

## BREADTH OF OUR OFFER

### — The breadth of technical assistance

offered by the Foundation is reflected in the variety of general as well as thematic programmes coordinated. This enables us to offer a specific approach to each of our partners (microfinance institutions and social businesses). Over the years, our technical assistance offer has been expanded to include different fields of action:

#### African Facility (FA)

Launched in 2013, this landmark programme, funded by Agence Française de Développement (AFD) [French Development Agency], was designed by the Foundation to respond as closely as possible to the needs of its partners in Sub-Saharan Africa. In partnership with the AFD, we have thus built a holistic scheme for the institutional strengthening of microfinance institutions, with three lines of action:

- **A €3.52 million grant** to set up technical assistance activities tailored to each institution and established after an accurate institutional due diligence conducted by the Foundation;
- **An ARIZ portfolio guarantee of €17 million**, including €5.5 million for MFIs receiving technical assistance;
- **A €6 million line of credit** to co-finance a portion of the Foundation's loans to MFIs receiving technical assistance.

The aim of the programme is to promote financial inclusion in rural areas by advising and guiding MFIs (selected according to financial criteria that are more flexible than the Foundation's traditional funding criteria) toward operational self-sufficiency and financial sustainability.

In 2017, this programme was extended for a new four-year phase and the integration of new African partners.

#### Supporting financial inclusion in sub-Saharan Africa (EIB)

The European Investment Bank, subsidises technical assistance missions to African MFIs through

the Financial Inclusion Fund, financed by the Government of Luxembourg.

The partnership with the Foundation was launched in 2019. The Foundation has received grants twice to date for a total of €0.56 million to promote financial inclusion in sub-Saharan Africa.

A support plan was thus developed by the Foundation following a due diligence of the technical assistance needs of the eight MFIs benefitting from the programme, with activities to strengthen various areas such as digital transformation, strategy, risk management, human resources management, social performance management, customer relationship improvement, and agricultural finance.

#### Promoting the financial inclusion of refugees (UNHCR-SIDA)

In 2017, the Foundation was selected by the Swedish International Development Cooperation Agency (SIDA) and the United Nations High Commissioner for Refugees (UNHCR) to design and coordinate an innovative programme aimed at improving the livelihoods, resilience and financial inclusion of refugees and host communities in Uganda. After a long phase of diagnosing the needs of different stakeholders, market research, and programme design, conducted by the Foundation in cooperation with the UNHCR, the programme was launched in 2019; it is distinguished by its approach balancing mixed funding (public and private capital) and its holistic approach with three components: a lender guarantee fund, debt financing for three microfinance institutions, and technical assistance for MFIs and refugees. The programme combines two types of interventions:

- **A €2.4 million grant** to implement technical assistance activities so that MFIs benefitting from the programme can open new branches in areas where refugees live, recruit employees to serve refugees and local communities, develop a product and service offering tailored to the target population, implement financial and entrepreneurial education services etc.



- **A 50% guarantee** on the loans granted by the Foundation to the three MFIs benefitting from the programme.

#### Volunteering skills (Solidarity Bankers )

The Crédit Agricole Group is a large international, multi-business and multi-brand group with over 142,000 employees in 48 countries. The group therefore has a remarkable pool of expertise and many employees wish to combine their skills with socially useful projects.

Created in 2018 under the impetus of the Foundation and in partnership with the Crédit Agricole Group, the Solidarity Bankers programme is a skills volunteering scheme open to Crédit Agricole Group employees in favour of the Foundation's partner organisations, MFIs and social enterprises. These missions, which call on the Group's experts, enable us to provide high-level skills, developed by practitioners working in a world-class banking group, and to respond positively to very specific requests from our interlocutors. These missions take the form of volunteering skills; they are highly appreciated by Crédit Agricole employees.

