

ENTREPRENEURS du Monde

With next to nothing, change practically everything!



2020 Annual Report



CONTENTS

Navigate through this document: the contents page is interactive and you can jump back to it by clicking on “2020 Annual Report” at the bottom of each page.

PRESIDENT’S LETTER	4
OUR WORLD	5

COMMITTED TO ACTION

1	For very vulnerable people	7
	For social microfinance	8
	For VSBS & professional integration	10
	For energy access	12
	For agripreneurship	14
	For incubation	16
	For social performance	18
	For women’s empowerment	20

OUR HUMAN & FINANCIAL RESOURCES

3	Governance	33
	Ecosystem	34
	Financial report	35
	Partners	38

ANCHORED ON 4 CONTINENTS

2	Haiti	23
	Philippines	24
	Cambodia	24
	Myanmar	25
	Vietnam	25
	Burkina Faso	26
	Senegal	27
	Togo	28
	Guinea	29
	Sierra Leone	30
	Ivory Coast	30
France	31	



Entrepreneurs du Monde is a French public benefit association established in 1998 and is accredited as a solidarity enterprise of social utility (ESUS). It is also certified by Don en Confiance, an organisation that permanently oversees the quality of our communications and fundraising, governance, financial transparency, and rigorous, disinterested management.

Thank you to *ITC Traduction* for its precious skills sponsorship on this heavy translation!





“

While 2019 was the year of innovation and empowerment, 2020 was clearly a year of resilience in the face of cascading challenges, including included Covid, of course, but also complicated political and security situations in Burkina Faso, Haiti and the Philippines.

Entrepreneurs du Monde adapted and endured through social microfinance, energy access, agripreneurship, support for professional integration and entrepreneurship, and reintegration programmes in France. It is as if the ability to weather bad situations is built into our DNA. Read through the following pages for proof.

To achieve these results, we needed willpower, energy and an effective, mobilised ecosystem. Our funders (public and private, French and international) fulfilled their commitments. Our teams fought hard, despite the frustration of remote work. And our loan company, Microfinance Solidaire, played an active role by supporting some of our programmes.

We improved our governance and ways of working by creating a new investment vehicle (InVestisseurs Solidaires) that improves our programmes' equity, updating our statutes which will be submitted to the General Assembly for approval and creating an ethics committee to help our teams in their decision-making.

We also formalised Franck Renaudin's new role. After creating Entrepreneurs du Monde and running it for more than 20 years, he wanted to pass the baton so he could focus on developing a reintegration initiative in France called Un Toit Vers l'Emploi. To prepare for this change, he proposed in 2016 that Entrepreneurs du Monde evolve into a more horizontal organisation with a structured, employee-driven decision-making process. This process is now coordinated by Thibaut Mary, who has 10 years of experience in the field and at the head office. Franck should soon be joining the Board of Directors. We offer our deepest thanks for his work, impact and influence as he sets out in this new direction.

Backed by our 700 employees and solid, diversified funding sources, Entrepreneurs du Monde is more ready than ever to play our role in creating the new normal.

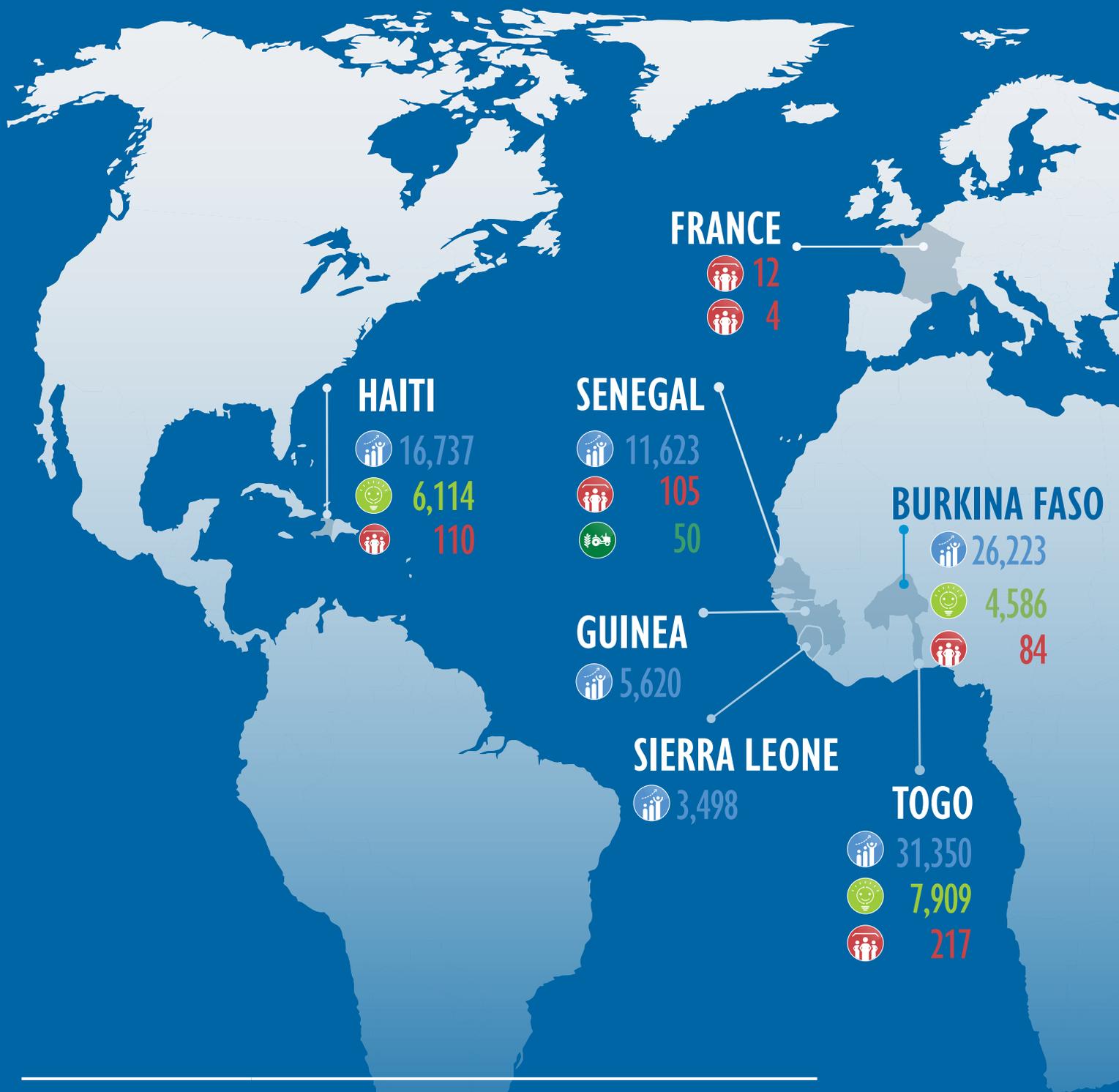
Thank you all for your support. ”



Michel Gasnier
Chairperson



Thibaut Mary
Team coordinator



11

COUNTRIES



21

PARTNERS IN INCUBATION STAGE



9

PARTNERS WHO ARE NOW INDEPENDENT¹



€5.7M
BUDGET



749

EMPLOYEES IN THE FIELD²



31

EMPLOYEES SUPPORTING FIELD WORK

¹ Data from these nine independent partners is not included in this map or our key figures.

² including 699 on a local contract



MICRO-ENTREPRENEURS SUPPORTED



FAMILIES EQUIPPED WITH ENERGY ACCESS



PEOPLE ASSISTED IN FINDING WORK OR BECOMING ENTREPRENEURS



AGRIPRENEURSHIP

MYANMAR

 10,879

VIETNAM

 4,914

PHILIPPINES

 3,002

 282

CAMBODIA

 688



113,846

MICRO-ENTREPRENEURS SUPPORTED

88%
WOMEN

43%
IN A RURAL AREA

€244
AVERAGE LOAN



23,354

ENERGY EQUIPMENT DISTRIBUTED

19,578

FAMILIES EQUIPPED



532

PEOPLE ASSISTED



50

FARMERS SUPPORTED

COMMITTED TO ACTION

“

I wasn't in school and at the age of 12, I started selling pancakes, fritters and boiled yams. I got married at 17 and joined my husband in Ivory Coast where we worked on a plantation. Then, worn out by the work, my husband became a paraplegic and we returned to Burkina Faso. I sold attieke¹, fried foods and fish for five years.

I lost two children and that destroyed me. I fled to the village where I was born where I washed laundry and sold sand and wood. I was able to save money and build a home! We were finally living in our own place!

With help from YIKRI², I opened a restaurant in 2015. Through five loans, from 80,000 to 540,000 CFA franc (€120 to €820), I bought tables and chairs and built a kitchen and kiosk. I added more dishes and increased my clientele and profits. With training and my determination, I successfully grew my business! Now I'm the president of my entrepreneurs' group and I help other women get started. ”

Salamata Bagua, *Burkina Faso*

1- Attieke: culinary speciality made with cassava. 2- YIKRI: social microfinance institution created and incubated by Entrepreneurs du Monde in Burkina Faso.

FOR VERY VULNERABLE PEOPLE



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

We are closely connected with people in the most vulnerable situations. We understand what life is like for them and what they are doing to transform their daily lives and their children's futures. We work hard with them and for them. With this support, they turn their ideas into successful businesses.

3.4 billion
PEOPLE LIVE IN POVERTY¹

767 million
IN ABSOLUTE POVERTY²

3/4 LIVE IN RURAL AREAS AND
DEPEND ON SUBSISTENCE FARMING³

A MAJORITY OF THE POPULATION IS
UNDER **25**
IN AFRICA AND HAITI

37% OF THESE YOUNG
PEOPLE WANT TO EMIGRATE
TO ANOTHER COUNTRY⁵

FUTURE ENTREPRENEURS IN VULNERABLE SITUATIONS

For more than 20 years, Entrepreneurs du Monde has operated with the mindset that even if someone lives in extremely precarious situations, they can be an entrepreneur; develop self-confidence, develop skills on all levels, improve their family's living conditions and remove it from the survival economy to move into a life of future planning.

This path is possible as long as each person has support until they reach success, along with enough time and the right tools.

SERVICES DESIGNED WITH ENTREPRENEURS

Sixty percent of the world's active population works in the informal sector as shopkeepers, seamstresses, street restaurant owners, farmers, etc. They are tenacious and have an entrepreneurial mindset, but they are in vulnerable situations and do not have access to the basic tools needed to grow their business and make it sustainable. To overcome these obstacles, we provide **social microfinance** services (credit, savings, training, group momentum, support).

For someone whose business or business project is a step above the primary audience, we provide **specific support that helps create VSBs (very small businesses)** capable of generating added value and jobs.

