there, and to create jobs. The Entrepreneurs du Monde team in that area was convinced of this and wanted to evaluate the industry's potential and the pertinence of creating a company-school.

So, after 12 years' experience in waste disposal management in France, I wanted to bring a new sense of purpose to my career. I therefore joined EdM in Togo in mid-2019 to carry out some market research and to map out the structure and treatment of refuse on the one hand, and those working in the industry on the other. The research confirmed two things:

- The majority of refuse is either sent to the land-fill site in Lomé, thrown into the street or burned, emitting fine toxic particles.

- A company-school would provide professional training and the incubation of innovative VSBs (awareness-raising, waste collection, sorting, recycling, etc.)

We have listed the priorities of desirable VSBs and set the first businesswoman off on a composting activity (installation, advice and maintenance) and begun to work on a business plan and the educational programmes."



Jérémie Boissinot, coordinator of Woerebou

In 2019 we finalised the model and prepared to open 3 company-schools in 2020:

- in Senegal for processed fruit products;
- in Burkina Faso for personal care services;
- in Togo, for waste disposal management (see insert)

DIFFICULTES

Entrepreneurship: despite our efforts, the participation of women in setting up or developing businesses remains problematic. Culturally, families still accord greater importance to projects managed by men.

Furthermore, the young entrepreneurs whom we support are still encountering difficulties in obtaining financial services, which are essential for investment and for temporarily covering their operating costs.

Professional inclusion: the job market remains restricted, too often obliging us to steer project managers towards internships and fixed-term contracts.

All 4 programmes are affected by these difficulties and have already identified some solutions for 2020.



SENEGAL, TERANGA

66 I took part in an entrepreneurship training course, then I met regularly with my mentor. He helped me to write a business plan, to identify a funding opportunity and to submit an application. I obtained a loan of 1,300,000 CFA francs (€1,982) to set up my business, PLUME PRINT!



I design logos, leaflets and other communication tools. My monthly turnover is 225,000 CFA francs (€343). There is a demand for my services: my business will rapidly expand and I will be able to recruit a young person from the local area! **99**

Anselme KPODA, Entrepreneur supported by EMERGENCE in Burkina Faso





ACCESS TO ENERGY

“ We help the most vulnerable improve their living and working conditions with better cooking and lighting equipment that supports their health, their budget and the environment. **”**



STÉPHANIE DIETSCH
Head of Energy Unit
Africa



ALEXANDRE BORME
Head of Energy Unit
Asia & Caribbean

Since 2012, we have developed 5 energy access programmes on 3 continents. We have researched, innovated, tested and deployed cooking and lighting equipment that perfectly meets the needs of vulnerable families.

CAMBODIA, PTEAH BAITONG



RESPONSE TO TWO NEEDS

Our mission is to meet the needs of households experiencing energy poverty, particularly in the most isolated areas which are excluded from traditional distribution channels. We initially focused on their domestic cooking and lighting needs, and we developed a range of products that rapidly improves families' living conditions since they benefit from powerful, reliable and clean lighting sources and stoves that emit less toxic fumes, are faster and use less wood.

But lack of access to energy also hinders the development of income-generating activities: it limits mechanization, increases hardship, reduces the productivity and profitability of economic activity and slows down its expansion. In 2019, we therefore decided to develop our range of products to meet the needs of entrepreneurs regarding productive equipment that is compatible with solar energy. We began selecting solar pumps, grain mills and solar egg incubators for

farmers, SHS kits, large refrigerators and stoves for transformers and restaurant owners, etc.

“ Our range of products quickly improves the living conditions of families as they benefit from powerful, reliable and clean lighting sources and stoves that emit less toxic fumes, are faster and consume less wood. **”**

TWO BUSINESS MODELS

We first designed and deployed a micro-franchise model that allows “to the last mile” distribution to a large number of beneficiaries and support for the economic activity of resellers.

But making this model sustainable remains a challenge: on the one hand, the margins generated must allow the structure to be sustainable while providing sufficiently

5

SOCIAL BUSINESSES

28,864

EQUIPED FAMILIES

40,979

STOVES & SOLAR
KITS DISTRIBUTED



BURKINA FASO, NAFI NAANA



PHILIPPINES, ATECO.. © Ezra Acayan



HAITI, PALMIS ENEJI

attractive revenues to the micro-franchised resellers, and on the other hand, the social objective of the company requires keeping prices affordable for vulnerable populations.

Therefore, the sustainability of the social enterprises incubated by Entrepreneurs du Monde requires an additional source of income, and we have decided to enhance the impact of these projects through carbon financing mechanisms.

We first promoted this approach in Haiti, where we are already in the process of scaling up to add value to carbon emission reductions. In 2019, we began the process of registering our Togolese program with the Gold Standard. And we are pursuing our partnership with L'Oréal in Burkina Faso which enables their shea butter producers to reduce their wood consumption and L'Oréal to reduce its carbon impact.

More recently, we have developed a second model: solar electric micro-grids which consists of taking villages that are completely excluded from national electricity grids and connecting them to a grid, while charging households for the service of accessing energy (and not for the sale of equipment as is the case for micro-franchises). It allows households to have sustainable access to electricity and our social enterprise to receive income to cover its operating costs and part of the initial investment.

DIFFICULTIES ENCOUNTERED

In 2019, the situation concerning security deteriorated sharply in two countries where we operate and slowed our development. In Haiti, the economic and political crisis that began in mid-2018 worsened to

become a security crisis in mid-2019. The collapse of the national currency triggered a sharp increase in the prices of basic necessities and extreme violence by armed gangs. This context has hampered the movements of the Palmis Eneji team and its sales. Fortunately, an upturn at the end of the year gave the team renewed hope of getting back on the path to growth and self-sufficiency.

“The mini-solar grid provides sustainable access to electricity to households and our social enterprise receives income that covers its operating costs and part of the initial investment.”

In Burkina Faso, terrorist attacks in the north and east of the country multiplied and triggered a state of emergency that limited our movements and operating conditions. Nevertheless, the Nafi Naana team demonstrated reactivity and was able to pursue its activities despite these new constraints.



BURKINA FASO, NAFI NAANA

TWO INNOVATIONS

Mini solar networks

To bring affordable and sufficient energy to very isolated villages, the Pteah Baitong team has set up its firsts mini-solar networks in Cambodia: each house is equipped with solar panels and batteries; these kits are linked together, allowing the energy produced to be shared. Each family pays its own share based on its consumption. The power and flexibility of these mini-grids are a formidable economic lever because they not only allow families to light up their homes but also to take advantage of equipment that has a productive use (e.g. pump, egg or cricket incubator, rice cooker, refrigerator) and thus, grow their field, their livestock or their business.

A purchasing centre

In order to identify, select, negotiate and purchase equipment at the best quality/price ratio, Pôle Energie has set up a purchasing centre that enables the teams of the 5 social enterprises incubated by Entrepreneurs du Monde to identify the right equipment and benefit from better purchasing conditions.





AGRO-ENTREPRENEURSHIP



“ We are becoming increasingly involved in agricultural matters because they are closely linked to the issues of poverty, food safety and biodiversity protection. ”

✍ **ÉRIC EUSTACHE**
Head of Agro-Entrepreneurship Unit

Since 2018, Entrepreneurs du Monde has made agriculture one of its priorities. It is developing agricultural training courses, creating loans adapted to the agricultural production cycle, building storage facilities, and endeavouring to reinforce agricultural sectors.



GUINEA, WAKILI

AGRICULTURE

57%

JOB IN WEST
AFRICA

MALNUTRITION

20%

OF THE
POPULATION
OF AFRICA

Sources : Proparco & FAO

AGRICULTURAL TRAINING AND LOANS

We have opened up branches in rural areas and recruited an agronomist and a number of agricultural technicians to provide our social microfinance teams with the resources they need to support farmers and develop agricultural training courses and loans which can be repaid after the harvest.