#### Strengthening Agricultural Value Chains (SSNUP)

At the end of 2020, the Foundation was selected as one of the impact investors in charge of implementing the Smallholder Safety Net Upscaling Programme (SSNUP), a support programme for small-scale agricultural producers coordinated by ADA Microfinance and financed by the Swiss Agency for Development and Cooperation and the Directorate for Development Cooperation and Humanitarian Action of the Luxembourg Ministry of Foreign and European Affairs.

The aim of the programme is to increase funding and technical assistance to agricultural value chain actors in order to:

- **Strengthen agricultural value chain actors** by promoting sustainable management practices so as to generate income, create jobs and improve food security;
- **Improve the productivity and resilience** of smallholder farmers by providing appropriate financial solutions and promoting sustainable agricultural practices in line with agri-ecological principles;
- **Promote responsible investments and funding** in agricultural and food systems;

- **Disseminate the results of experiences** and knowledge to the sector's stakeholders.

The Foundation has been allocated an initial €1 million grant to launch technical assistance missions for microfinance institutions and agricultural enterprises that support small-scale farmers.

## Development of microinsurance (PROPARCO – BIT)

In accordance with its strategic plan, the Foundation wishes to act on the promotion of microinsurance (health, agricultural and life).

The Foundation's technical assistance offer will thus be supplemented in 2021 by a new programme financed by PROPARCO through a €900,000 grant and in technical partnership with the International Labour Organization (ILO).

Drawing on our experience and that of the ILO in the field of microinsurance, we have designed this programme to address the specific challenges faced by microfinance institutions in developing insurance products. Because we know that the development of such products requires a high level of expertise but also close and long-term support, the programme will enable 12 of the Foundation's partner MFIs in Africa and Asia to benefit from technical assistance and, in particular, training on microinsurance, as well as long-term support from ILO experts in the field, to help them launch microinsurance products.

## A diversified, innovative and dynamic offer, based on a vast network of expertise

Four key principles characterise the Foundation's technical assistance offer:

- **A diversified offer so as to cover the varied needs of our partners:** thanks to programmes each of which has unique characteristics in terms of geographic coverage, partner size, duration of technical assistance support, etc.
- **An offer that relies on a vast network of skills:** Over the past few years, we have built up a network of technical assistance providers specialising in various fields. We have an extensive database of local and international assistance providers in many countries, particularly in sub-Saharan Africa. Crédit Agricole's network and ecosystem are also a major

winning asset in providing our partners with specialised skills.

- **An innovative, customised offer** drawing on our experience in coordinating support activities, and also in incubating and designing programmes, we have developed real expertise in creating technical assistance programmes, adapted to the needs of institutions and innovative schemes.

Combining technical assistance and financing, the African Facility is a unique programme in the micro-finance sector in terms of its duration, target, number of MFIs involved, diversity of issues addressed, and sectoral structuring capacity.