1- World Bank, 2018 report on poverty and shared prosperity

2- World Without Poverty, 2016, based on the World Bank's Taking on Inequality report

3- Generation 2030/Africa: Child demographics in Africa, August 2014, page 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/International Labour Organization, Geneva: ILO, 2015

For young people from the same poor neighbourhoods who have the profile needed to get salaried employment, we set up a **professional integration course** to help them organise their search, fill out their applications and prepare for their interviews. We also create training companies where they get practical training and improve their employability or capacity to become entrepreneurs.

All of these people coincidentally experience energy poverty, which has a dramatic impact on their health, budget and environment. Therefore, we facilitate access to **solar lighting kits and cooking stoves**, which has a significant impact on their living and working conditions.

CHALLENGES AND PRIORITIES

The poorest 50% of the world's population only emit 7% of greenhouse gases but are the first victims of climate change.

Among them, small farmers are subjected to the full force of droughts and flooding. Yet they produce 90% of the food in their countries.

To help them adapt to these climate changes, we have an **agripreneurship** unit that provides loans tailored to harvest cycles, practical training in agroecology, and storage and seed production solutions.

We also support people with disabilities in partnership with specialised organisations.

Finally, in France, where economic and social poverty also impact many different groups, we support:

- creation of a VSB in the restaurant industry, in Lyon,
- housing in tiny houses and job coaching, in Rouen.



SOCIAL MICROFINANCE

“ We trust marginalised people who become entrepreneurs. We provide comprehensive support for their business, workshop, field or farm so that it can be a source of progress for the entire family. **”**



MARIE FORGET
Head of social microfinance unit

In 2020, we funded and assisted our nine social microfinance programmes in the complicated context of the pandemic and we continued developing and diversifying our services, especially those designed for farmers.

MYANMAR, SOO



9

MICROFINANCE INSTITUTIONS

113,846

MICRO-ENTREPRENEURS

88%

WOMEN

43%

IN A RURAL AREA

€244

AVERAGE LOAN

A YEAR MARKED BY THE COVID PANDEMIC

In the nine countries where we work, local authorities implemented measures with varying levels of strictness, including limits on inter-regional movement, border and large market closures, neighbourhood lockdowns, curfews, loan moratoriums, etc. This had significant consequences for our very vulnerable beneficiaries: high inflation on consumer goods, limits on their economic activities, loss of household revenue, etc.

We mobilised and adapted to provide uninterrupted support to entrepreneurs. We made ongoing loan pay outs to those who needed them, facilitated savings withdrawals, made regular individual visits to families when group meetings were impossible and continued social connections and awareness work on the disease by phone to inform and support families. In some countries, we were able to fund hand washing and mask kits for beneficiaries to

limit the spread of the virus in the neighbourhoods where we work.

At the same time, the pandemic slowed the growth of our SMIs¹ and their progress towards financial independence. But nearly all of them have been able to return to normal operations in September-October 2020.

SENEGAL, FANSOTO



PRIORITISING FARMERS

“In the countries where we work, the effects of climate change are already visible with the lack of rain, soil erosion, reduced grazing areas for cattle and desertification. These changes directly endanger production and revenues for the farmers we support.

To increase their resilience, we decided to assertively develop dedicated services, including interest-only loans, technical agricultural training and advice/support from an agricultural technician. Farmers are trained at field classes and receive individual advice right at their farms.

This support is adapted to the constraints of our beneficiaries (limited means and time) and focuses on techniques for fighting the effects of climate change, such as agroforestry, erosion control, compost and organic



pesticide use and agriculture/livestock synergies development.

In 2020, more than 5,000 farmers learned about and tried out new, less costly, more productive practices that do not endanger them or their environment.”

Alice Carton, Technical agriculture specialist



SIGNIFICANT ADVANCEMENTS DESPITE EVERYTHING

Sont Oo Thetwin (Myanmar) and Anh Chi Em (Vietnam) consolidated their financial sustainability. Assilassimé (Togo), Yikri (Burkina Faso) and Palmis Mikwofinans Sosyal (Haiti) maintained their activity levels and are aiming for financial sustainability within the next two to three years. These projections account for socio-political contexts that continue to deteriorate in Haiti (high insecurity) and Burkina Faso (increase in jihadism).

The youngest SMIs, Fansoto (Senegal), Wakili (Guinea) and Munafa (Sierra Leone) continue to receive enhanced support from Entrepreneurs du Monde’s technical specialists to help local teams develop their skills. In Guinea, the team has made lots of progress in operations management and has successfully improved loan repayment rates.

Finally, we created EkilEko in Ivory Coast and are requested microfinance approval so we can start supporting the first entrepreneurs in early 2022.

Local teams and Entrepreneurs du Monde technical specialists also worked together on background projects:

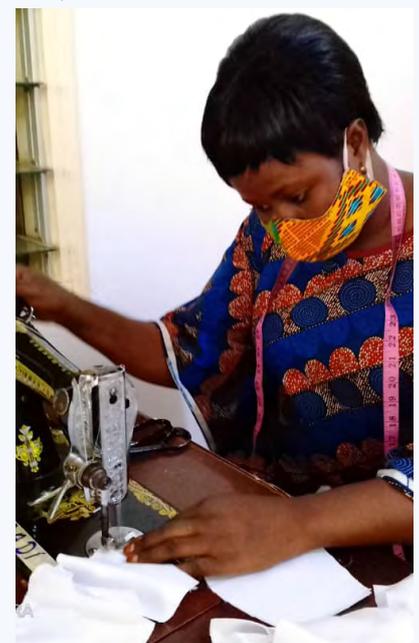
• **Redesigning social support management:** we identified certain recurring social problems our beneficiaries experience and these will be the main focus of this work (domestic violence, family planning, substandard housing, civil status documents, access to healthcare, etc.). Processes for managing these social services were fully revised to improve their efficacy. We plan to implement them in 2021.

• **Modernising IT and management systems:** Sont Oo Thetwin (Myanmar) finished migrating their MIS² to new cloud-based software that will facilitate branch interconnection and enable data entry (financial transactions, social information collection) directly from the field. Palmis Mikwofinans Sosyal (Haiti) started this huge project in the second half of 2020 and Anh Chi Em (Vietnam) is preparing to do so in 2021.

OUR METHODOLOGY ENABLES US TO REACH THE POOREST PEOPLE

- ✓ We make individual-liability loans with no type of guarantee and interest rates among the lowest on the market.
- ✓ We encourage and facilitate saving.
- ✓ Micro-entrepreneurs organise themselves into groups of 15 to 30 people and attend training and take time to share experiences together once or twice a month.
- ✓ They set the duration of their loan with the facilitator based on their businesses and repayment ability.
- ✓ Social workers at each SMI help them tackle certain challenges (e.g., violence, illness, disability, etc.).
- ✓ In rural areas, technical agricultural specialists support small farmers.

TOGO, ASSILASSIMÉ



 [LEARN MORE](#)

1- SMI: Social Microfinance Institution 2- MIS: Management Information System



VSB & PROFESSIONAL INTEGRATION

“ We help young women and men strengthen their skills and abilities so they can successfully start a business or find a job and gain independence. ”



THIBAUT MARY
Head of professional integration & VSB unit

In 2020, we helped the six programmes grow, diversify their activities and implement the training company model designed to improve the employability of young women and men and to expand entrepreneurship.

SENEGAL, LIGODEN



6
PROGRAMMES

532
PEOPLE ASSISTED IN
FINDING WORK OR
BECOMING ENTREPRENEURS

In West Africa and Haiti, a majority of the population is under 25. This presents a beautiful opportunity for growth. However, young people face high levels of unemployment and are forced to turn to the informal sector or emigrate. Therefore, professional integration or self-employment through very small business (VSB) creation represent key challenges that we are helping to address. We have also been working in France since 2018 to promote economic integration for families in very precarious situations, including legal refugees, people who are homeless, isolated parents and people receiving minimum income benefits.

ADVANCES

Resilience, innovation and evaluation were the key themes of 2020. We coped with the pandemic situation, adapted our activities, evaluated the satisfaction of our beneficiaries, conducted market studies and implemented pilot projects related to the training company model. The six programmes now have clear, recognised positioning and expertise in their local

ecosystems, which has enabled them to launch new projects and expand into new regions.

INNOVATION

In Burkina Faso, Émergence, YIKRI (microfinance institution also created and incubated by Entrepreneurs du Monde) and Planète Enfants et Développement began the PREJEF project, financed by the European Union. It contributes to Burkina Faso's socio-economic stability by training 300 women from the north and central regions as Maternal Assistants and supporting their professional integration.

In Togo, Miawodo is developing professional training through innovative waste management activities. It helps raise people's awareness, create green jobs and improve living conditions. The first pilot projects were launched in 2020 and include composting, grinding green waste, collecting and processing plastic and tyre waste, recycling and repackaging solar lights.



TOGO, MIAWODO



TOGO, MIAWODO



TOGO, MIAWODO



SENEGAL, LIGODEN

In Senegal, Ligoden is developing the second chance component of the Amélioration des Performances de travail et d'Entrepreneuriat [Work Performance and Entrepreneurship Improvement] programme with the Education Development Center. This programme targets higher education graduates who have been looking for work for at least three years. The Senegalese team also worked on creating Teranga, a fruit processing training company.

Due to the very complicated political and health situation in Haiti, the Osez l'Entreprise programme had not been operating for quite some time before receiving assistance with its acquisition by Palmis Enèji, a company created and incubated by Entrepreneurs du Monde. However, Entrepreneurs du Monde began preparations for a workshop/school in the energy sector. Starting in 2021, this Atelye Ekol Eneji will work on assembling solar and gas stove kits.

In Lyon, France, the ICI programme trains restaurant operators, then gives them the opportunity to try out their cooking in real conditions in the Food Truck Ecole acquired in early 2020. These future operators tried out all the concrete aspects of their plans, such as supplies, cooking, customer relations, management, etc.

In Rouen, we were filled with emotion as we handed the first four people keys to their tiny houses as we help them get off the streets. We also worked on creating a workshop for building future tiny houses.

DIFFICULTIES

Teams had to adapt the way they worked to protect themselves and their beneficiaries. However, they still maintained connections remotely or through individual meetings. And the teams fought hard to be able to provide specific services, such as in Burkina Faso and Togo where they successfully created a VSB relaunch fund financed by the EDF Foundation, Métropole de Lyon and Agence Française de Développement.

A TRAINING COMPANY IN CASAMANCE

“It’s very exciting to implement actions that will improve living conditions for women and young people over the long-term.

I was born in Senegal and grew up there until my baccalaureate. Then I went to France to study and earned a master’s degree in Biotechnology and Agro-Industry. I’ve always been interested in organisations that support development and have volunteered with them. I wanted to work in this sector someday. After a variety of professional experiences, I returned to Senegal and I’m very happy to put my skills to work for women in Casamance through TERANGA.