ENTIRE SECTORS

We have also embarked on an innovative, comprehensive and sustainable sector-by-sector approach for supporting small producers, initially in the Matam region of Senegal. We began at the heart of the sector: storage facilities for agricultural products, starting with a model facility which we erected and tested in collaboration with CRAterre*.

*CRAterre : laboratoire de recherche sur les architectures de terre basé à l'ENSA de Grenoble, craterre.org-aecc.hypotheses.org

In March 2019, we built a first storage facility which enabled us to test the model: 35 tonnes of onions were stored for 4 months and then successfully sold at a very pleasing profit because they were traded in larger quantities and at the right time. At the end of this first campaign, we worked with small producers to set fair storage prices going forward, thereby specifying the assumptions of our business plan.

“ We built a first storage facility which enabled us to test the model: 35 tonnes of onions were stored for 4 months and then successfully sold at a very pleasing profit. ”

In November, construction began on our second storage facility in the village of Woudourou – 35 km from Matam – including improvements made following



SENEGAL, FAWROU REMOBE



SENEGAL, FAWROU REMOBE



SENEGAL, FAWROU REMOBE



MYANMAR, SOO

the pilot project. This new facility has a storage capacity of 100 tonnes!

The aim is now to build another 30 of them along the Senegal River over a period of 4 years.

We are now also looking at the possibility of storing cereals, at the end of the onion storage season, so they can then be sold, at cost price, to the poorest and most at-risk families during the lean season.

CHALLENGES

- ✓ Women inclusion
- ✓ Food safety
- ✓ Food sovereignty
- ✓ Job and income generation
- ✓ Fight against desertification

DIFFICULTIES

The main problem is the temperature: in the hot season (March to July), a particularly busy agricultural period, the mercury regularly hits 48° in the shade, which makes the work extremely difficult. The men and women who work in construction also have an extremely hard time during this period.

SENEGAL, FAWROU REMOBE, CONSTRUCTION OF THE 2ND STORAGE

A BUSINESS TRAINING SCHOOL TO CREATE AGRICULTURAL WEALTH AND JOBS

“In Casamance, in southern Senegal, farmers lose significant amounts of fruit every year due to a lack of storage and transport facilities. And the processors who produce the juices, syrups and jams have work for only a few months each year.

However, this sector has considerable potential for wealth and job creation!

So, in 2019, we put plans in place to create a business training school which will:

- provide training for apprentices and thereby increase their employability
- support those setting up very small businesses in the sector.

Production, sales and logistics will be organised.

The fruit pulp will be stored in the business school's cold storage facility.

The processors will be able to supply sufficient quantities to satisfy their customers—all year round; they will boost their sales.

The apprentices will find permanent jobs in the sector.

This project will reduce the vulnerability of the region's young people and entrepreneurs!”



Kalidou TOURE
Senegal coordinator



INCUBATION

“ Our vision of development is to reach a point where local, independent and well-structured organisations have dependable and competent teams offering services to their communities. ”



 **FRANCK RENAUDIN**
Founder

In 2019, we incubated 22 organizations, supported 2 older ones that became autonomous and kept the link with 6 others, already independent.

TOGO, MIVO



4 KEY STAGES

We support each team in 4 main stages:

• Olntion (12 months)

We assess the feasibility of a programme both remotely and through on-site fact-finding missions; once the decision to go ahead has been made, a business plan can be created, the search for funding can begin and a person to lead the programme can be found.

• Start-up (6 to 12 months)

The person who has been recruited is sent to the area to kick off the programme. Her responsibilities include: starting the process of setting up a locally incorporated organisation (often this will take the form of a company with shareholders from the Entrepreneurs du Monde ecosystem such as the Fonds de Dotation or Microfinance Solidaire); recruiting a local team and organising its training; deciding what services or

products to offer together with the relevant methodology, procedures and tools; organising all of the support functions (HR, accounting, audit, etc.). A steering committee meets every month to catch up on progress and update the action plan

• Developpement (6 to 8 years)

Once the team is in place, it offers services to a growing number of beneficiaries. Local partnerships are set up with public and private entities that can offer complementary services to the target community. Entrepreneurs du Monde's technical advisers continue to provide regular support both on the spot and remotely until the local teams are in full control. Entrepreneurs du Monde covers the operating deficit of the programme/business that's been set up, and Microfinance Solidaire funds the loan capital and working capital. It generally takes 4 years in Asia and 6 years in Africa for the social microfinance enterprises that have been set up to break even.

6

INDEPENDENT ENTITIES

=

135 000

MICRO-ENTREPRENEURS
SUPPORTED



MYANMAR, SOO,  MORE INFORMATION

• Change of scale

The teams are completely in control of operations and the business is financially viable, the challenge is to be able to reach a larger number of families. This phase needs significant capital investment that is difficult for Entrepreneurs du Monde to obtain, and the most obvious solution is to offer shares to new investors and to accept the dilution of control that this entails, whilst maintaining a level of governance that still allows us to control the social mission.

9 BUILDING BLOCKS

Throughout this process, multi-skilled technical support teams are on hand to ensure that the social enterprise meets Entrepreneurs du Monde's quality requirements. To achieve this, Entrepreneurs du Monde uses an approach based on the 9 elements that constitute a social enterprise, and ensures that all necessary tools and procedures are in place for each of them.

This day-to-day support takes the form of remote and on-site technical support visits; these become less and less frequent as the team's skills grow. Once a social enterprise has become independent, it can still ask for one-off technical support from Entrepreneurs du Monde at any time.

9 BUILDING BLOCKS

- ✓ Governance
- ✓ Social performance management
- ✓ Strategic planning
- ✓ Human resources management
- ✓ Management information systems
- ✓ Operational management
- ✓ Administrative & financial management
- ✓ Risk management
- ✓ Advocacy and fund-seeking

SUCCESSFUL INDEPENDENCE

This approach ensures very good results for locally incorporated enterprises capable of developing completely independently. Cases in point are UPLIFT in the Philippines, STEP in India, ABF in Burkina Faso, ALIDé in Benin, CHAMROEUN in Cambodia and ATPROCOM in Haiti; all are continuing their mission without any reliance on external support. Two others are practically independent: ID Ghana and ASiEnA in Burkina Faso.

Every year, one or two more social enterprises join the club of totally autonomous entities. The regularity of these positive results from our efforts means that each year we can create at least an equivalent number of new programmes to continue the virtuous cycle.

ATECO. AN ENERGY ACCESS

SOCIAL ENTERPRISE

BEING INCUBATED

IN THE PHILIPPINES

“ We have developed ATECo. like a start-up, with a pilot, then a growth phase, all with the daily support of the Entrepreneurs du Monde technical team.

In 2019, the government brought electricity to the slums where we had installed solar kits. We no longer hoped this!

This is great for families, who suddenly only use their solar kit during power cuts.

So, when we were planning a second phase of development, we questioned our priorities and our business plan.

And we quickly redeployed our human, technical and financial resources on two isolated islands to populations in high demand. We have established partnerships with the European Union and local communities to act faster and over time.

We do not yet have sufficient human resources to move forward on our own. At each stage, I am supported by the Entrepreneurs du Monde team: to choose the right technical equipment to offer, to constitute an involved and competent Board of Directors, to manage my budget or social performance, etc. I am an entrepreneur on the ground, surrounded by experienced professionals, who share with me a very strong social vision and mission for ATECo.!”



Solène GONDREXON
Head of ATECo.



SOCIAL PERFORMANCE

“ We constantly, rigorously and methodically check that we reach the poorest people and that our services help them effectively start businesses, gain access to energy, become more financially independent and improve their living conditions. **”**



EUGÉNIE CONSTANCIAS
Head of Social Performance

In 2019, we trained and supported our social businesses in the use of four key tools, according to their maturity and needs.