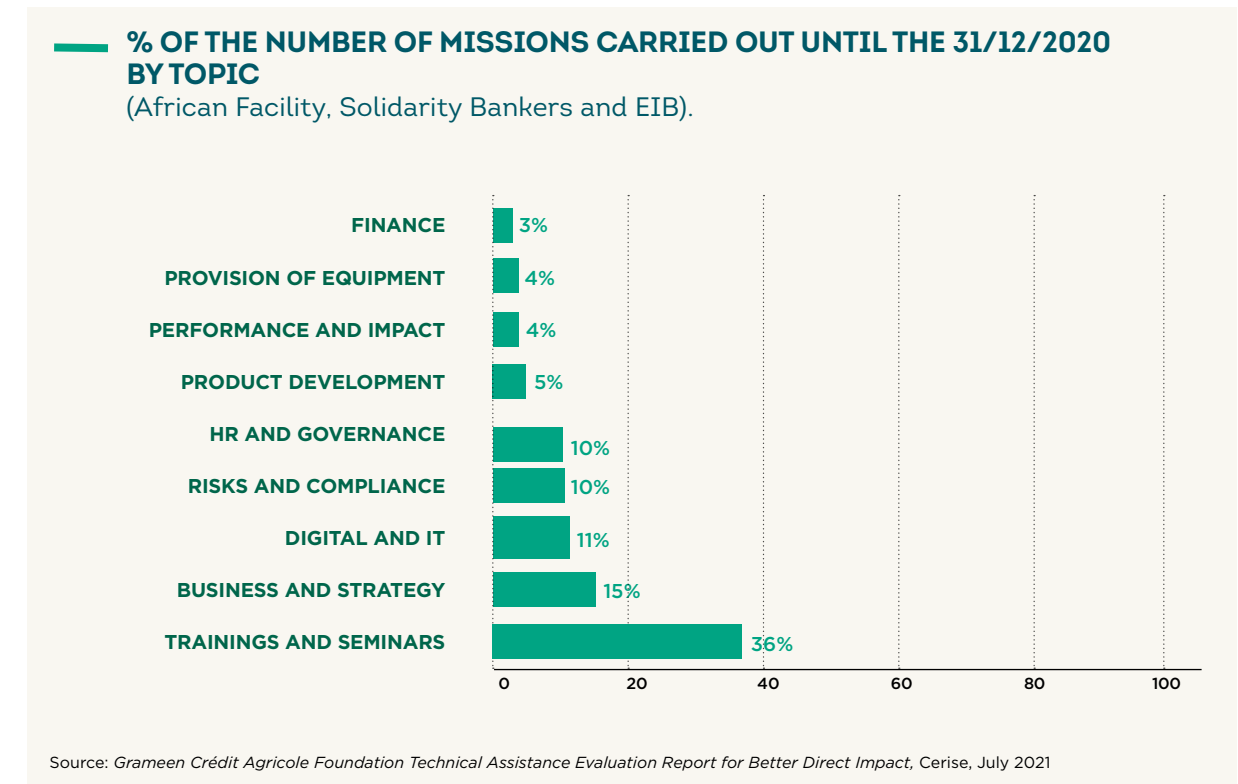
The UNHCR-SIDA and PROPARCO-ILO programmes allow for the operational development, through innovative mechanisms, of themes that pose implementation challenges such as access to financing for refugees or the development of microinsurance services in Africa and Asia.

Finally, Solidarity Bankers is a programme that leverages the skills of Crédit Agricole SA Group experts and provides banking expertise to the Foundation's partner institutions.

- **A dynamic offer:** the Foundation's offer is modular, flexible and can be adjusted according to the context and changing needs and strategic priorities of beneficiary institutions.

This diversity of experience enables the Grameen Crédit Agricole Foundation to test different approaches, procedures, and processes, but also to offer its partners mission themes and technical assistance providers that truly meet their needs.

## Diversified mission themes



Thanks to the diversity of the programmes managed by the Foundation, the technical assistance themes offered to partners are varied and make it possible to meet the diversity of their needs. The themes of the missions are structured around three strategic

objectives: consolidating the operational capacities of organisations, supporting organisations in the face of change, and enabling vulnerable populations to improve their resilience.

## 1. CONSOLIDATING THE OPERATIONAL CAPACITIES OF ORGANISATIONS

Programmes involved: EIB, African Facility, SSNUP, Solidarity Bankers

THEMES	EXAMPLES OF ACTION
• Human resources & Ethics	→ Develop HR procedures, support the drafting of the code of conduct and prepare its implementation
• Risk management	→ Draw up a risk map
• Audit & internal control	→ Devise or update audit/internal control procedures and train the internal audit department
• Strategic plan	→ Develop or update the strategic plan
• Social performance	→ Conduct a social audit
• Governance	→ Train board members
• Credit methodology	→ Update procedure manuals and credit policies
• Co-financing of long-duration missions	→ Co-finance the recruitment of an expert on a strategic theme for the organisation (e.g. an IT manager for a digitalisation project)

The African Facility programme alone accounts for more than 90% of the number of missions accomplished as of December 2020. In line with the objective of this programme, missions were first focused on

strengthening the institutional capacities of MFIs: capacity building for the team, training, risk management, improving human resources management, and business plan review/development.