This training company will provide professional training to women and young people in Casamance so they can create their own processing unit or improve their employability. We also provide technical support to existing fruit processing structures. As Confucius said: “Give a man a fish, and you feed him for a day. teach a man to fish, and you feed him for a lifetime”. The Entrepreneurs du Monde approach is a perfect illustration of this. It’s really important to me to join a team that does their work with this mindset. It’s a great honour for me to be part of developing this programme.”



FOUNÉ SECK,
Teranga training
company manager

 [LEARN MORE](#)

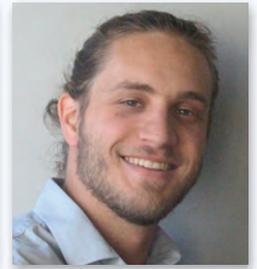


ENERGY ACCESS

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



✍ **STÉPHANIE DIETSCH**
Head of Energy Unit
Africa



✍ **ALEXANDRE BORME**
Head of Energy Unit
Asia and the Caribbean

We have created five energy access programmes on three continents since 2012. In 2020, we were very responsive to adapt our services to beneficiaries who were severely impacted by Covid.

CAMBODIA, PTEAH BAITONG



COVID'S IMPACT ON HOUSEHOLD ENERGY EQUIPMENT

Public health measures taken to combat Covid had major consequences: road and border closures made it difficult to obtain basic necessities and the informal trade and street food activities that are the main source of income for our beneficiaries were greatly reduced and sometimes prohibited.

These restrictions resulted in a significant fall in income and an increase in prices at the same time. Households therefore had to keep their spending to a minimum in order to meet their basic needs.

HOW WE ADAPTED TO THIS PROBLEM

We established two strategies to reduce the impact of the economic crisis that accompanied the health crisis:

- all rental/sales kits were activated for a specific timeframe to offer lighting to beneficiaries,

- vouchers were offered to the most vulnerable populations so they could acquire gas refills at no cost or for a very reduced price.

More generally, our teams adapted to the constraints in order to continue working and preparing developments. For example, in Haiti, Palmis Enèji reacted to the triple economic, political and health crisis and the collapse of purchasing power in cities by focusing on more affordable products and selling through local rural organisations that were less affected by insecurity. It thereby generated turnover equivalent to the previous year with similar operating costs and a stable number of beneficiaries in rural areas.

In the Philippines, ATE Co. took the time to design a more social version of their solar kit rental/sales model deployed in Rizal's mountainous areas.

5

SOCIAL ENTERPRISES

19,578

FAMILIES EQUIPPED

23,354

STOVES AND SOLAR KITS DISTRIBUTED

LEARN MORE



PHILIPPINES, ATE CO.

By spending more time with their customers and improving its training and monitoring tools, the team has reduced the average payment default rate. This meant they needed fewer customers to make the model sustainable. The teams did not need to do so much prospecting all over and could focus on their customers' needs.

By focusing more on the health of their customer debt rather than the volume, ATE Co. bet on a more agile model that functions in rural areas with low populations. This new approach is more relevant to the Philippines where rural communities still lacking electricity are spread throughout mountainous areas and the islands the dot the country.

However, just like in Togo, Burkina Faso and Cambodia, gatherings and travel in the Philippines were temporarily restricted, which slowed down activities targeting beneficiaries, such as prospecting, sales, installation and awareness sessions. Therefore, the teams prioritised internal organisation projects and worked on future developments, innovations and partnerships.

In addition, since borders between most countries were closed or regulated, Entrepreneurs du Monde's support work in the field was limited.

This pushed us to innovate new ways to support teams remotely. We organised webinars instead of interactive workshops, focused on interactive visits with programmes in the same sub-regions, set up a more suitable remote communications platform to facilitate discussions with the head office and between programmes.

In a year, the technical specialists joined the energy teams and programme teams on



PHILIPPINES, ATE CO.

the platform, thereby creating a learning community focused on technical and strategic topics.

Finally, 2020 gave us another opportunity to recognise the relevance of our team incubation and independence approach: we are continually strengthening their



BURKINA FASO, NAFA NAANA

skills and progressively transferring governance to local bodies.

Thanks to this independence, we successfully adapted, continued providing services and even innovated during this period of uncertainty.

IMPACT RESEARCH: SCIENTIFIC MEASUREMENT OF GAS'S IMPACT ON HEALTH AND THE ENVIRONMENT

Entrepreneurs du Monde participated in a major scientific study financed by the Agence Française de Développement¹. The sample included 820 Burkinabe households randomly selected in three villages in southern Burkina Faso. They cooked with wood and were able to get a Nafa Naana² gas stove.

Before this change, each household's fuel consumption was measured for 72 hours and someone responsible for preparing meals wore equipment that measured the concentration of fine particles around her for 24 hours.



The initial data showed a very high level of exposure to air pollution: 160 micrograms of ultrafine particles per m³ of air, which is six times higher than the threshold set by the WHO. Being exposed to such a high level of pollution increases the risk of lung cancer and ischemic heart disease by 70% to 80%. The risk of respiratory infections such as pneumonia also doubles for children under five in these households where they are exposed to smoke from cooking with wood.

Covid: in addition, in June 2021, we will administer an antibody test to each adult to determine whether they were in contact with the virus and we will study the correlation between the level of exposure to fine particles and vulnerability to the virus.

The post-change measurement campaign will enable us to verify that the gas access Nafa Naana promotes is achieving its goal of reducing exposure to fine particles.

1- Scientific partners: Université Paris-Dauphine, IRD, Burkina Faso Institut National de Santé Publique.

2- Nafa Naana: a unique energy access company created and incubated by Entrepreneurs du Monde in Burkina Faso.



AGRIPRENEURSHIP

“Family farming provides the majority of food agriculture and therefore food security for all. But these small producers have insufficient yields and are the first victims of climate change.”



✍ **ÉRIC EUSTACHE**
Head of Agripreneurship Unit

Since 2018, Entrepreneurs du Monde has prioritised these agripreneurs in our social microfinance programmes. To test and develop other ambitious levers, we also created a fourth action area focused exclusively on agripreneurship.



SENEGAL, FAWROU REMOBE

AGRICULTURE

57%
OF JOBS IN
WEST AFRICA

MALNUTRITION

20%
OF THE POPULATION
IN AFRICA

Sources: Proparco and FAO

 [LEARN MORE](#)

EXPLORING A SECOND GRANARY AND NEW ARCHITECTURE (ONGOING R&D)

The search for an optimal storage solution continues. As a reminder, the solution must be effective, simple, robust and low cost. With the first building, we were able to preserve 30 tonnes of onions in satisfactory conditions, but it had an issue with air renewal. This is a complicated situation: products in storage produce water vapour that must be evacuated, but the fresh air is very hot.

So, the second building was designed and built after taking into consideration what was learned from the first. We added wind catchers (an ancient Iranian technique) and two Canadian wells. The first feature evacuates the vapour and the second provides fresh air.

A third building type is on the drawing board. It is completely underground to continually take advantage of cool soil.

USING A SECTOR-BASED APPROACH

In a sector-based approach, all obstacles are identified and removed at each step, from production to sales. At this stage, small-scale producers encounter many difficulties: sometimes unsuitable production methods related to poor command of technical itineraries, low access to financing, lack of storage facilities, transport difficulties and the disproportionate power held by intermediaries in sales.

“With the farmer groups, we co-create every component of the sector, including the community rules for operating and financing, and a development plan”

Our goal, therefore, is to remove each of these barriers one by one to enable producers to make a better living from



SENEGAL, FAWROU REMOBE



their work, improve their living and working conditions and better feed their fellow citizens.

In 2020, we set up two market garden areas irrigated with solar pumps so that 940 women can grow produce all throughout the year, beginning in 2021. They have received initial training on continually improving soil health using agroecology methods.

CHALLENGES

- ✔ Women's inclusion
- ✔ Food security
- ✔ Food sovereignty
- ✔ Job and income creation
- ✔ Fighting desertification



SENEGAL, FAWROU REMOBE



THE URGENT, CRITICAL NEED FOR R&D!

“ People involved in development have known about the issue of post-harvest losses due to a lack of suitable infrastructure for preserving agricultural products.

Attempts to solve this problem have been made in Mali, Niger and elsewhere, but they were abandoned due to the difficulties encountered, especially controlling temperatures which requires affordable access to an energy source in rural areas far from the electricity network. The R&D required to resolve this major preservation problem has never been done.

However, the steep decrease in photovoltaic costs in the past 10 years has changed the situation. We can now count on low-cost, locally-produced electricity.

With this problem resolved, there are two other complex areas to explore: architectural design and cold storage. This is what we are working on with the Fawrou Remobe project.

We want to give ourselves the time to roll out a solid, viable architectural and financial model that is also simple to replicate. Our goal is to then share this technology with partners who can also quickly deploy this solution all along the Senegal River. ”



Kalidou Touré
Senegal Coordinator



INCUBATION

“ We create and incubate solid local organisations so that the services outlined in the previous pages can be offered to populations by reliable, competent teams that can do the work durably and completely independently. ”



FRANCK RENAUDIN
Founder

In 2020,
we incubated
21 organisations and
maintained contact
with 9 others who are
now independent.

9
INDEPENDENT ENTITIES
=
185,000
MICRO-ENTREPRENEURS
SUPPORTED

- Microfinance
- Energy
- VSB/PI
- Agripreneurship

SENEGAL, LIGODEN-TERANGA



FOUR KEY STAGES

We support each team in four main stages:

• Start-up (12 months)

We study a programme’s feasibility through remote studies and onsite prospecting work. Once the decision is made to launch, we can start creating a business plan, looking for funding and identifying the person who will lead the programme.

• Creation (6 to 12 months)

The person recruited is sent to the location to begin the programme. They are in charge of the initial research to create a legal local entity (often under business statutes, with entities from the Entrepreneurs du Monde such as Fonds de Dotation or Microfinance Solidaire as shareholders), recruit a local team, organise training, set up services or products with the accompanying methodology, procedures and tools, and organise all support functions (HR,

accounting/finance, audit, etc.). A steering committee meets every month to discuss progress and update the action plan.

• Development (6 to 8 years)

Once the team is in place, it expands services to a growing number of beneficiaries. Partnerships are built with public and private entities that can provide complementary services to the target audience. Entrepreneurs du Monde technical specialists continue providing regular support in person and remotely until the local teams fully understand the work. Entrepreneurs du Monde covers the operating deficit until the programme is financially autonomous and Microfinance Solidaire finances credit funds/working capital. Businesses in the social microfinance sector generally achieve financial stability within four years in Asia and six years in Africa.