State of progress of the micro-finance institutions supported

100%

FORMALISED SOCIAL
PERFORMANCE STRATEGY

92%

SOCIAL REPORTS
PRODUCED EVERY YEAR

92%

CODE OF ETHICS OR SOCIAL
CHARTER IN PLACE

85%

BOARD OF DIRECTORS
INVOLVED IN ACHIEVING
SOCIAL OBJECTIVES

92%

COMPLAINTS HANDLING
PROCEDURE IN PLACE

TOGO, MIVO



VISION, MISSION, VALUES

Every social business supported by Entrepreneurs du Monde precisely defines the essential fundamentals of its action: its vision, mission, theory of change and ethical standards, guided by the Smart Campaign¹ or GOGLA², two global initiatives promoting responsible practice. To apply these standards in earnest, the businesses implement a complaints handling procedure.

SOCIO-ECONOMIC PROFILE OF BENEFICIARIES

To track the socio-economic profile of their beneficiaries, businesses use poverty measurement questionnaires and adapted data entry software, followed up in a proven analysis framework.

SUITABILITY OF PRODUCTS AND SERVICES

Satisfaction surveys are conducted to gather information from beneficiaries about their experience with the teams that support them.

SOCIAL AUDITS

We assess programmes' ability to put their mission into practice and achieve the social objectives they have set for themselves by conducting social audits according to the methodology developed by the CERISE association³.

1- www.smartcampaign.org

2- www.gogla.org

3- cerise-spm.org

	VISION MISSIONS VALUES	SOCIO-ECONOMIC PROFILE OF BENEFICIARIES	SUITABILITY OF PRODUCTS & SERVICES	SOCIAL AUDITS
SOCIALE MICROFINANCE	Senegal	Sierra Leone, Senegal, Haiti, Philippines, Guinea, Burkina Faso	Myanmar Guinea Senegal	
ACCESS TO ENERGY	Togo Philippines	Philippines Cambodia	Philippines Cambodia	Philippines
VSB/IP	Togo	Burkina Faso Senegal		

Work carried out in 2019 with our GPS experts

DOES OUR ACTION REACH THE POOREST PEOPLE?

**Wakili, Conakry (Guinea)**

New borrower households consist of an average of 6.5 people, well above the national average. The average population density is 3 people per room.

73,2% of beneficiaries are illiterate (**77,4%** among women).

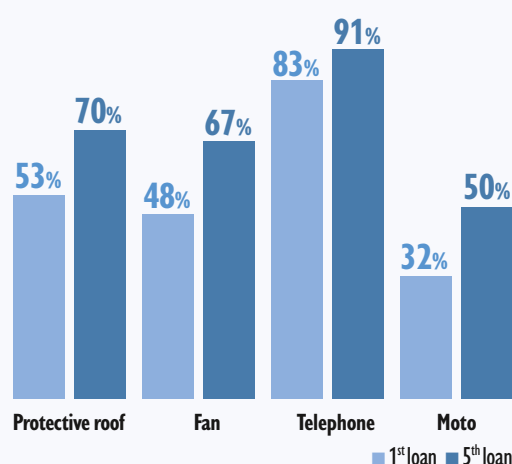
89% live in housing with a precarious roof

A significant proportion of new borrowers report difficulties providing their household with reasonably nutritious food (**79.7%**) and in sufficient quantities (**12.6%**).

WHAT CHANGES ARE WE SEEING IN LIVING CONDITIONS?

**S00, Myanmar**

The ownership of equipment increased between loan cycles 1 (■) and 5 (■) (see the bar chart to the right), illustrating the improvement in household incomes from their income-generating activity.



ARE OUR SERVICES MEETING

THE NEEDS OF OUR BENEFICIARIES?

**ATECo., the Philippines**

Household energy expenditure is down by an average of **30%** (from \$7.81 to \$5.48 per week).

**Pteah Baitong, Cambodia (mini-solar power grids)**

82% are satisfied or very satisfied,

59% say their living conditions are now much better, **28%** a little better,

92% feel safer.

**FANSOTO au Sénégal**

94% are very satisfied with the services

71% had no practical experience of savings before joining the programme.

All group representatives are proud of their responsibilities because they feel useful and gain knowledge.

**S00, Myanmar**

- lower interest rate than elsewhere
- relatively long period to pay out loans
- easy savings deposits and withdrawals
- confidential dialogues
- punctual facilitators available to answer questions

HOW IS THE TEAM DOING IN TERMS OF SOCIAL PERFORMANCE?

**ATECo., the Philippines**

Following the social audit carried out at ATECo., Entrepreneurs du Monde has drawn up an assessment and recommendations, an extract of which follows below.

- The social mission is clear and well understood by all stakeholders.
- Products and services are tailored to beneficiaries and relations with suppliers and beneficiaries are positive and reliable. The organization has room for improvement in the tracking of beneficiary profiles. HR policy needs to be formalised. Achieving viability is still an issue.

Social audit of ATECo.



Our action has a visible social and economic impact on the daily lives of women, the first victims of poverty, whose demand for and involvement with our support is very high.

SIERRA LEONE, MUNAFA



PHILIPPINES, SEED



In 2019, with our 22 teams, over 100,000 women improved their living conditions and continued to more than 100,000 women have improved their living conditions and continued to liberate themselves. Indeed, every service we offer gives them power:

❶ **SAVING** means being able to buy stock, saving for school fees, paying for a sick child's treatment or care... It's about getting out of the anguish of everyday life and taking their future in their own hands!

❷ **ACCESS TO CREDIT** means being able to invest gradually in production equipment, buying their raw materials in bulk, gaining an improved position with suppliers and being offered a wholesale price; it's also about buying more, producing more and achieving a decent turnover.

❸ **TRAINING** means being able to boost knowledge and skills. It means becoming aware of their rights and reacting to abuse (domestic/sexist and sexual violence, forced marriages, exclusion from inheritance rights), to take more risks and create a successful business. It's about becoming a strong entrepreneur and a determined woman.

❹ **PARTICIPATING IN A GROUP** means being able to help each other, gaining self-confidence and self-expression individually and collectively, to make faster and further progress together.

❺ **ACCESS to modern, efficient cooking or lighting equipment** means:

- coming into the light to live and work safely
- reducing exposure to noxious fumes and the risk of burns
- spending less time collecting wood, or the money to buy it
- taking solace in reducing their contribution to deforestation
- becoming better equipped to improve efficiency in their business or restaurant.

All this enables them to build their skills and to access and control strategic resources (time, knowledge, money) conducive to equal rights and opportunities.

Women's representation in operations and Boards of Directors is growing, but there is still a long way to go:

- 40% of staff are women
- 26% of managers are women
- 45% of Directors are women.

AN ACTION ANCHORED ON 4 CONTINENTS



Thanks to the credits offered by YIKRI*, I started to produce chickens. Today, I'm raising a hundred. In the trainings, I learned to manage my activity and the YIKRI agricultural adviser trained me on the importance of vaccination and on the care of the chicks. So, I haven't had a loss so far!

This activity allows me to study at the same time and to support my child. Besides, I bought a solar lamp to be able to study at night.

My business is very profitable, the chickens are selling very well and I wish to take out a new loan soon to have laying hens and produce myself the chicks to be raised. ”

Véronique GUIGMA, poultry farmer, Burkina Faso

*YIKRI : social microfinance initiated and incubated by Entrepreneurs du Monde



HAITI

Entrepreneurs du Monde has been active in this country for 17 years.

It currently runs 3 incubator programmes: PMS (Palmis Mikwofinans Sosyal) in social microfinance, PE (Palmis Eneji) for access to energy and OE (Osez l'entreprise) to support VSBs and for professional integration.

These three programmes are well advanced in their legal structuring, team empowerment and operational sustainability and are increasingly acting in synergy.