## 2. SUPPORTING ORGANISATIONS IN THE FACE OF CHANGE

Programmes involved: EIB, African Facility, SSNUP, Solidarity Bankers

THEMES	EXAMPLES OF ACTION
• Internal digitalisation	<ul style="list-style-type: none"> <li>→ Change the information and management system (MIS)</li> <li>→ Interconnect branches with the institution's headquarters</li> <li>→ Digitalise the credit process</li> </ul>
• Digitalisation of products and distribution channels	<ul style="list-style-type: none"> <li>→ Chart or update a digital strategy</li> <li>→ Digitalise product distribution: launch an agent network, mobile banking solutions, etc.</li> <li>→ Implement a credit scoring system</li> </ul>
• Adaptation to climate change	<ul style="list-style-type: none"> <li>→ Chart an environmental policy</li> <li>→ Implement environmental impact financing (e.g.: loans to buy solar powered agricultural equipment)</li> </ul>

Once the MFIs were consolidated, the range of themes was gradually expanded to include change management

missions, in particular through digitisation, social performance, and environmental impact drives.

## 3. REACHING OUT TO EXCLUDED POPULATIONS AND PROPOSING PRODUCTS TO IMPROVE THE RESILIENCE OF LOCAL POPULATIONS

Programmes involved: SSNUP, Solidarity Bankers, UNHCR-SIDA, ILO/Proparco

THEMES	EXAMPLES OF ACTION
• Rural economies / services for small producers	<ul style="list-style-type: none"> <li>→ Launch a new product or improve an existing product/service (credit, savings, insurance, money transfers to small agricultural producers, financial education, technical training)</li> </ul>
• Financial inclusion for refugees	<p>Cover part of the expenses for:</p> <ul style="list-style-type: none"> <li>→ Opening new branches in areas where refugees and their host populations live</li> <li>→ Creating/adapting financial products for refugees</li> <li>→ Developing non-financial services for refugees</li> </ul>
• Microinsurance	<ul style="list-style-type: none"> <li>→ Launch new insurance products</li> <li>→ Train local teams in microinsurance</li> </ul>

More recently, the launch of programmes such as the SSNUP or the UNHCR-SIDA programme has enabled the Foundation to diversify its support further in areas such as rural economic development and financial inclusion for refugees. The launch of the new ILO-PROPARCO programme in 2021 will make it possible to develop a specific technical assistance offer on microinsurance and support the Foundation's partners in diversifying their products.

### Varied methods of action to meet our partners' needs

In addition to the diversity of topics covered, the Foundation has a wide range of lines of action to meet the needs of its partners in optimal fashion:

#### • MISSIONS CARRIED OUT BY TECHNICAL ASSISTANCE PROVIDERS

The most common type of mission consists of bringing in an external technical assistance provider - an individual consultant, a firm, a consortium, or an expert from the Crédit Agricole Group - for a consulting or capacity-building mission.

The Foundation has a database of almost 300 technical assistance providers. Of the 134 consulting missions carried out under the African Facility, Solidarity Bankers and EIB programmes at the end of December 2020, 91 (67%) were by individual firms or service providers based in the countries of action, 2 (2%) by the local office of an international firm and 42 (31%) by international firms or individual service providers. This preponderance of local experts is explained by the willingness of the Foundation to foster local expertise. International service providers are used more for very specific topics when it is difficult to find a local expert who meets the institution's needs.

These practitioners can proceed in various ways: one mission by several consultants from the same firm with complementary profiles, individual or consortium. It is not uncommon therefore for an international firm, with a high level of technical expertise, to join forces with a local firm with a good knowledge of the field. To capitalize on the knowledge of the beneficiary organisation and ensure continuity between missions, the same service provider can perform several missions for a same organisation. This flexibility in the choice of technical assistance providers and their mode of action enables the Foundation to provide a bespoke response to the varied needs of its partners.