REYNALD CHARLES
Haiti



JEAN-FARREAU GUERRIER
Haiti



CLAIRE LOSSIANÉ
Burkina Faso



SERGE ELOI OUEDRAOGO
Burkina Faso



AURÉLIE BURETH
Burkina Faso



JACQUES AFETOR
Togo



KALIDOU TOURÉ
Senegal



DIERY SENE
Senegal



FOUNÉ SECK
Senegal



DIOR TAMBEDOU
Senegal



JEAN-NOËL GABRITO
Philippines



SOLENE GONDREXON
Philippines



TOGO, MIVO [MORE INFORMATION+](#)

• Scaling up

Once the teams have fully mastered operations and the business is financially viable, we enter the final phase of our support, which is to help the social enterprise reach more families. This phase requires a substantial amount of capital that is challenging for Entrepreneurs du Monde to raise. To do so, we bring together investors who share our values. In terms of governance, we retain oversight of the social mission.

NINE BUILDING BLOCKS

All throughout this process until the enterprise is operationally, financially and institutionally independent, our technical specialists help the local team develop their skills in line with Entrepreneurs du Monde’s qualitative requirements. This guidance is organised in nine building blocks that support implementation of all the necessary tools and procedures that will enable the social enterprise to fulfil its mission and remain sustainable.

SUCCESSFUL INDEPENDENCE

This is how UPLiFT and SEED in the Philippines, STEP in India, ABF and AsiEnA in Burkina Faso, ALIDÉ in Benin, ID in Ghana, CHAMROEUN in Cambodia and ATPROCOM en Haiti can pursue their missions without external support.

THE NINE BUILDING BLOCKS

- ✓ Governance
- ✓ Social performance management
- ✓ Strategic planning
- ✓ Human resources management
- ✓ Management information system
- ✓ Operations management
- ✓ Administrative & financial management
- ✓ Risk management
- ✓ Advocacy and fundraising

Every year, one or two social enterprises join the club of entities that have become fully autonomous. This steady level of positive returns for our initiatives enables us to begin roughly the same number of new programs each year and to extend this virtuous cycle.

SIERRA LEONE - BEHIND THE SCENES OF MUNAFA’S INCUBATION

“Munafa is a social microfinance institution offering socio-economic services to vulnerable micro-entrepreneurs. The organisation was founded two years ago and Entrepreneurs du Monde still provides strong support. One component this support is financial because our social model involves affordable financial services and free social services and it will take several years for Munafa to become sustainable. The other is technical: Entrepreneurs du Monde specialists provide guidance with social performance, MIS management, risk management and more. And Romane, who devotes all her time to Munafa, promotes and implements operational methodology while progressively transferring this responsibility to our team.”

Alfred Jusu, Director



“Although Munafa was created by Entrepreneurs du Monde, it was critical to have Sierra Leoneans onboard from the very beginning. Our director Alfred already had solid experience with microfinancing in rural areas of Sierra Leone and this experience was essential for successfully incubating Munafa. We now have a team of 40 people who are very committed to Munafa’s social mission. They’re spread throughout our four branches in Freetown and surrounding areas.

We are progressively identifying the Sierra Leonean members of the Board of Directors. These are skilled people who share Entrepreneurs du Monde strong social vision.”

Romane Limoges, Development associate



JEAN-LUC YEMPABE MOURORÉ
Togo



JÉRÉMIE BOISSINOT
Togo



DIEUDONNÉ NDEMIGN
Guinea-Conakry



ALFRED JUSU
Sierra Leone



ELODIE LE BACHELIER
Ivory Coast



MICHAEL PAPI
Cambodia



SANDAR KYAW
Myanmar



DUONG NGUYEN
Vietnam



FRANCK RENAUDIN
France



LORRAINE BOSVET
France



SOCIAL PERFORMANCE

“ I help the teams define their social objectives and rigorously and methodically measure their results. It's very gratifying to see them expanding their skills and using the results to further improve their approach. ”



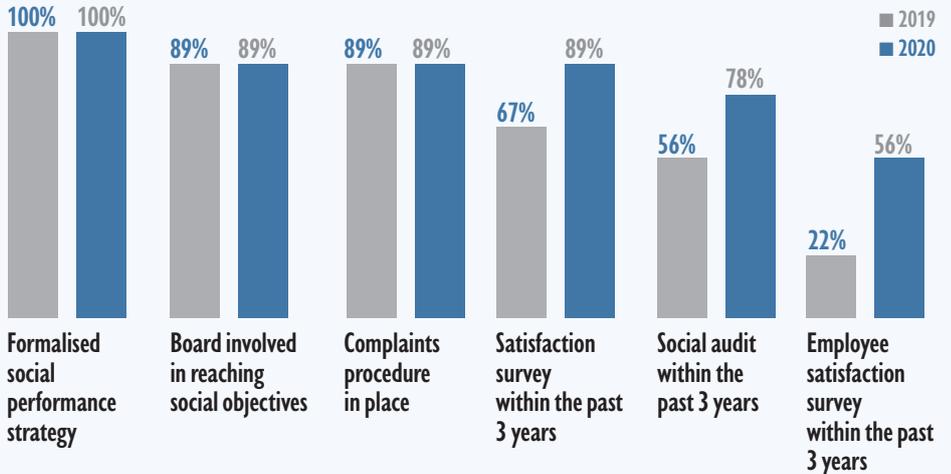
IAN BEST
Social performance technical specialist

In 2020, we provided support and training tailored to each social enterprise's maturity and needs that focused on social performance measurement tools.

CAMBODIA, PTEAH BAITONG



PROGRESS OF MICROFINANCE INSTITUTIONS WE SUPPORT



2020 PROJECTS

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

DOES OUR WORK ACTUALLY REACH THE POOREST PEOPLE?

Munafa in Sierra Leone

A very large majority of the entrepreneurs Munafa supported in 2020 live in Freetown's densely populated slums.

75% of the new entrepreneurs supported live in overcrowded housing with at least three people in each room. This level of overpopulation is higher than the average in urban areas of Sierra Leone (56%).

In addition, **92%** of these families live in a home with poor quality floors (concrete or dirt), which is higher than the regional average of 80%.

Munafa beneficiaries also experience financial exclusion: **79%** of them have never previously had access to financing from a formal institution. Munafa thus supports very vulnerable people as its mission stipulates.

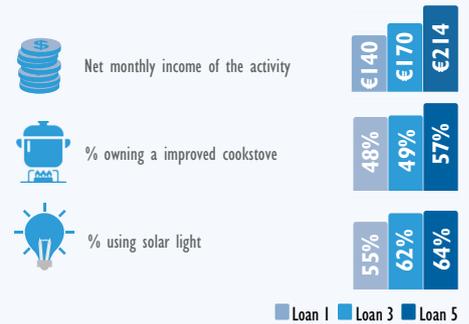
Munafa began collecting data in 2020 on education levels and access to safe drinking water to better understand the profiles of their beneficiaries. We will look at this indicator again in 2023.

WHAT CHANGES HAVE WE SEEN IN LIVING CONDITIONS?

Yikri in Burkina Faso

Based on a sample of 613 entrepreneurs who signed up for four loans over a period of around two and half years with Yikri, a microfinance institution, the net monthly income of their business increased an average of **53%**, from **€140** to **€214**.

These households also improved their cooking and lighting equipment: **57%** have a gas stove or an improved charcoal/wood fireplace (compared to 48% previously) and **64%** use solar lighting (compared to 55% previously). See the [entire infographic](#)



DO OUR SERVICES MEET THE NEEDS OF OUR BENEFICIARIES?

Pteah Baitong, Cambodia

66% say their income and quality of life have improved as a direct result of using solar egg incubators.

The chick hatching rate has increased by **10%** thanks to this equipment.

In **92%** of cases, women were involved in the purchasing decision.

ACE, Vietnam

92% are satisfied with their loans, **94%** with the savings scheme **90%** with training sessions.

88% of entrepreneurs participated in training sessions related to their business, **74%** of participants said they have applied what they learned in their daily life.

Ligoden, Senegal

85% have never had access to these kinds of services.

91% are satisfied with the training.

84% have applied what they've learned.

Miawodo, Togo

Beneficiaries believe they have a better chance of succeeding. We see a **58%** decrease in beneficiaries expressing worry with a corresponding increase in categories with a positive outlook.

Miawodo's services appear to have an especially positive impact on women's frame of mind. They believe they have a better chance of succeeding. A large majority of women interviewed (**71%**) say that the individual support enabled them to make concrete progress with their business.

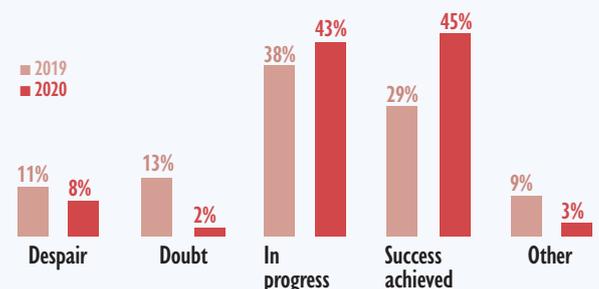
WHAT PROGRESS HAS THE TEAM

MADE WITH SOCIAL PERFORMANCE?

Wakili in Guinea-Conakry

While still new, Wakili has achieved an encouraging score for this first evaluation (**70%** compared to 64% for the overall average of SMIs who have conducted an SPI4 audit). The score for the complementary "environmental performance" module¹ is the same level as the average (35%). A few recommendations:

- Strengthen internal control capacities within the MIS to facilitate social performance data control in line with the internal control manual that integrates social performance management,
- Formalise environmental protection in the SMI's mission during the business plan update scheduled for 2021,
- Implement a system for managing employee suggestions and complaints.



1- Methodology developed by CERISE.



EMPOWERING WOMEN

“We equip ourselves with the means to reach the poorest people, the vast majority of whom are women. Supporting women in every area is a major, urgent requirement for humanity’s future. We are proud to participate in this!”



STÉPHANIE DÉLÉPINE
Training associate
and Gender specialist

In 2020, we supported more than 100,000 women so that they could improve their living conditions and liberate themselves.

90%

AFRICAN WOMEN WORK
IN THE INFORMAL ECONOMY

1 IN 10

WOMEN HAVE
ACCESS TO PROPERTY
AND CREDIT

88%

OF ENTREPRENEURS
WE SUPPORT ARE WOMEN

BURKINA FASO, YIKRI



Fewer women have gone to school than men and thus have less access to paid employment. This means they become entrepreneurs and contribute vigorously to the informal sector! But it is very difficult for them to access property and credit to grow their income-generating activity.

In addition, the extent of their daily tasks makes them less available for skill sharing, training and participating in decision-making.