Programme Manager **Reynald Charles**
 MORE INFORMATION

- Adapting services to better serve farmers
- First agricultural credits disbursed
- Opening of a 9th branch, in the Les Cayes region, at the south-eastern tip of the country
- Financial difficulties for PMS and its beneficiaries due to the strong political turmoil that brought activities to a halt for several weeks

15,981

ENTREPRENEURS

K€426

OUTSTANDING SAVINGS AT 31/12

79%

OPERATIONAL SUSTAINABILITY



SAY YES! TO BUSINESS

Director **J.F. Guerrier**
 MORE INFORMATION

- Entrepreneurship training for PALMIS Eneji salespeople
- Several stoppages of activities caused by the political turmoil
- Difficulty in placing young people in companies

332 PEOPLE IN THE
ENTREPRENEURSHIP COURSE

66 PEOPLE IN THE PROFESSIONAL
INTEGRATION COURSE



PALMIS ENÈJI

Director **J.F. Guerrier**
 MORE INFORMATION

- After-sales service launched for gas stoves and solar lamps
- North department extended via a network of wholesalers.
- Development of partnerships with key accounts to serve a greater number of families more quickly
- Sale of carbon credits (17,500 t)

14,978
PIECES OF EQUIPMENT SOLD

55,000
EQUIPMENT BENEFICIARIES

6
DEPARTMENTS COVERED OUT OF **10**



“I have a restaurant, I'm a hard worker and business is good! Thanks to PALMIS Enèji, I equipped myself with a gas hob. It's great; I cook faster and my restaurant is no longer smoky from cooking with coal. It's better for me and my clients! I serve more customers and my income is growing fast!”
Mimose, Port-au-Prince



BURKINA FASO

Entrepreneurs du Monde has been supporting microfinance institutions in Burkina Faso since 2008. In 2015, it created its own social microfinance institution: YIKRI. It also created NAFA NAANA in 2012 to facilitate access to energy for vulnerable populations. Finally, it created EMERGENCE in 2018, to support people looking for work or with the potential to create or develop a VSB. Today, the teams are working in synergy: referencing of entrepreneurs between YIKRI and EMERGENCE, sale by NAFA NAANA of stoves and lamps to YIKRI micro-entrepreneurs, credit granted by YIKRI to certain EMERGENCE VSBs or to NAFA NAANA clients, etc. Together, we go faster and further!



- Sharp rise
- Implementation of a health insurance policy
- Recruitment of 3 additional agricultural advisers

23,946
ENTREPRENEURS

8 BRANCHES INCLUDING
4 IN RURAL AREAS

78%
OPERATIONAL SUSTAINABILITY

Director **Claire Lossiane**
MORE INFORMATION



“ I got 7 credits, from 150,000 to 1.2 million FCFA (€230 to €1,830). I manage my credit well and

I am developing my business: I'm in charge of a thousand heads of poultry now! I created a job for myself, my husband and two other people in my neighbourhood. Honestly, the financial support and training from YIKRI boosted my business and transformed my family's daily life! ”
Zongo, poultry farmer



SHEA PROJECT

Support for shea producers' unions to develop off-season activities

- Empowerment of MuSo (solidarity credit union) self-managed by women producers for credit, savings and training
- Very positive results from the end-of-project satisfaction survey



26,814
PRODUCERS

83%
WOMEN

476
GROUPS

Due to the decreasing involvement of Entrepreneurs du Monde in this programme, these figures are not included in the consolidated total of 2019 figures.



NAFA NAANA

- Testing and deployment of Pay-as-you-Go
- Impact indicator study with Oxford University
- Hiring of new director

11,327
PIECES OF EQUIPMENT SOLD

90
RESELLERS

€20 K
IN SALE OF CARBON CREDITS

Director **Serge Eloi Ouedraogo**
MORE INFORMATION

PAY AS YOU GO

Lighting kit (solar panel + 3 lamps + one phone charging point) linked to a connected box. Each time the user pays a small amount, they receive a code on their phone that allows them to unlock their equipment for the number of days corresponding to their deposit. This system provides immediate access to quality lighting equipment and allows you to pay little by little.



EMERGENCE

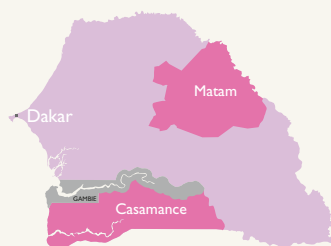
Coordinator **Aurélien Bureth**
MORE INFORMATION

- Consolidation of methodology and services
- Extension to other groups (ex-prisoners, returnees, etc.)
- Pilot in Technical and Vocational Training Centres
- Preparation for creating a training company



219 PEOPLE ASSISTED IN OBTAINING
SALARIED EMPLOYMENT

176 PERSONS ASSISTED
IN A VSB PROJECT



SENEGAL

Since 2015, Entrepreneurs du Monde and the team led by Kalidou Touré, the organisation's coordinator in Senegal, have been working together to develop complementary programmes that respond well to different vulnerable groups.

Priority was first given to Casamance, a region with strong agricultural potential but marked by 30 years of conflict. Since 2016, the social microfinance institution FANSOTO has been supporting traders and artisans in the informal sector. Since 2018, LIGODEN has been providing support to those who want to create or develop a more formal small business or who are looking for sustainable salaried employment. Since 2018, we have also been working in the Matam region, in the northeast of the country, to strengthen farmers in very precarious situations due to climate change and the lack of storage and transport facilities.



FANSOTO

- Opening of 2 new branches, including one in the Matam region
- Recruitment of an agricultural technical adviser and development of support services for farmers
- Conducting an initial satisfaction survey



Director **Diery Sene**

MORE INFORMATION

7,347

MICRO-ENTREPRENEURS

99.6%

WOMEN

5

BRANCHES



FAWROU REMOBE

- First pilot granary completed in March, first onions sold in July
- First space created for the reproduction of farmers' saved seeds
- Second granary started on V2 model
- Preparation for the opening of a farm-school in 2020



Director **Kalidou Touré**

MORE INFORMATION

15

SUPPORTED FARMERS

1

GRANARY

35 t

OF STORED ONIONS



LIGODEN

- 2 courses: professional integration and creation/development of VSB
- Incorporation as an association during a first general assembly
- New partnership to support young people from 4 higher-education institutions
- Preparation for the opening of a training company in 2020 to promote employment in a promising agricultural sector: fruit processing



Director **Kalidou Touré**

MORE INFORMATION



“I make doughnuts, shortbread biscuits and jams. I work from dawn to midnight and I train apprentices. This is how I contribute to the economic development of my region, Casamance, and I am proud of it!”

LIGODEN helps me to structure, develop and promote my business to tackle bigger markets. The programme even enabled me to participate in the first Forum for SMEs in Casamance

In Casamance, it is essential for a woman to gain her independence and I am proud to have achieved this goal! **”**

Sophie Diedhiou, transformer



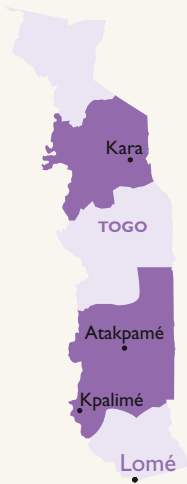
101

PERSONS ASSISTED IN
OBTAINING PAID EMPLOYMENT

100

PERSONS ASSISTED WITH A VSB PROJECT OF WHOM
39% ARE WOMEN

TOGO



Entrepreneurs du Monde first created, in 2012, the social microfinance institution ASSILASSIMÉ, then in 2014, created MIVO ENERGIE, a social enterprise dedicated to energy access. Finally, in 2018, MIAWODO was created to support people looking for sustainable salaried employment or to create/develop VSB.

The three teams work in synergy. For example, ASSILASSIMÉ promotes energy equipment among its groups of entrepreneurs and facilitates their purchase with energy credit. Or, when one of the entrepreneurs supported by ASSILASSIMÉ or MIVO ENERGIE has reached a certain level of development, they are referred to the MIAWODO team to benefit from reinforced personalised support.



Director **Jacques Afetor**
MORE INFORMATION

- Beneficiary savings quadrupled
- All branches equipped with payment terminals
- obtaining a savings approval



Director **Elodie Lebachelier**
MORE INFORMATION

- Branch opening
- Assessment of reseller training needs
- Start of the Gold Standard registration process to sell carbon credits.