#### • EQUIPMENT ACQUISITION

Action by an expert sometimes makes sense only if the organisation is also supported in acquiring the

equipment needed to implement the project. The Foundation has thus regularly assisted some of its partners in the purchase of computer hardware, software or technical equipment to modernize their information and management systems.

#### • PARTICIPATION IN EXTERNAL TRAINING

The Foundation regularly offers its partners the opportunity to enrol in high value-added external training courses such as those given by the Boulder Institute, the Frankfurt School or the School of African Microfinance.

These courses enable partners to benefit from general microfinance training but also to hone their skills in specific areas such as digitalisation or agricultural value chain financing. They are also an opportunity for participants to open up internationally and to strengthen their network. Finally, they are particularly useful upstream of a technical assistance mission requiring the presence of an internal focal point, trained in the mission's theme, and thus able to ensure the continuity of the project after the departure of the technical assistance provider.

#### • ORGANISATION OF INTERNAL TRAINING

In other cases, the organisation prefers to bring the training in-house in order to include more participants and thus calls on a technical assistance provider. Some organisations are too fragile to handle the logistical costs on their own. The Foundation may therefore be asked to finance part of the cost of hotels, restaurants, meeting room rentals, etc., to ensure that the training is held in optimal learning conditions.

#### • CO-FINANCING OF LONG TERM MISSIONS

When certain skills are not present within the teams, covering a portion of the salary costs for specific positions and for a limited period of time may prove necessary and highly relevant. This was the case for a microfinance institution in Uganda, where the Foundation co-financed the cost of a HR manager for one year to enable the institution to strengthen this position, which had previously been held by the Managing Director. The costs covered can also finance the recruitment of an expert in a strategic area for the organisation: an IT manager, for example, who is essential to the success of a digitalisation project.

The partial and limited coverage of these expenses is therefore a sustainable way for MFIs in the process of consolidation to bolster their position, and it is essential for the internal recruitment of qualified staff needed for the proper management of the organisation.

“We really appreciated the support we received for recruitment. Without the Foundation, we would not have been able to have internal staff to run the project nor to expand the project (after the pilot phase funded by the TA programme)”

MFI - Uganda -  
beneficiary of the African Facility

• **COVERING CAPITAL EXPENDITURES**

In certain cases, and in particular in order to encourage partners to develop innovative products or to reach particularly vulnerable populations, covering capital expenditures or certain operating costs during the pilot phases is an important lever for action. The UNHCR-SIDA programme has enabled three MFIs in Uganda to extend their services to refugees, often in very remote areas, by limiting investment and operating costs at the outset, but with the objective of making these services sustainable over a three-year period thanks to a stable business model predefined before the programme began. ●

# OUR ACTION FRAMEWORK AND PRINCIPLES

— **Technical assistance** follows clear procedures, based on international best practices and on compliance with donor criteria on procurement rules.

analysing a satisfaction questionnaire to the beneficiary organisation. Where relevant, the TA team can also propose a follow-up mission or put the beneficiary organisation in touch with an appropriate partner if the Foundation is not able to meet itself the new needs raised by the organisation.



**The Grameen Crédit Agricole Foundation's technical assistance action is characterized by five key principles:**

• **PROXIMITY AND ATTENTIVENESS:** no theme is imposed on organisations. Priorities are defined jointly by the Foundation and the partners using a bottom-up approach. The Foundation also maintains a regular link with its partners through frequent field missions.

• **FLEXIBILITY:** the content of missions is reviewed regularly to ensure consistency between the priorities of the organisations and the missions launched.

• **COOPERATION:** beneficiary organisations are involved in all stages of the mission, from the definition of needs to the selection of the technical assistance provider, to ensure good ownership of the mission.

• **EXPERTISE:** Over the past few years, the Foundation has built up an extensive network of local and international technical assistance providers with expertise in a wide range of fields.