Finally, they are the first victims of climate change because they are responsible for food crops and collecting water/wood. They bear the full brunt of flooding, drought and deforestation.

Yet this half of humanity is a considerable source of community change, progress and mobilisation. That is why we are betting on women! We build services with them that strengthen them:

1 SAVING gives people power to purchase stock, save for school fees and take care of themselves or a child in case of illness. It means escaping everyday anxiety and taking their future in their own hands!

“Before, we didn’t understand the importance of saving. We saved occasionally at home, which led us to spend quickly.”

2 ACCESS TO CREDIT gives people power to invest progressively in production equipment, group raw material purchases, gain importance in the eyes of suppliers and obtain wholesale prices. It is also purchasing more, producing more and earning a decent turnover.

“I bought my first piglets with the first 4 million dhong loan. I used the next loans and the growing profits to buy a threshing machine, a milling machine, a fridge and a motorcycle. Now I help other women in the village.”

3 TRAINING, enables women to increase their skills and knowledge. It is about learning their rights and being able to react to abuse (sexual violence, gender/domestic violence, forced marriage, exclusion from inheritance rights) so they can be more daring and successfully start a business. It is a way to become a solid entrepreneur and an assertive woman.

“I really liked the training on how to diversify my business because it covered how to know what doesn’t work, get clients and prevent bankruptcy.”



FACILITATORS IDENTIFY NEEDS

In 2020, volunteer colleagues from eight programmes became gender specialists. They meet with Stéphanie Delepine for training and share the needs they have identified and the responses they have tried, like surveys to identify things to improve, new training modules (menstrual hygiene, women's financial independence, stereotypes in the work world), alert procedures to stop sexual and gender-based violence, updates to international women's day celebrations to make them more meaningful and include men, etc.



4 JOINING A GROUP gives people the power to help one another, gain self-confidence, and express themselves individually and collectively, as well as to go faster and further together.

"At first, we were afraid to talk. But now, we trust each other. We share our successes and our discouragement. We often end up laughing and that's a good thing, too! It gives us courage and we feel less alone."



5 ACCESSING cooking equipment and lighting that is modern and effective means:

- getting away from the dark to live and work safely
- reducing exposure to harmful fumes and burn risks
- spending less time gathering wood or earning money to buy it
- reducing participation in deforestation and feeling relieved about it
- being better equipped and therefore more effective in one's business or restaurant

"With my gas stove, I cook four times faster than with charcoal. That means I serve more clients and earn more money! And above all, no more black smoke that chokes my lungs and my restaurant. Double benefit for my health and the ambiance clients experience!"



6 RECEIVING SUPPORT with farming activities gives people power to adapt to climate changes, learn organic growing techniques to produce seeds, reduce costs and exposure to pesticides and chemical inputs, and increase yields while protecting the earth.

"I learned how to make a seedling in a nursery. This gave me healthy, robust plants earlier in the season. I was able to produce and sell before prices fell."

7 HAVING ACCESS to a social worker gives people power to escape fate, protect achievements and defend themselves.

"My husband and I argue all the time, especially about contraception. The social worker helped us and our relationship is more respectful now."

Entrepreneurs du Monde's work goes well beyond the single objective of improving women's financial situations. It also contributes to equal opportunities and strengthens their ability to take action, express themselves and make decisions. The impact on a family's daily life and future is quickly visible. This is a route to emancipation that also benefits their community and their country.

NEW TRAINING FOR LIBERATION



In June 2020, Pierrette Patchali¹ suggested to Gino Gicqueau² that they design an awareness module on menstrual hygiene management (MHM). Gino jumped at the opportunity. He says,

“The taboo around periods weighs on women. They are excluded from public life, which reinforces their economic vulnerability and inequalities. To destigmatise this topic, especially for men, we started with topics impacting both parents (changes occurring at puberty, intimate hygiene, etc.). These testimonials highlighted the diversity of experience and showed why it's important for parents to communicate about this natural biological function before it first appears.”

Once the module was designed, Pierrette was the first person to test it. It was enthusiastically received and opened up discussions. Nefissetou, says: “THANK YOU for this training! I left my school and village because of this. I was in my fourth year. I was a very good student and basketball player, which meant I was well-known and well-liked. I dropped everything the day I had a period stain. Everyone saw it, including students and teachers. I'll never forget how they looked at me. I left the school and the basketball club. I gave up on my dreams and left the village. I stayed away for eight years because I was afraid to face people's stares. Now I'm married and have kids, but I'm still embarrassed. I think this kind of training needs to be given more often so other people don't see their dreams evaporate because of this.”

¹ Pierrette Patchali is a social worker at Assilassimé (Togo) ² Gino Gicqueau, Entrepreneurs du Monde training manager



ACTION ANCHORED ON FOUR CONTINENTS

“ Two afternoons a week, I lead a field class for volunteer agripreneurs. These sessions take place at one of their plots. The techniques I teach are simple, inexpensive and environmentally friendly. Everyone does them together, on location.

I also train my colleagues on theoretical farming modules so they can teach them in their groups according to the training plan. And we share information. For example, someone has this project or that difficulty and I need to go visit them to provide advice. Someone else asked for credit too late and it's no longer the right time to plant, etc. ”

Firmine Addoh Gnandi,
Agricultural advisor at Assilassimé in Togo*

*Assilassimé: social microfinance institution created and incubated by Entrepreneurs du Monde in Togo.



HAITI

Covid coincided with a worsening socio-economic situation exacerbated by months of political crisis. There was a 20% increase in the price of basic necessities, a decrease in opening hours and limited access to masks, gel and healthcare. The most vulnerable were severely affected. Our teams adapted their services (free gas refills dispensed, loan payments rescheduled) without slowing work on key future projects (cooperation between the energy and microfinance teams to speed up sales of solar lamps within entrepreneur groups with energy loans and preparations for creating a workshop/school in the energy sector).



PALMIS MIKWOFINANS SOSYAL

- Increased deployment in rural areas
- Finalised transformation to a legal local company
- Prepared to migrate the management information system

16,737

ENTREPRENEURS

43%

IN A RURAL AREA

€639,000

OUTSTANDING SAVINGS



Programme Manager
Reynald Charles



MORE INFORMATION



Farah knows her market perfectly: she sells motor oils and small car parts. She has business acumen, knows where to find her merchandise and is managing her shop increasingly well thanks to PMI cash flow contributions and training. She has already grown her income and secured her family's everyday needs. To go even further in the future, she wants to expand her shop and offer other merchandise.

Farah Poteau, Port-au-Prince



PALMIS ENÉJI

- Expanded the solar range
- Deployed the reseller network in rural areas
- Supported 100 restaurant owners in the North to acquire gas stoves

6,114

FAMILIES EQUIPPED

€536,000

SAVED BY THESE FAMILIES

16 Kt

OF WOOD CONSERVED



Director **J.F. Guerrier**



MORE INFORMATION



SAY YES! TO BUSINESS

- Refocusing entrepreneurship training on three key target audiences: vocational school students, Palmis Enéji sellers and young returnees to the country supported by OFII
- Preparing to merge with Palmis Eneji

110 YOUNG PEOPLE SUPPORTED

74% WOMEN



Director **J.F. Guerrier**



MORE INFORMATION



CREATING A WORKSHOP/SCHOOL

Entrepreneurs du Monde is preparing to create a solar lamp and stove production workshop/school, which will meet two needs: training unqualified young people and expanding the inventory of high-quality, affordable energy equipment.

For six months, young people will simultaneously learn a trade and complementary skills that are essential for their qualification and professionalisation like interpersonal skills, management and leadership. They will then receive support until they find a solid professional footing. With AFD's support, this project aims to integrate 160 young people in the first three years.



THE PHILIPPINES

For the past two years, we have focused all of our social microfinance efforts on rural areas. In 2020, the Energy team also completed a spectacular reorientation to focus on under-electrified rural areas now that Manila's slums are now connected to the electrical grid. But it had to halt installations for a total of four months during the year because of very strict travel restrictions implemented by authorities to combat the pandemic.



- Savings services gained momentum with strong growth in beneficiary savings in the first half of the year
- Covid pandemic had significant impact on activities and beneficiaries, with indicators declining in second half of the year
- External branch conducted a social audit and an institutional diagnostic

3,002
ENTREPRENEURS ASSISTED

88%
WOMEN

Director **Noel Gabrito**
 MORE INFORMATION



- Pivoted to 100% rural focus
- Installed high-capacity solar kits to improve living conditions and power production equipment
- Surveyed 500 households in isolated communities in the northern part of Samar Island and informed 650 people about solar energy

282
FAMILIES EQUIPPED

352
SETS OF EQUIPMENT INSTALLED

Director **Solene Gondrexon**
 MORE INFORMATION



CAMBODIA

In Cambodia, urban populations have fairly good access to electricity. But in rural areas, only 36% of the population has this service. That is why we offer simple, solid, accessible solar equipment so that the most vulnerable people can improve their living and working conditions and expand income-generating activities.



- Electrified a new village
- Increased sales of solar egg incubators
- Conducted study on modern electric cooking equipment compatible with solar energy (kettle, rice cooker, blender, etc.)

789
SETS OF LIGHTING EQUIPMENT INSTALLED

98
EGG INCUBATORS SOLD

Director **Michael Papi**
 MORE INFORMATION



“ We started our farm with one rooster and two hens. We built a hen house and an artisanal incubator. We had to constantly monitor the temperature and turn the eggs. So when Pteah Baitong offered us a solar incubator, we went for it!

With this incubator, we earn \$25 more per month (with the old one, we lost 15% of the eggs) and frees up my time, which I used to start another business (selling second-hand equipment). **”**
Roearng Vuthy



MYANMAR

Since 2014, we have worked with SOO, a microfinance institution, to serve peri-urban populations south of the river across from Yangon. This wonderful organisation was supposed to be in the final stage of autonomy in 2020. Unfortunately, the strict lockdown led to a dramatic drop in business for our beneficiaries and we followed the government's requirement to reschedule all loans. We also need to be cautious in 2021 due to the military junta overthrowing the government and the ensuing violence.



- Team adapted to maintain loan payments and support entrepreneurs
- Studies conducted for a pilot project that will enable rural entrepreneurs to purchase production equipment powered by solar energy
- Risk mapping completed and action plan created to improve SMI's resilience

10,879
ENTREPRENEURS ASSISTED

€297
AVERAGE LOAN

Director **Sandar Kyaw**
 MORE INFORMATION



“ I cultivate a paddy and to supplement my income, I buy rice from other farmers and resell it to wholesalers. The current situation is especially hard to go through. The markets were closed for two long periods and agricultural products had a harder time selling. But I'm holding on because I'm less vulnerable since I've been supported by

SOO. I bought seven more acres and a water pump and I want to continue investing. Agricultural production is essential! ” Daw Khin Khin Yi



VIETNAM

Our social microfinance institution in Vietnam was less impacted by Covid than colleagues in other countries because all of its work is focused on a very isolated area in the far north of the country. It even had a slight increase in activity because people who had lost their jobs in the city returned to the area.