31,310
ENTREPRENEURS

8 BRANCHES
INCLUDING
1 IN A RURAL AREA

92%
OPERATIONAL
SUSTAINABILITY



13,813
PIECES OF
EQUIPMENT SOLD*

157 RESELLERS
OF WHOM
48% ARE WOMEN

125
AWARENESS-RAISING
SESSIONS

*twice as much as in 2018

© José Nicolas



Director **Elarik Philouze**
MORE INFORMATION

- Developing the theory of change
- Structuring the offer of support and services
- Constituent general assembly of the association under local law
- Preparing to open a training company in 2020

61 PEOPLE ASSISTED IN OBTAINING PAID EMPLOYMENT

57 PEOPLE ASSISTED WITH A VSB PROJECT

2 JOB DATING DAYS FOR **100** YOUNG PEOPLE



“ I attended a Job Dating day and found a job! My host had selected my profile because it met the requirements of the invited companies. He had trained me well in interviews.

On the day in question, we listened to executives present their company and their recruitment needs. Then we met with the companies that matched my profile and had very brief interviews.

And I finally got a job! The company looks serious and believe me, so am I! I'm going to do everything I can for a successful integration because I finally have a chance to build my future. **”**

Our last two social microfinance programmes were opened in Guinea Conakry and Sierra Leone: WAKILI in 2017 and MUNAFA in 2019. In both countries, a large number of people are forced to flee their homes because of extreme poverty and a lack of opportunity. Supporting employment, even informal employment, is therefore an absolute necessity.



GUINEA



- Opening of a fourth branch in Koba, 120 km from Conakry
- Development of agricultural training, particularly in "Field school" format
- Cleaning up and strengthening procedures after uncovering fraud.

4,675
ENTREPRENEURS

€238
AVERAGE LOAN

K€59 OUTSTANDING
SAVINGS AT 31/12



Director **Ngaradoum Akominassi Ndemign**
 MORE INFORMATION

SPECIFIC SUPPORT FOR FARMERS

In 2019, WAKILI assisted 347 producers with:

- loans for purchasing inputs and small equipment.
- advice and training to learn about the soil and suitable crops, fight against erosion and water loss plots, set up a nursery on stilts, make natural fertilisers, etc.

These training courses are deployed in theoretical and practical modules on the volunteers' plots, in the form of "Field schools" (27 training courses carried out for 269 participants). The improvement in yields is already visible!



SIERRA LEONE



- Recruitment and training of a team of 19 people
- First credits granted in July 2019
- Creation of all training kits
- Registration as a social enterprise
- Microfinance accreditation obtained

1,775
ENTREPRENEURS

€84
AVERAGE LOAN

2 BRANCHES SERVING
8 NEIGHBOURHOODS



Director **Alfred Jusu**
 MORE INFORMATION



Adama makes the best soap in Susan's Bay.

She makes soap, but not just any soap: her recipe is the best, the least diluted and therefore the

most efficient one in the entire slum. Adama provides soap to a whole network of resellers.

One day, a fire ravaged the slum, her house, her production tools and her savings. All her efforts were reduced to ashes. But thanks to loans, savings and training from Munafa, she got her business up and running again, which was all the more necessary as Adama is raising 6 children: 2 biological and 4 others, whose parents are deceased or in great difficulty.

In her community, Adama is an example, a beacon of hope!



GHANA

Ghana is one of the first countries where Entrepreneurs du Monde has assisted the poorest entrepreneurs, by supporting ID Ghana. This microfinance institution is now autonomous but Entrepreneurs du Monde continues to support it as a committed member of the Board of Directors and for technical assistance (credit management and social performance in particular).



INITIATIVE DEVELOPMENT GHANA



Director **Stephen Dugbazah**

[MORE INFORMATION](#)

14,936
MICRO-ENTREPRENEURS

165%
OPERATIONAL SELF-SUFFICIENCY

- Subsidy for beneficiary families to subscribe to the national health insurance system
- Highly developed social awareness
- Confirmed willingness to remain in the Entrepreneurs du Monde network, which holds two seats on its Board of Directors.



IVORY COAST



Contact **Elarik Philouze**

We had been receiving calls for support from the Ivory Coast for a long time. We therefore conducted a preliminary study and then a mission to the Ivory Coast, in the Gbêkê region, to meet with communities in extremely precarious situations in this priority region for the Ivorian government and also with the players with whom we could cooperate.



BELIER REGION

Diagnostic study in 2019

- Confirmed need for financial and social services and for energy
- Strong commitment from local authorities to support Entrepreneurs du Monde
- Large network of local actors willing to collaborate

Preparation for integrated action in 2020

- access to solar production equipment in collaboration with the IECD (European Institute for Cooperation and Development)
- development of the activity and employment of young people in the cassava and market gardening sectors, in partnership with the National Chamber of Agriculture and the Regional Council of the Auvergne Rhône Alpes region and several Ivorian partners.





PHILIPPINES

Entrepreneurs du Monde began its work in the Philippines 22 years ago. It currently supports the most vulnerable, in entrepreneurship — via two social microfinance institutions (SEED and SCPI) — and in access to energy via its ATECo. In 2019, we began phasing out our support for SEED and SCPI, with a view to a definitive end by the end of 2020. For ATECo, the challenge for 2019 has been to develop the capacity to serve vulnerable populations not only in the shantytowns of Manila, but also in rural areas on two landlocked islands.



Director **Hilda AY TIN**
MORE INFORMATION

Slums south of the megalopolis of Manila

- Merger of 2 branches to improve productivity
- Development of reimbursement via mobile money and transfer kiosks to limit collection costs
- Establishment of a partnership with ATECo. in the rural areas of Rizal to grant energy loans

4,313
MICRO-ENTREPRENEURS
€195
AVERAGE LOAN



Director **Noel Gabrito**
MORE INFORMATION

Samar Island

- Opening of a third branch in Mondragon
- Social worker recruited
- First satisfaction survey conducted

3,168
MICRO-ENTREPRENEURS
57%
FARMERS



Director **Solene Gondrexon**
MORE INFORMATION

Manila, Palasan, Samar

- Opening of an branch on the island of Samar
- Resumed management of a solar micro-grid on the island of Palasan
- Development of a range of income-generating devices (egg incubator, refrigerator) compatible with the mini-solar grid

205
FAMILIES EQUIPPED
AT 31/12
107
COMPLETE SOLAR
SYSTEMS INSTALLED



“Willie's got a vulcanising shop and I've got a diner. Until then, we were using electricity generated by a large, polluting battery, which was weak and unreliable. ATECo. helped us to equip ourselves with two solar kits, each of which powers 3 lamps, a radio and a phone charger. This strong, clean lighting has changed our lives. It attracts customers and saves us each 100 pesos a day! That's a lot when you have four kids to support!”
Willie and Remedios, Manila

In these two countries, Entrepreneurs du Monde works mainly with rural populations, and only in social microfinance. The two programmes it created, Anh Chi Em (ACE) in Vietnam in 2007 and Sont Oo Tehtwin (SOO) in Myanmar in 2014 are today financially independent, but their autonomy remains fragile in a rapidly changing legislative context. Entrepreneurs du Monde's technical points of contact still provide valuable support to the teams, particularly for management tools and training.



MYANMAR



Director **Sandar Kyaw**
[MORE INFORMATION](#)

- First Burmese director
- Accelerated implementation of services dedicated to farmers
- Migration and training on a new credit management software that allows, among other things, smartphone data entry directly in the field



TANGIBLE PROGRESS

- rising income
- improved habitat
- real autonomy

Excerpts from an analysis of social data collected in the 1st and 5th credit cycles from 545 entrepreneurs

- The net household income more than doubled.
- Contractors have invested in a better-quality roof, with only 30% having a roof considered "poor quality" in the 5th credit cycle compared to 47% when they entered the programme.
- 9% of entrepreneurs left the programme last year but almost all of them did so because they could now finance themselves.