• **PROFESSIONALISM:** since 2018, the technical assistance team has been strengthened with the successive recruitment of two people in 2018 and 2020, thereby enabling the Foundation to gain in maturity but also to develop and diversify its offer through the multiplication of technical assistance programmes.

The first step consists of assessing and prioritising needs. The needs of partner organisations are analysed during due diligence missions carried out by the investment team. These needs are then reassessed regularly through ongoing monitoring of partners by the investment team and the technical assistance team ("TA team"), to ensure that the missions carried out are relevant to the needs of the partner organisations and their strategic priorities.

The second step entails mission preparation, recruitment, and selection of the technical assistance provider. For each mission, the TA team works closely with the beneficiary organisation to define the terms of reference. This document, which details the support required, the objectives, and the results expected at the end of the mission, is published by the TA team in an open and transparent manner on the Foundation's website<sup>4</sup>. The TA team coordinates the recruitment process and selects, together with the beneficiary organisation, the technical assistance provider who will carry out the assignment.

Finally, the launch and monitoring of the mission by the TA team is the third step. At the end of the mission, the TA team ensures the quality of the deliverables prepared by the technical assistance provider, assesses the achievement of the expected results and the quality of the service by sending and

The technical assistance team works closely with the investment team, who bring their expertise and in-depth knowledge of the organisation's institutional culture and context to ensure that the missions are fully aligned with the organisation's priorities. The proximity between the two teams is an asset for a good needs analysis and a holistic vision of support. ●

<sup>4</sup>. <https://www.gca-foundation.org/en/technical-assistance/>

## ADAPTING TECHNICAL ASSISTANCE ACTIONS TO THE COVID-19 CRISIS

During the crisis caused by the COVID-19 pandemic, the Foundation quickly adapted its actions, in agreement with its funders, by implementing new forms of support to:

1. Respond to immediate technical assistance needs, for example, with missions on liquidity risk management or the development of business continuity plans;
2. Help organisations deal with post-crisis issues, for example by strengthening HR management or digitalising the credit process and distribution channels;
3. Overcome logistical constraints related to travel restrictions, for example by deploying local experts or organising 100% online missions.

Thus, under the African Facility programme more than 40 missions were reviewed to respond to the crisis. For example, a mission on "Liquidity Risk Management" was organised to update cash flow projections and stress tests for a microfinance institution in Benin.

Finally, a webinar, organised jointly by the Grameen Crédit Agricole Foundation, SIDI<sup>1</sup>, FEFISOL<sup>2</sup> and MAIN<sup>3</sup>, bringing together 44 MFIs (including 26 of the Foundation's partners), was also organised to support them on the subject of liquidity risk management at the height of the crisis.

<sup>1</sup>. International Solidarity for Development and Investment - <http://www.sidi.fr/?lang=en>  
<sup>2</sup>. European Solidarity Financing Fund for Africa  
<sup>3</sup>. Microfinance African Institutions Network - <https://www.mainnetwork.org/>

## FRIENDS CONSULT LTD

Based in Uganda, Friends Consult Ltd provides consulting and capacity building services throughout the East African sub-region. Peter Otaala, Senior Project Manager at Friends Consult Ltd, looks back at the different missions that have been carried out within the framework of the African Facility's technical assistance programme.

### — Could you introduce Friends Consult Ltd ?

**Peter Otaala:** Our business and management consulting firm has been working for 24 years on behalf of governments, SMEs, private companies, NGOs and donors. We have become the leading regional microfinance consultancy, particularly in advising on financial services for the poor.

Our extensive experience in the fields of strategy, market research, human resources, training, operational audit, financial product development, etc., allows us to support microfinance institutions as closely as possible to their needs. Our goal is to provide our clients with solutions that enable them to improve the efficiency and quality of their services in order to grow their organisation.

Our role is to stabilize and sustain institutions, and we see positive and lasting changes after each mission.