- Led by first Vietnamese female programme director
- Launched new agroecology pilots: managing organic waste and running an organic cotton farm
- Hosted a workshop for local government officials to explain the financial and social model ACE promotes

4,914
ENTREPRENEURS SUPPORTED

95%
FARMERS

Director **Duong N'Guyen**
 MORE INFORMATION

REDWORMS PROJECT



Farmers had stopped using compost and used massive amounts of chemical inputs before seeing their harmful effects on their health, the soil and their budget.

To help interrupt this vicious circle, ACE created the Redworms project: 60 farmers pick up their village's plant and animal waste and transform them into compost. They speed up maturation using redworms.

This compost makes a big impact: it supports renewed agricultural independence, reduces input costs, improves yields and protects the environment.

Once these worms are fattened up in the compost, they become nutritious food for ducks, fish, pigs, etc., reducing costs and improving farmers' yields.



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!



- Deployed the YIKRI-TOND LAAFI micro-health insurance service
- Trained agricultural specialists
- Conducted a satisfaction survey

26,223
ENTREPRENEURS SUPPORTED

7,185 FAMILIES
WITH HEALTH INSURANCE

17% OF LOANS
MADE FOR AGRICULTURE

Director **Claire Lossiane**
 MORE INFORMATION



- Expanded the solar lighting range
- Extended the distribution network
- Participated in a scientific study on the impact of gas stoves

4,586 FAMILIES EQUIPPED

5,732
SETS OF EQUIPMENT DISTRIBUTED

66%
OPERATIONAL SUSTAINABILITY

Director **Serge Eloi Ouedraogo**
 MORE INFORMATION



“ Before, I coughed, got sick and felt tired. It took me forty minutes to get good heat. With the gas, as soon as it's lit, it heats and the water boils fast. And I spent 7,500 FCF (€11) on wood each month and now I'm only paying 4,000 FCFA (€6) for gas.

I don't need to keep an eye on it all the time to keep the fire going. I can do something else or take a breather. Plus, my pots don't get black, my eyes don't water and I don't cough anymore. It's so much better. I talked about it with all my neighbours and now they've all switched to gas!” Zenabo, farmer



- Created a training company in personal services
- Conducted a satisfaction survey
- Started a partnership with Planète Enfants et Développement to train 300 freelance maternal assistants

84 PEOPLE ASSISTED

90% ARE SATISFIED

Manager **Aurélie Bureth**
 MORE INFORMATION



“ I quit school when I was in CM2 and learned to be a tailor. Today, I have my own shop with three employees and several apprentices. The training and advice from my Émergence specialist help me manage my business. With Covid-19, my business took a hit. Everyone was afraid to go out and stopped ordering. I apprentices left because I couldn't pay them anymore. I felt hopeless. When I

heard that the government had ordered masks, I hurried to participate. This market really helped me. Émergence also assisted me during this challenging period and granted me a loan to restart my business.”
Tougma, tailor and employer



SENEGAL

Entrepreneurs du Monde works in two outlying areas: Matam in the north-east at the edge of the Sahel and Casamance in the south, disadvantaged by 30 years of conflict and separated from the rest of the country by Gambia.

The three teams work in synergy to develop services for entrepreneurs, especially those in agricultural industries. Farmers, already victims of global warming, suffered greatly in 2020 because of Covid-related road closures. They were not able to sell what they produced in the cities.

FANSOTO

- Opened a sixth branch
- Created a service specifically for farmers
- Completed an initial SPI social audit

11,623
MICRO-ENTREPRENEURS

95%
WOMEN

548 AGRICULTURAL ADVICE/
TRAINING VISITS

Director **Diery Sene**
 MORE INFORMATION



FAWROU REMOBE

- Built a second storage granary
- Continued research and development on the building model
- Developed agreements with sector stakeholders

50
FARMERS ASSISTED

Director **Dior Tamedou**
 MORE INFORMATION



LIGODEN-TERANGA

- Conducted a satisfaction survey
- Reorganised services offered
- Prepared to create a training company in fruit processing

105
YOUNG PEOPLE ASSISTED

100%
ARE UNDER 35

Director **Foune Seck**
 MORE INFORMATION





TOGO

Our three teams were very responsive to Covid and implemented synergies faster to reinforce the impact of their work on poverty and the environment. For example, MIAWODO trainers now support MIVO ENERGIE resellers. ASSILASSIMÉ beneficiaries can quickly access MIVO ENERGIE equipment and they help expand the waste recycling sector with MIAWODO.

In late 2020, the three teams began a specific post-Covid project financed by AFD to get 3,420 Assilassimé entrepreneurs and 85 Miawodo and Mivo Energie VSBs and microfranchise reseller beneficiaries back to work.



ASSILASSIMÉ

- Created a ninth branch, the second in a rural area
- Hosted training on agricultural machinery maintenance
- Supported Covid reconversion (making masks and hand sanitiser)

31,350

ENTREPRENEURS

118 EMPLOYEES

83%

OPERATIONAL SUSTAINABILITY



Director **Jacques Afetor**



MORE INFORMATION



MIVO ENERGIE

- Led by first Togolese director
- Trained team to install solar panels
- Conducted a satisfaction survey
- Received certification to begin issuing carbon credits

80%

TERRITORY COVERAGE

7,909 FAMILIES EQUIPPED

€486,000

TURNOVER



Director **JL Yemtabe Moutore**



MORE INFORMATION



“ I bought two MIVO gas refills with an ASSILASSIMÉ loan and they quickly paid for themselves: before, I was spending 14,000 FCFA (€21) for charcoal every two weeks for my restaurant. With gas, I don't spend more than 7,000 FCFA (€10) every three weeks!

Gas is much less of a hassle than charcoal and I cook much faster: four dishes in 15 minutes compared to two in 30 minutes. That means I serve more clients and earn more money!”

Assila Delofon, restaurant owner



MIAWODO

- Refocused on waste sector trades
- Launched four pilot projects (plastic collection, solar lamp repairs, composting, canal clearing).
- Reintegrated reclaimers from the former landfill (with Lomé's city hall)

217 PROJECT LEADERS

5t OF WASTE COLLECTED BEFORE DISCARD IN THE OCEAN

150 SOLAR LAMPS REPAIRED



Director **Jérémie Boissinot**



MORE INFORMATION





GUINEA

This country is ranked 174th out of 187 in the HDI¹ and 66% of the population makes their living through agriculture. WAKILI, an SMI² created by Entrepreneurs du Monde in 2017, immediately opened two branches in rural areas with onsite support from the first agronomist hired by the NGO.

WAKILI is also the only social SMI in Guinea that offers loans without requiring guarantee or deposit and an interest-bearing savings account with no fees.



- Provided more agricultural training sessions
- Supported 151 women survivors of sexual violence (in partnership with AVIPA and the Dr Mukwege foundation)
- Completed an SPI social audit



5,620
ENTREPRENEURS

2 OUT OF **5** BRANCHES ARE IN RURAL AREAS

21%
OF LOANS MADE FOR AGRICULTURE

Director
Ngaradoum Akominassi Ndemign

MORE INFORMATION



“ I got married at 14 and have four children. I grow chillies, aubergine, cucumber, corn and manioc. I used to plant too close together and didn't use organic or mineral fertiliser. My plants were stunted and had low yields. Last year, my chilli plants grew so well because I'd followed the advice of the Wakili technical agricultural specialist. He comes by often to give us advice and he organises school-in-the-field sessions. I also get management training and four loans of 300,000 to 4,235,000 GNF (€25 to €356). I'm saving up to start growing rice to increase our income even more and finish building our house. ”

Sylla Mafine, market gardener

1- Human Development Index - 2- SMI: social microfinance institution





SIERRA LEONE

In Freetown, Sierra Leone capital city, certain neighbourhoods have stunning density and poverty. Since the team was created in January 2019, it has focused its efforts on these neighbourhoods, but is planning to expand to outside the city starting in 2021. Entrepreneurs du Monde made the gamble of hiring facilitators who did not have microfinance experience but were fiercely determined to serve their community. In 2020, the SMI's second year of existence, the team had already assisted 3,498 entrepreneurs thanks to the skills acquired and good leadership from their management team.



- Created an internal audit department
- Prepared to open two branches: hired and trained teams
- Conducted preliminary study prior to creating the first branch in a rural area



3,498
ENTREPRENEURS

92%
WOMEN

€103 AVERAGE LOAN

Director **Alfred Jusu**
[MORE INFORMATION](#)



“This is the first time that these women have been offered entrepreneurial assistance. They had never been able to get loans without guarantee or training. Manufa enabled them to start a business like others do, make progress and improve their income. These entrepreneurs are my family, my sisters. I create strong connections with them through my individual follow-ups and training sessions.”**”**

Khadija, field facilitator



IVORY COAST

Entrepreneurs du Monde is taking our first steps in this country.

Contact : **Elarik Philouze**

In 2020, we prepared three programmes, with strategic partnerships and synergies between our four areas of expertise.

- 1- **Entrepreneurial training** for 125 young people in the manioc and market gardening sectors as part of the Archipelago project led by six stakeholders: Regional councils of Bélière en Côte d'Ivoire and Auvergne-Rhône-Alpes, the agricultural chambers of commerce from these two regions, the Institut National de Formation Professionnelle Agricole de Côte d'Ivoire and Entrepreneurs du Monde.
- 2- **Easier energy access** to improve living conditions and production and selling capacity in four villages in partnership with the IECD.
- 3- **Microfinance solutions** to support vulnerable people not served by traditional microfinance institutions.

We have identified priority populations and their needs, developed contacts, made good progress on the operating method and will progressively implement actions in 2021.





FRANCE

In France, teams were constrained by Covid restrictions, but continued to make progress, partly through telework. In Lyon, the Incubation Creation Inclusion programme continued training and assisting VSB creators in the restaurant industry. In Rouen, the Un Toit Vers l'Emploi team began their programme and structured it to improve employability for people who are homeless.

Finally, our colleagues who facilitate social microfinance training made their courses interactive.