11,938
MICRO-ENTREPRENEURS

104%
CREDITS FOR FARMERS

121%
OPERATIONAL SELF-SUFFICIENCY



VIETNAM



Director **Duong N'Guyen**
[MORE INFORMATION](#)

- Former operations manager becomes ACE's first woman director
- Opening of a fourth branch
- Improved training and individual follow-up



“ With my first loan (4 M of VND = €153), I started a fish farm and developed it well. Then, gradually, with advice from ACE's agricultural technician, I expanded my business by starting to raise pigs, chickens and ducks. And I opened a small grocery store at my house. I employed 4 poor people in my village.

Thanks to ACE, my economic situation is improving, I have a nice house and I can send my children to school! ”

Quang Thi Duong

4983
MICRO-ENTREPRENEURS

96%
FARMERS

118%
OPERATIONAL SELF-SUFFICIENCY



CAMBODIA

Chamroeun, the microfinance institution created by Entrepreneurs du Monde in 2006, became fully independent in 2018 and continues to support nearly 40,000 entrepreneurs every year.

It is therefore on Pteah Baitong, a social enterprise for access to energy, that we are focusing our presentation this year. In Cambodia, urban areas have fairly good access to electricity. However, in rural areas, only 36% of the population has access to energy and needs are growing and changing.



PTEAH BAITONG

- Extension of the mini solar network pilot to 5 new villages
- Resumption of the mini-solar network of a lake island in the province of Takeo
- Partnership with "Toutes à l'école" to equip 100 families with a solar kit



Director **Ugo Andreo**

MORE INFORMATION

352

UNITS OF LIGHTING
EQUIPMENT SOLD IN 2019

83

NEW FAMILIES CONNECTED TO
A SOLAR MINI-GRID NETWORK



“ This solar network is changing our lives! I connected a 12V fridge to it. I used to spend \$30 a month on ice packs to store the food and drinks I sell. Now, this fridge consumes only \$12 a month and my sales have increased because my drinks are colder and better preserved. My earnings have increased by \$35. In total, I have an extra \$53 a month to feed and educate the children. That's a relief! ”

Ang Khunthea



CONSTANT INNOVATION

FOR RAPIDLY CHANGING NEEDS

Interview with Ugo Andreo, Head of Pteah Baitong

Since 2015, to combat energy poverty in rural areas, we have been distributing solar equipment and adapting our range to the constantly changing needs of vulnerable and isolated families.

We first proposed portable solar lamps and mini fixed solar lighting kits that power 3 lamps and 1 phone charger.

Gradually, we expanded our range to include the SHS (Solar Home System), equipment that can power lighting, a fan and a television. But these kits are more expensive — which causes our customers to go into debt — and individual — which does not prevent power cuts once the battery is discharged.

So we looked for a better, more flexible and risk-free solution for our beneficiaries. The mini-solar network meets these 3 criteria: each house is equipped with an independent kit and all these kits are connected to each other. We finance, install, manage and maintain the network. In each house, a connected box allows us to:

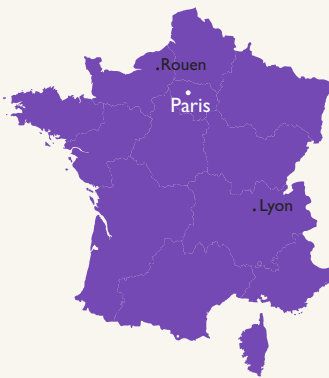
- monitor the family's consumption, advise the family and bill them an amount proportional to their consumption, to finance the equipment without asking for an initial contribution.
- automatically switch excess energy produced by a smaller consumer to a larger consumer for uninterrupted power supply to all, 24 hours a day.

In 2018, we launched a pilot and equipped 40 houses in the village of Kbal Damrei*. The results have been so conclusive that by 2019 we:

- equipped houses in 5 other villages in the province of Svay Rieng,
- wanted to use the energy now available in excess, to power equipment that creates or boosts an income-generating activity.

We have therefore selected and introduced in our range egg incubators and locust incubators for breeders, refrigerators and rice cookers for restaurants. We have also selected individual and autonomous solar pumps that will facilitate irrigation in the fields.

*in the Kampong Speu region of western Cambodia



FRANCE

In France too, Entrepreneurs du Monde supports people affected by the scourges of unemployment and poverty. IN Lyon, its ICI (Incubation Creation Inclusion) programme supports the creation of VSBs in the restaurant sector. IN Rouen, Un toit vers l'emploi (a roof over your head, and a job) promotes mobility to find a job. It is also in France that several members of the team share their expertise with students.





ICI in Lyon

 Coordinator **Lorraine Bosvet**
 MORE INFORMATION

- Support for the third year group
- Strategic refocusing on the restaurant business, where demand is high
- Preparation of the modules for the fourth year group
- Recruitment of project leaders and volunteer tutors



UN TOIT VERS L'EMPLOI in Rouen

 Coordinator **Franck Renaudin**
 MORE INFORMATION

- Support on two levels: a roof first, with a wooden mobile home, and job search assistance to increase the employability of people who have left the street
- Choice of house model and order of the first 2 tiny houses
- Search for the first financing



“ After encountering health problems, I lost my job and found myself on the street. I regularly call emergency social services and go from home to home. It's hard! I'm 42 years old, I'm a woman... I need to get off the street! This tiny house and job coaching are two great keys to finding a job and reconnecting with my daughter. The hardest part is behind me! **”**
 Alexandre

HIGHER EDUCATION TRAINING

- **Students' expectations:** what new entrepreneurship methods can combine social and economic performance? How does a microfinance institution operate? For what impact? etc.
- **Our expertise:** knowledge of the field and practical, active teaching methods
- **Interactive itineraries and role-playing:** social microfinance methodologies, association-enterprise partnerships, energy insecurity versus access to energy in the world, " Finance, ethics and solidarity ", etc.

 Coordinator **Stéphanie Delepine**
 MORE INFORMATION

400 hrs
 IN **14** ESTABLISHMENTS
756
 ENGLISH- OR FRENCH-
 SPEAKING STUDENTS



THANKS TO HUMAN & FINANCIAL RESOURCES



Our adventure is first of all a human adventure where each person brings their part to the building with brilliance whether they are collaborator, administrator, donor, partner or financier.

Enthusiasm is palpable in our actions and the quality of the links between all of us certainly contributes in an essential way to the good results on the ground. It is up to us to continue to cultivate this fertile ground which has meaning!.. ”

Myriam Carbonare, *Vice-President*

GOVERNANCE

“ We are strengthening the field teams who work without respite to ensure that our work respects our ethical, human and financial principles vis-à-vis our partners and beneficiaries. We work to make enthusiasm and diversity a constant! ”



MICHEL GASNIER
Président

BOARD OF DIRECTORS



MICHEL GASNIER
Chairman

*Former senior executive
ESS attendant*



MYRIAM CARBONARE
Vice Chairman

Founder of Myriades



MONIQUE ERBEIA
Treasurer

*Legal coordination,
Comgest*



VINCENT HAMEL
Secretary

Deputy Director, OCH



JEAN-PAUL BERNARDINI
Administrator

Chairman of Nixen



HELENE BOULET-SUPAU
Administrator

Entrepreneur



THIERRY DRECQ
Administrator

Chairman of the E.CF group



NADINE LARNAUDIE
Administrator

Director of Art de Vivre and Art de la Table Collections, Hermès

ÉQUIPE OPÉRATIONNELLE



FRANCK RENAUDIN
Founder



THIBAUT MARY
Head of VSBs & Professional
integration Unit
and team coordinator



CAROLE SULSKI
Head of Social
Microfinance Unit



MARIE ATEBA-FORGET
Head of Social
Microfinance Unit



STEPHANIE DIETSCH
Head of Energy Unit
Africa



ALEXANDRE BORME
Head of Energy Unit
Asia & Caribbean



ERIC EUSTACHE
Head of Agro-entrepreneurship Unit



FATHI NOURIA
Head of Finances



FLORENCE BADARELLI
Head of Human Resources



CHARLOTTE LESECQ
Fundraising Coordinator



ARMELLE RENAUDIN
Head of Communications
& Fundraising



KHRISTIN HUNTER
Philippines Coordinator



**JEAN-FARREAU
GUERRIER**
Haiti Coordinator



ELARIK PHILOUZE
Togo, Burkina Faso &
Ivory Coast Coordinator



KALIDOU TOURÉ
Senegal Coordinator



ECOSYSTEM

fostering sustainable, **high-quality** action

“In order for us to expand and ensure the sustainability of our work and the organisations we incubate, we have to operate as part of a complete ecosystem.”