### — Under the African Facility, what types of support have you provided to the programme's beneficiary MFIs?

**P. O.:** We have worked with 4 MFIs under the programme: ECLOF (Uganda), ENCOT (Uganda), MLF (Zambia) and MLF (Malawi). We adopt a participatory approach and work closely with their teams to help them improve the quality of their services and strengthen their institutional capacities. This approach ensures better ownership of the issues by the institutions, as well as a transfer of skills to local teams. In Uganda, for example, we helped ECLOF define its transformation strategy as part of the development of its 2015-2017 business plan, and provided training on risk management for loan officers and managers.

For ENCOT in Uganda, we reviewed existing financial procedures, trained the Chief Accountant, and enabled the audit team to perform internal controls

and prevent fraudulent activities. Our cooperation continued with the revision of operational procedures and the training of the team in charge of credit operations, particularly on risk management. Finally, we assisted ENCOT in analysing and auditing its loan portfolio, and developing a new 2020 - 2022 strategic plan.

### — How do you perceive the coordination work of the Grameen Crédit Agricole Foundation under the programme? What do you think of the African Facility programme?

**P. O.:** We are particularly grateful to the technical assistance team for their expertise and follow-up on all the missions undertaken.

The African Facility provides comprehensive and sustainable technical assistance, for example, through improving social performance management, digitising processes and products, and promoting inclusive green microfinance. This diversity of actions differentiates the African Facility from other technical assistance programmes, which often focus only on improving the quality of an institution's loan portfolio. ●

More information:  
<https://friendsconsult.co.ug/>

## OUR ECONOMIC MODEL

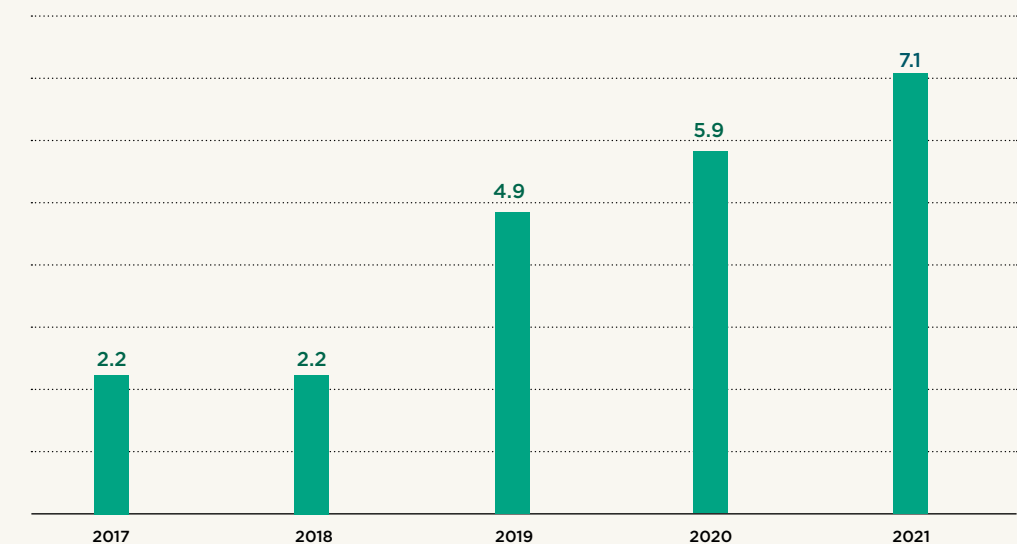
— **The Foundation** is not meant to finance technical assistance activities with its own funds. Since launching its technical assistance coordination activity in 2013, it has been designing technical assistance programmes and mobilising appropriate funding from institutional players (PROPARCO, AFD, EIB, SIDA...).

Most of the grants mobilised are used to finance technical assistance activities (identification of needs, payment of service providers, contribution to the purchase of equipment, etc.). Some of this funding is used to cover the costs of coordinating technical assistance. For example, under the EIB programme, coordination costs account for 11.9% of the amount of the grant earmarked for mission implementation.