ICI in Lyon

Manager **Lorraine Bosvet**
 MORE INFORMATION

- Trained and provided extra assistance to 10 entrepreneurs in the 4th year group
- Set up a food truck to test their business in real-world conditions
- Prepared for a 2021 recovery



UN TOIT VERS L'EMPLOI in Rouen

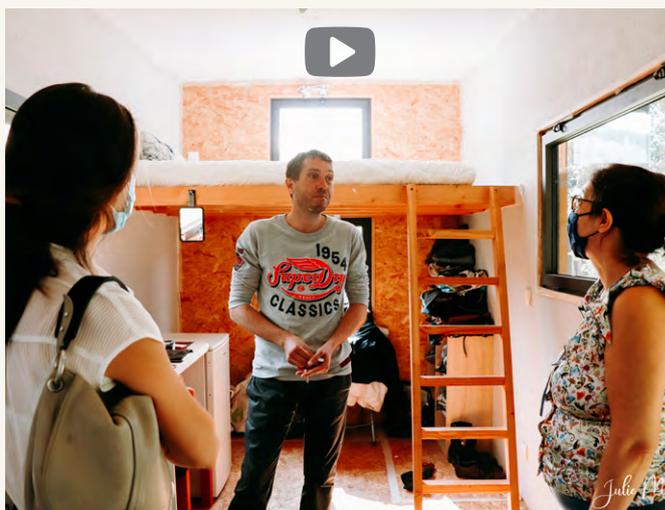
Manager **Franck Renaudin**
 MORE INFORMATION

- Delivered the first four tiny houses
- Assisted the first four beneficiaries in finding work
- Created the *La Case Départ* organisation to run a day centre
- Created *La Fabrik*, a company in Yoops, to build and rent Yoops (our tiny house brand)

Lidia opens her gourmet counter!



“ I have three children and I ended up on income support after my divorce. But I never threw in the towel! I'm proud to open *Le Comptoir Fortunella*, which highlights local food networks through culinary activities for little ones and grown-ups, a small restaurant and a grocery shop stocked with local products. ICI's assistance is essential because when one improvises, there are lots of surprises. With this training, I validate what I've learned and avoid errors. I also enjoy discussions with the group. They help me figure out where I'm at and make adjustments. ”



HIGHER EDUCATION TRAINING

Manager **Stéphanie Delepine**
 MORE INFORMATION

Topics covered: what new entrepreneurship methods can combine social and economic performance? How does a microfinance institution operate? For what impact? etc.

- **Adaptation:** teaching approached redesigned for remote learning to maintain maximum interactivity and hands-on application of knowledge and skills taught.
- **Diversification:** partnership with Villeurbanne's "Territoire Zéro Chômeurs de Longue Durée" to train beneficiaries on how to build their financial model using tools developed for entrepreneurs in Africa and elsewhere.

300 hrs
 IN 14 ESTABLISHMENTS
635
 PEOPLE TRAINED OR INFORMED



ACTIONS ENABLED BY OUR **HUMAN** & FINANCIAL **RESOURCES**

“ Our compass — to serve the most vulnerable — continued to guide us despite 2020’s shocks during the global pandemic.

Teams spread across four continents stayed energised and motivated as they compassionately adapted, anticipated, supported and coped.

Our donors and financial partners also kept their promises.

Once again, this shows the power of an other-focused, united US. ”

Myriam Carbonare, *Vice-President*

GOVERNANCE

“ We strengthen our teams as they work tirelessly in the field by ensuring we fulfil our ethical, human and financial commitments to our partners and beneficiaries. And we work hard to maintain enthusiasm and diversity. ”



MICHEL GASNIER
Chairperson

BOARD OF DIRECTORS



MICHEL GASNIER
Chairperson
*Former executive
SSE guide*



MYRIAM CARBONARE
Vice-President
Founder of Myriades



MONIQUE ERBEIA
Treasurer
*Legal/Coordination,
Comgest*



VINCENT HAMEL
Secretary
Associate Director, OCH



JEAN-PAUL BERNARDINI
Board Member
President of Nixen



HÉLÈNE BOULET-SUPAU
Board Member
Entrepreneur



THIERRY DRECQ
Board Member
President of E.CF



JEAN-LIONEL GROS
Board Member
Former executive



NADINE LARNAUDIE
Board Member
*Director of the Hermès Art of Living
and Tableware collections*

OPERATIONS TEAM



THIBAUT MARY
Head of VSB & Professional
Integration Unit
and Team Coordinator



MARIE ATEBA-FORGET
Head of Social
Microfinance Unit



ERIC EUSTACHE
Head of Agripreneurship Unit



STÉPHANIE DIETSCH
Head of Energy Unit
Africa



ALEXANDRE BORME
Head of Energy Unit
Asia and the Caribbean



FLORENCE BADARELLI
Head of Human Resources



LYDIE BALLET
Head of Accounting



MARIANNE SCHMITT
Head of Donor Reporting



JULIE SAUVAIRE
Head of Management Control



CHARLOTTE LESECQ
Fundraising Coordinator



ARMELLE RENAUDIN
Head of Communications
& Fundraising



ECOSYSTEM

for sustainable, high-quality actions

“Entrepreneurs du Monde must implement our projects and make them sustainable to tackle the challenge of inclusion for the most vulnerable. This is why we have developed a comprehensive ecosystem.”



CAMILLE RICHER
Head of Microfinance Solidaire

In 2020, we reinforced existing elements and prepared to create the last missing link.

SUPPORTING SOCIAL INNOVATION

Entrepreneurs du Monde, an *association loi 1901*, was founded in 1998. We create and incubate innovative social projects, to which we provide technical, operational and financial support (in the form of balancing subsidies).

Since 2012, the Fondation Entrepreneurs du Monde, created under the auspices of the Fondation Caritas France, has collected additional donations to fund the social projects (social workers, training) of social enterprises incubated by the organisation. It can accept real estate wealth tax (IFI) donations, bequests and temporary usufruct donations. In 2020, it collected €230,000 in donations.

FINANCING EQUITY AND WORKING CAPITAL NEEDS

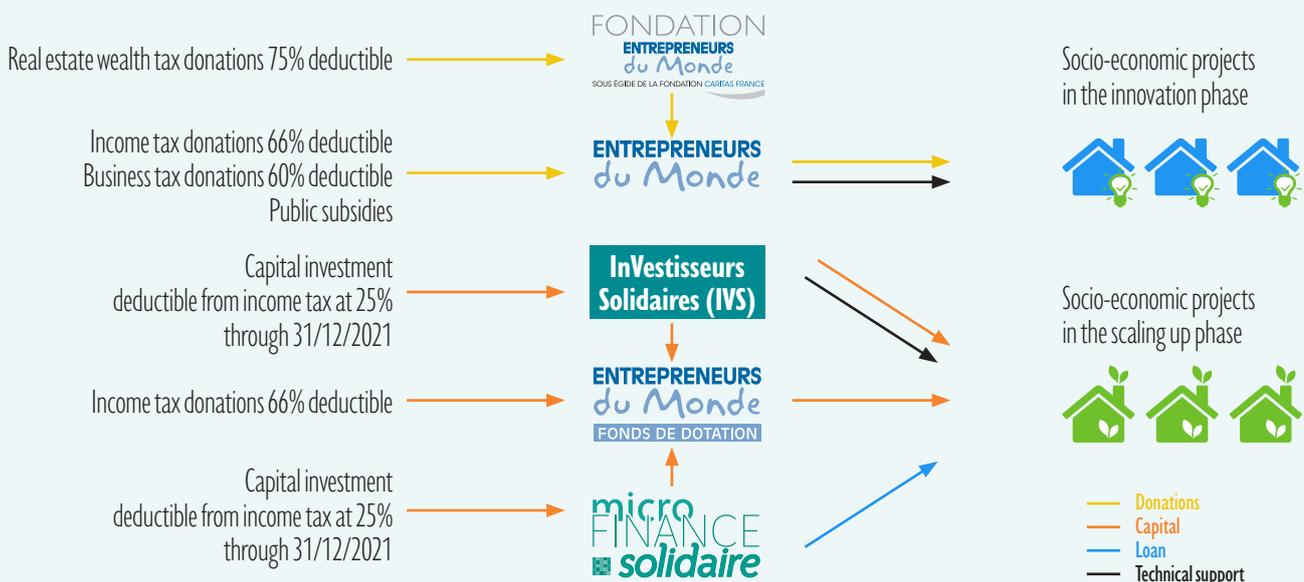
Since 2010, MicroFinance Solidaire SAS has been financing the working capital needed to create and expand social enterprises in the Entrepreneurs du Monde network. By the end of 2020, 20 organisations had received a total of €9.6M in loans. The financing came from the company's

capital (€3.4M, including more than a third provided by individuals), €3.6M in loans from the Agence Française de Développement and €2.6M from Nef and solidarity collective investment funds.

Since 2014, the Entrepreneurs du Monde endowment fund (FDE) has been holding equity stakes in the Entrepreneurs du Monde ecosystem's social enterprises. In 2020, it collected €109,000, including €64,000 in stock donations from MicroFinance Solidaire, and added €107,000 in capital to two social enterprises.

Finally, InVestisseurs Solidaires (IVS), a simplified joint-stock company (SAS), will start operating in 2021. It will eventually be the main shareholder in social enterprises that have proven their economic model.

By placing ourselves in a comprehensive ecosystem, Entrepreneurs du Monde is ensuring we have the means to support our partner organisations longer and maintain their social mission and ability to innovate.



FINANCIAL REPORT



“Our funds increased by 5% and we assigned 82% to programme development and innovation needs.”

LYDIE BALLET
Head of Accounting

SOURCES OF FUNDS

Entrepreneurs du Monde raised **€5,361,624** in **financial resources** in 2020, which came mainly from public funds (45%). Next were donations from companies and corporate foundations (22%), donations from other foundations and organisations (16%), those from individuals (8%) and finally, other products (10%) consisting of operation expense transfers and some services.

Note the growing proportion of funding from foundations, organisations and individuals (24% total in 2020 compared to 18% in 2019).

USE OF FUNDS

Total expenditure reached **€5,659,611** in 2020.

Most (82%) was allocated to the social mission: an increase compared to 2019, this €4,664,953 expenditure enabled programmes to continue their work.

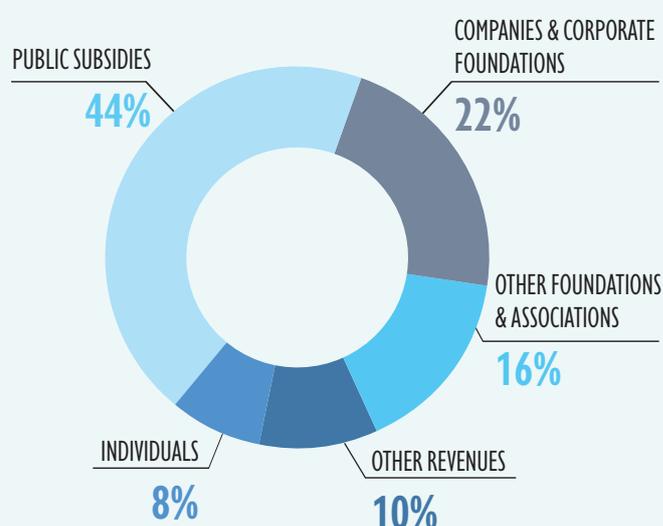
Operating costs represented **€657,319**, i.e 12% of expenditure. In 2019, this line item was €405,832 and represented 8% of expenditure. This increase is mainly due to expense adjustments for the 2019 fiscal year, interest on repayments for loans taken out in 2019, foreign exchange loss incurred on the Chamroeu sale and the write off of bad debt from Mercy Corps (which had been provided for in the 2018 and 2019 fiscal years).