CAMILLE RICHER
Head of Microfinance Solidaire

In 2019, Entrepreneurs du Monde continued developing and expanding this ecosystem in order to meet the financial needs of its programmes within the French legal framework..

Since 2010, the simplified joint-stock company **Microfinance Solidaire (MFS)** has provided the working capital needed to set up and grow social enterprises from the Entrepreneurs du Monde network.

In 2019, 20 organisations received loans totalling 9.3 million euros. The money for this came from the company's capital (3.4 million euros, 1 million of which was contributed by private individuals), 3.6 million euros in loans from the French Development Agency and the rest from the La Nef financial cooperative and solidarity mutual funds.

Since 2012, the **Fondation Entrepreneurs du Monde**, created under the aegis of the Fondation Caritas France, has collected additional donations to support the social projects (social work, training) undertaken by Entrepreneurs du Monde's incubated social enterprises. It accepts bequests, property tax (IFI) and temporary usufruct gift tax donations. In 2019 it collected EUR 148,000 in donations.

Since 2014, the **Entrepreneurs du Monde endowment fund (FDE)** has managed the capital investment of social enterprises within the Entrepreneurs du Monde ecosystem.

In 2019 we reflected on the new challenges emerging in developing countries, for example:

- new regulations that require associations to be converted into companies;
- insufficient equity, limiting the opportunities for growth among the organisations.

At the same time, we have sought to develop the financial support we offer our local partners so that we can support them for longer, safeguarding their social mission and their capacity for innovation. That's why we are planning to increase the size of our endowment fund and set up a new investment vehicle (NIV) to enable people to become shareholders in the social enterprises we create, all of which will have a proven economic model.

This is what the vehicle will eventually look like:

FONDATION
ENTREPRENEURS
du Monde
SOUS EGIDE DE LA FONDATION CARITAS FRANCE

Helps with financing

ENTREPRENEURS
du Monde

Helps with governance

ENTREPRENEURS
du Monde
FONDS DE DOTATION

- Creation
- Balancing subsidies
- Technical support
- Oversight of governance

INNOVATIVE SOCIO-ECONOMIC PROJECTS



Shareholder

NVI

Capital investment
Oversight of governance

Shareholder

micro
FINANCE
solidaire

Loans

SOCIAL ENTERPRISES FROM THE EDM NETWORK



FINANCIAL REPORT

“Our resources, including those obtained directly in the field and shown on off-balance sheet, have increased by 4% in 2019. They made it possible to meet the development and innovation needs of our programmes.”



LYDIE BALLET
Accounting Manager

ORIGIN OF FUNDS

The **financial resources** of Entrepreneurs du Monde raised in 2019 represent **€ 5,100,825** and come mainly from public funds (53%). Next come donations from businesses and corporate foundations (20%), donations from other foundations and associations (11%), donations from individuals (7%), and other products (9%), composed of transfers of operating charges and some services.

The strengthening of public funds and the balance between public funds and private funds are guarantees of sustainability.

USE OF FUNDS

Total jobs reached **€ 5,049,291** in 2019.

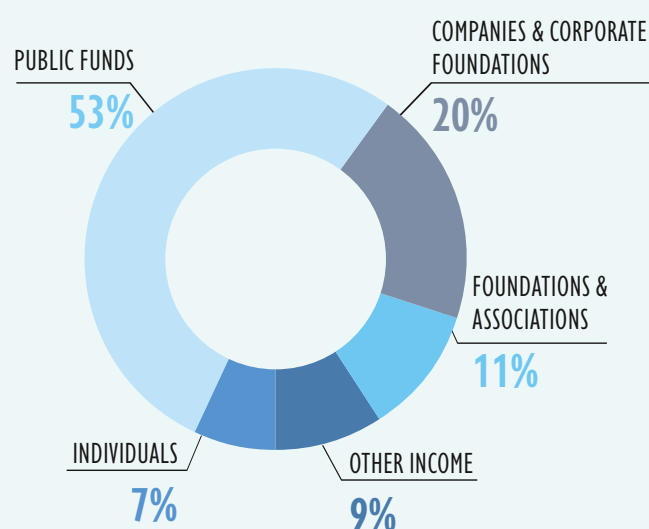
Most (85%) were dedicated to **social missions**: these **€ 4,310,408** enabled the programmes to develop new actions, particularly in the Agro-entrepreneurship component.

Operating costs represent **€ 405,832**, or 8% of allocations. As a reminder, in 2018 this item amounted to € 683,605 and represented 15% of jobs. This significant decrease is explained by the fact that part of the technical support provided to the programmes was accounted for in operating costs due to the lack of monitoring tools.

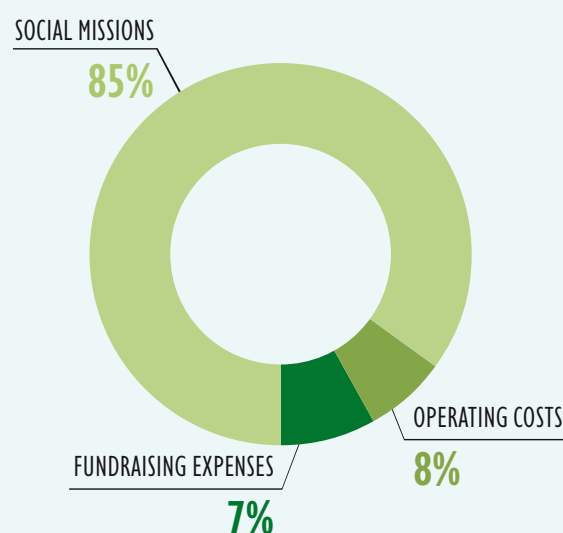
In 2019, thanks to the implementation of an application allowing each employee to track their days of technical support to the programmes, the dedicated budget was therefore estimated as accurately as possible, thus better reflecting the actual level of operating costs.

Fundraising costs remain stable and represent **€ 333,051**, or 7% of allocations. These are the costs of producing communication and fundraising supports and the salaries of the team dedicated to communication, fundraising and monitoring relationships with sponsors and donors.

ORIGIN OF FUNDS



USE OF FUNDS



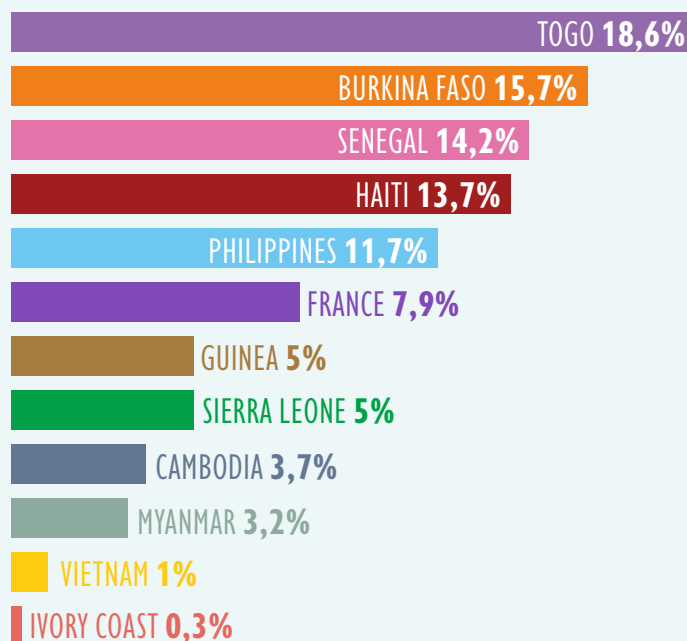
Entrepreneurs du Monde has been certified by the Comité de la charte du Don en confiance (Charter Committee for Donations Given with Trust and Confidence). The detailed financial report, audited by KPMG, is available on demand to Lydie Ballet.

The **€ 4,310,408** devoted to social missions were allocated to programmes according to the breakdown opposite.

FINANCIAL BALANCE

The **result** for 2019 is a surplus of **€ 11,917**.

Cash available at the end of 2019 amounted to K€ 1,352, i.e. 3.6 months of operating expenses (compared to 2.6 months in 2018). This comfortable cash flow is due to the disbursement over the last quarter of several financings and the subscription of a participative loan.



RESOURCES EXPENDED	%	Financial year	Allocated use of funding from individual donors	INCOMING RESOURCES	Financial year	Of which funding from individual donors
Social missions	85%	4,310,408	318,452	Funding from individual donors unallocated and unused at start of year		
Fundraising expenses	7%	333,051	24,606	Funding from individual donors	373,041	373,041
Operating expenses	8%	405,832	29,983	Other private funding	1,556,668	
				Subsidies & Other public funding	2,692,212	
				Other incoming resources	478,904	
TOTAL RESOURCES EXPENDED	100%	5,049,291	373,041	TOTAL RESOURCES EXPENDED	5,100,825	373,041
Allocation to provisions		18,896		Recovery of provisions	86,878	
Programme income pending allocation		1,171,537		Resources from previous years brought forward	1,063,938	0
Surplus of incoming resources for the year		11,917		Lack of resources for the year		
GRAND TOTAL		6,251,641	373,041	GRAND TOTAL	6,251,641	373,041
Total financed by funding from individuals			373,041	Total financed by funding from individuals		373,041
EVALUATION OF VOLUNTARY CONTRIBUTIONS IN KIND						
Social missions		738,562		Volunteering	270,598	
Fundraising expenses		2,956		Benefit in kind*	539,217	
Operating costs & Other expenses		69,197		Donations in kind	900	
TOTAL		810,715		TOTAL	810,715	

*These are funds obtained in the field

ASSESSMENT AT THE END OF DEC. 2019

ASSETS

Net fixed assets were up by K€ 54, mainly due to the acquisitions of Tiny Houses for the new "Un Toit Vers l'Emploi" programme in Rouen. These acquisitions are mainly financed by funds from crowdfunding.

The **related receivables** are high because Entrepreneurs du Monde regularly advances money to the organizations it incubates to meet their cash flow needs.

The item **State-Grants** to be received decreases sharply because the main part of the tranches expected from multi-year funding was collected in 2019.

Prepaid expenses represent subsidies paid to our programmes, but not consumed as of December 31, 2019. Thanks to our growing support to them for a better management of their cash flow, we are able to better anticipate and respond in a more relevant way, which generates a significant drop in advances on unused subsidies.

LIABILITIES

Following the surplus noted on December 31, 2019, the association's **equity** has increased and now stands at € 763,726.

Financial debts are on the rise because we have subscribed to a participatory loan with FranceActive and several banks, to the tune of K€ 550.

Deferred income included in 2018 a significant subsidy from AFD (K€ 1,650) which was used up in 2019, which explains the considerable drop in this balance sheet item.

ASSETS	2019			2018	LIABILITIES	2019	2018
	Brut	Amort. Prov.	Net				
Fixed assets	618,615	-92,248	526,367	378,727	Equity	763,726	751,810
<i>Intangible fixed assets</i>	49,419	-49,096	323	4,777	<i>Permanent association funds</i>	63,583	63,583
<i>Tangible fixed assets</i>	108,203	-43,152	65,051	6,971	<i>Reserves</i>	534,790	534,790
<i>Investments and related receivables</i>	422,717	0	422,717	324,203	<i>Retained earnings brought forward</i>	153,436	-58,244
<i>Loans to programmes</i>	34,676	0	34,676	39,176	<i>Operating surplus/deficit</i>	11,917	211,681
<i>Debts and guarantees paid</i>	3 600		3,600	3,600	Provisions	108,579	103,628
					Dedicated funds	1,234,488	1,063,938
Current assets	2,113,082	-33,499	2,079,583	3,966,115	Liabilities	1,851,475	3,395,126
<i>State subsidies receivable</i>	115,110		115,110	1,797,675	<i>Financial debts</i>	859,390	378,249
<i>Accrued income</i>	425,374		425,374	145,784	<i>Tax and social security liability</i>	145,449	166,318
<i>Other receivables</i>	1,122,618	-33,499	1,089,119	942,801	<i>Accrued expenses</i>	95,467	164,144
<i>Prepaid expenses</i>	449,980		449,980	1,079,855	<i>Deferred income</i>	156,950	1,883,757
Cash and bank	1,352,318	0	1,352,318	969,660	<i>Other liabilities</i>	594,219	802,658
TOTAL ASSETS	4,084,015	-125,747	3,958,268	5,314,502	TOTAL LIABILITIES	3,958,268	5,314,502

OUR MAIN SPONSORS

PUBLIC & INTERNATIONAL ORGANISATIONS



COMPANIES & CORPORATE FOUNDATIONS



OTHERS FOUNDATIONS & ASSOCIATIONS



Fondation d'Aide à l'Enfance et au Tiers-Monde
GENÈVE



OUR ECOSYSTEM





OUR COMMITTED SUPPORTERS

COMPANIES & CORPORATE FOUNDATIONS



OTHERS FOUNDATIONS & ASSOCIATIONS



PUBLIC & INTERNATIONAL ORGANISATIONS



“The Fondation pour l'Aide à l'Enfance et au Tiers-monde (FAET) was established 20 years ago and has supported Entrepreneurs du Monde from the outset. It was founded by my father, who used to be a banker. He immediately liked the idea of micro-loans with training for people to embark on small-scale projects to improve the daily lives of their whole families, including access to healthcare and education for their children. FAET also appreciates the fact that the long term is a key factor for Entrepreneurs du Monde”.



Marie-Claude JUNOD • Chairman, FAET



“We are involved with various aspects of our partnership with Entrepreneurs du Monde. We have chosen to support the establishment of micro-businesses in the Lyon region because this seems to us to be a well-meaning programme. Firstly, it relies on beneficiaries' know-how and soft skills. Secondly, the establishment of micro-businesses means creating lasting economic activity and providing a sustainable professional solution. Similarly, we are sensitive to the methodology used in this programme, which relies on innovative and rigorous collective and individual support, all the while maintaining the importance of involving all stakeholders. From the Foundation's point of view, this is an exemplary programme. We are also proud of the complementary action taken by other entities of the Crédit Agricole Group, in particular via a 'solidarity rounding-up' programme.



Virginie PERCEVAUX • Executive Director
Crédit Agricole Solidarity and Development Foundation



“I find the work of Entrepreneurs du Monde convincing in that it trains people and doesn't only give them money and goods. It's about supporting them in their personal development and their collective governance, as well as making them entrepreneurs, with all the qualities they need for their small businesses to succeed. It's also very original and interesting to see their desire to help impactful local organisations grow, to provide them with methodology, to empower them then to remain watchful and attentive to them once they have taken wing. I've seen that there have been issues and I've seen the communications about those issues. I trust their people and what they do and say, along with their accounting transparency. I've never been disappointed!”



Yoram BOSC-HADDAD
Donor for 20 years

“Our partnership since 2017 is based on a shared vision: to establish and guarantee sustainable and economically viable access to renewable energy sources in rural Togo. MIVO — a local programme set up by Entrepreneurs du Monde — has made progress on the ground with its innovative, competitive approach and very relevant action in a changing sector. The employees demonstrate professionalism and embody the guiding principles of Entrepreneurs du Monde! Our ability to reach the most vulnerable people makes this partnership particularly significant. Entrepreneurs du Monde and MIVO are just two of the partners that help us to shoulder our responsibilities.



Andreas SCHLEENBAECKER • ProEnergie,
Project Manager, GIZ Togo