But head office costs were reduced by savings on field travel costs due to the health crisis.

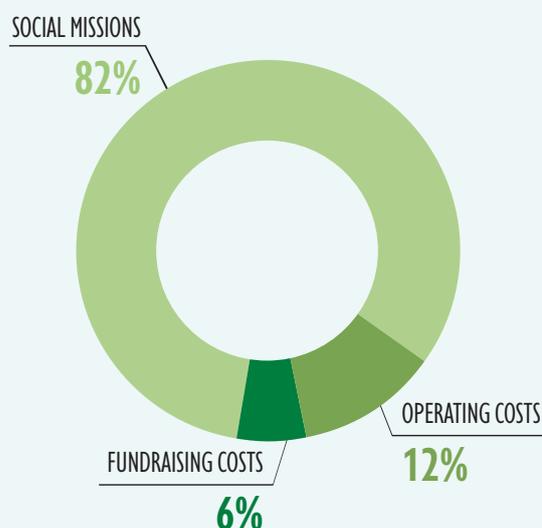
Fundraising costs remain stable and represent **€337,339**, which is 6% of expenditure. These costs include communication and fundraising material production and salaries for the team that handles communications, fundraising and sponsor and donor relations.

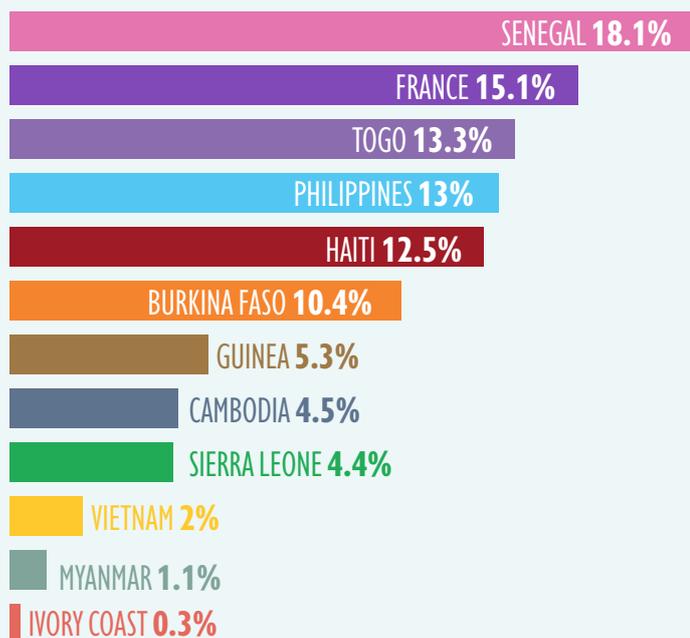
Social missions were completed in the various geographic regions shown on the next page.

SOURCES OF FUNDS



USE OF FUNDS





BALANCE SHEET

The **result** for 2020 shows a deficit of **€51,059** (the 2019 result showed a surplus of €11,917).

Cash available at the end of 2020 amounted to **€1,197,000**, i.e. 2.7 months of operating expenses. (This compares to more than three months in 2019. That comfortable cash position was due to disbursement of various financing in the last quarter and subscription of a participative loan.)

EXPENDITURE	%	EXPENDITURE for the year	including allocation by expenditure of funds from individuals	INCOME	SOURCES of funds during the year	including funds from individuals
Social missions	82%	4,664,953	333,132	Unrestricted and unused funds from individual donors at start of year		
<i>Projects in France</i>	38%	1,794,916	128,178	Funds from individual donors	404,162	404,162
<i>Projects outside France</i>	62%	2,870,037	204,954	Other private funds	2,053,340	
Fundraising costs	6%	337,339	24,090	Subsidies & Other public funding	2,388,022	
Operating costs	12%	657,319	46,940	Other products	516,100	
TOTAL EXPENDITURE	100%	5,659,611	404,162	TOTAL INCOME	5,361,624	404,162
Provision allowances				Provision reversals	114,454	
Programme income pending allocation		1,293,158		Funds from previous years carried forward	1,425,632	0
Year's income surplus				Year's income deficit	51,059	
GRAND TOTAL		6,952,769	404,162	GRAND TOTAL	6,952,769	404,162
Total expenditure funded by individual donors			404,162	Total income funded by individual donors		404,162

EVALUATION OF IN-KIND VOLUNTARY CONTRIBUTIONS

Social missions	395,986	Volunteering	146,296
Fundraising costs	0	Funds from the field	395,986
Operating costs and other expenses	146,296	In-kind donations	0
TOTAL	542,282	TOTAL	542,282

STATEMENT OF FINANCIAL POSITION AT END OF DECEMBER 2020

ASSETS

Net fixed assets decreased by €22,000. Fixed assets acquired by the Un Toit Vers l'Emploi programme were transferred to the La Case Départ association. Entrepreneurs du Monde acquired new fixed assets for the ICI programme, including a food truck. These purchases are financed by funds from corporate foundations or associations.

Loans to other holdings increased by 78% and correspond to the increase in participating interests in our programmes in Haiti.

There has been sharp increase in the **Grants Receivable** line item because most of the expected instalments of multi-annual funding started in 2020 are expected in 2021.

Prepaid expenses represent grants made to our programmes and partners that had not yet been used as of 31 December 2020. Increased assistance from our partners in managing their cash flow enables us to better anticipate needs and respond in a more relevant way. This contributes to the ongoing decline in unused grant advances (-17% compared to 2019).

LIABILITIES & EQUITY

The association's **equity** decreased and now stands at €712,666 due to a negative result this year.

The change in **funding liabilities** is due to the subscription to a State Guaranteed Loan.

Deferred revenue is higher than in 2019 because we received a public subsidy from the European Union designed to fund a programme that will begin in 2021.

ASSETS	2020			2019	LIABILITIES & EQUITY	2020	2019
	Gross	Prov. Amort.	Net				
Fixed asset	925,719	-100,301	825,418	526,367	Association funds	712,666	763,726
<i>Intangible fixed assets</i>	49,419	- 49,419	0	323	<i>Non-recourse association funds</i>	63,583	63,583
<i>Tangible fixed assets</i>	93,175	-50,882	42,293	65,051	<i>Other reserves</i>	534,790	534,790
<i>Participating interests and loans to other holdings</i>	750,503	0	750,503	422,717	<i>Retained earnings carried forward</i>	165,353	153,436
<i>Loans to programmes</i>	27,808	0	27,808	34,676	<i>Operating surplus/deficit</i>	-51,060	11,917
<i>Debts and guarantees paid</i>	4,814		4,814	3,600	Dedicated funds	1,129,624	1,234,488
					Reserves	52,263	108,579
Current assets	2,618,340	0	2,618,340	1,959,248	Liabilities	2,719,999	1,851,475
<i>Grants receivable</i>	617,525		617,525	115,110	<i>Funding liabilities</i>	1,033,609	859,390
<i>Other loans</i>	1,627,883		1,627,883	1,394,158	<i>Supplier and account linked liabilities</i>	11,426	0
<i>Prepaid expenses</i>	372,932		372,932	449,980	<i>Social and fiscal liabilities</i>	141,707	145,449
					<i>Deferred revenue</i>	578,759	156,950
Cash and cash equivalents	1,197,147	0	1,197,147	1,352,318	<i>Other liabilities</i>	954,498	689,686
Conversion spread - Assets	52,263	0	52,263	120,335	Conversion spread - Assets	78,616	0
TOTAL ASSETS	4,793,469	-100,301	4,693,168	3,958,268	TOTAL LIABILITIES & EQUITY	4,693,168	3,958,268

OUR MAJOR PARTNERS

PUBLIC ENTITIES & INTERNATIONAL ORGANISATIONS



COMPANIES & CORPORATE FOUNDATIONS



OTHER FOUNDATIONS & ASSOCIATIONS



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



OUR ECOSYSTEM





OUR COMMITTED SUPPORTERS

COMPANIES & CORPORATE FOUNDATIONS



OTHER FOUNDATIONS & ASSOCIATIONS



PUBLIC ENTITIES & INTERNATIONAL ORGANISATIONS





“ Since 2018, our foundation has partnered with Entrepreneurs du Monde on several projects, including eco-friendly food granaries in Senegal and solar energy access in remote areas of the Philippines. We’re interested in these projects because of their impact on especially vulnerable populations and their long-term purpose. And also because they are innovative energy solutions that offer ways for company employees to get involved by sharing their expertise.

In 2020, the EDF Foundation also supported projects that helped people recover after the health crisis, including the creation of a guaranty fund in Togo to support very small business owners affected by the crisis and a pilot programme in Burma aimed at securing food autonomy and supporting farmers with solar production equipment as they deal with the drop in their incomes. These partnerships were successful due to innovation, sustainability and agility.

Ingrid Ruyant • Head of Operations

“ As an entrepreneur at heart, I’m winding down a professional life built on trust in humanity that combines economic success with the human dimension. I wanted to prolong this work by supporting concrete projects that help the most disadvantaged move towards financial independence.

Our family endowment fund, DB Human, finances such projects with simple criteria: they must create sustainable resources, bring independence to motivated participants, respect the planet, support women and contribute to sustainable development goals.

I quickly realized I was in alignment with Entrepreneurs du Monde’s philosophy. We share the same values of kindness and high expectations.

I was blown away by their pragmatic accomplishments, their effective methods and their irreplaceable experience. I’m proud to support social microfinance, entrepreneurship, energy and integration projects in Africa and Asia. I have great confidence in them.



Xavier du Boys • President



“ We chose Entrepreneurs du Monde’s Fawrou Remobe project during a call for projects issued in partnership with AFD to promote “Solutions innovantes pour l’accès à l’énergie durable hors réseaux” (SollnAE) [Innovative solutions for sustainable, off-grid energy access].

We were particularly impressed with the creation of social enterprises in the field, the significant involvement and empowerment of women and the implementation of innovative organisational models that provide management, ongoing maintenance and sustainability to these installations.

We’ve been following the project’s advancement with interest, in a context challenged by an unprecedented health crisis and we really hope that this type of project can scale up and be deployed in other regions.

Iris Nicomedi • International Project Officer at the Ministry for Europe and Foreign Affairs