The amount of grants under management has increased significantly, from €2.2 million in 2018 to €7.06 million in 2021, thanks to the launch of new technical assistance programmes. The Foundation can now break even on its technical assistance activities thanks to this increase since the coordination costs are covered by dedicated lines on the mobilised grants.

The coordination of technical assistance entails a strong commitment from the teams: two people are assigned full time to the coordination of technical assistance. The teams in charge of investments, monitoring impact enterprises, and the Administrative-Finance and Risk divisions are also involved.

### — DEVELOPMENT OF THE AMOUNT OF GRANTS UNDER MANAGEMENT FOR TECHNICAL ASSISTANCE (IN €MILLION)





Under each technical assistance programme, the Foundation ensures that the costs for the coordination of activities as well as part of the indirect overheads (premises, MIS, etc.) are covered via a lump sum or a percentage of the grant paid to the Foundation in the form of management fees. To ensure that the majority of the grant is used to carry out missions for the beneficiary organisations, the Foundation sees to it that coordination costs do not exceed 15% of the grant for technical assistance activities.

### A business model based on co-financing by beneficiary institutions

Under all technical assistance programmes managed by the Foundation, a financial contribution (between 10% and 50% of the total amount of activities) is systematically requested from beneficiary organisations. For example, under the African Facility (Phase 2), the percentage of co-financing from partners for the implementation of TA activities and the identification of needs averaged 15% as at 31 December 2020, as opposed to the 12.6% minimum expected by the donor.

Co-financing by the beneficiary organisation can take the form of covering part of the consultancy fees or, in the case of the Solidarity Bankers programme, covering the cost of the expert's accommodation and transport on the field. In all cases, this contribution must correspond to a real financial contribution, and not be a valuation of intangible assets.

This financial contribution is also a way of ensuring the partner's involvement and commitment to the project. ●

The coordination of the technical assistance programmes includes the following aspects:

- **Identifying the needs of the organisations** and transcribing them into clear terms of reference to define the activities, results and deliverables expected from the missions;
- **Advising institutions** to launch missions with high added value in line with the action principles of the different programmes;
- **Selecting qualified technical** assistance providers for the missions;
- **Monitoring the progress of missions**, the achievement of results and the quality of deliverables;
- **Reporting to programme donors** (financial and technical monitoring);
- **Administrative and financial management** of missions (contracting with service providers, managing payments, etc.)
- **Capitalizing** (sharing of best practices, organisation of events and exchanges within the inclusive finance sector).

## IMPACT ENTERPRISES: A PERSONALISED APPROACH

Bespoke support and comprehensive guidance for impact enterprises from the Foundation's teams

— In addition to financing, the Grameen Crédit Agricole Foundation provides the impact enterprises it works with and their managers with support in strategy, finance and agribusiness. It can then supplement this support with technical assistance by external contributors so as to provide specialised expertise. The importance of this support increased during the COVID-19 crisis.

This customised, long-term guidance is provided in concrete terms by the director representing the Foundation on the Board of Directors, when the Foundation is a shareholder, and by the team in charge of monitoring impact enterprises. It is based on a good knowledge of the life of the enterprise and its ecosystem and complements the technical assistance programmes that may be offered on specific themes (SSNUP, Solidarity Bankers, etc.). This support for enterprises in their growth is provided on a daily basis and at key moments: participation in boards of directors, steering committees or strategic seminars... Before launching more specialised technical assistance missions, the guidance provided by the Foundation's teams is structured around four main pillars.

### 1. FROM START-UP TO MATURE COMPANY: SUPPORT IN DEFINING THE BUSINESS MODEL AND SCALING UP

The team in charge of monitoring impact enterprises supports and bolsters their capacities in several areas, particularly in the development and adaptation of impact business models and business plans.

In the start-up phase, this mainly involves providing support for the company for its needs analysis, a market study, its commercial and marketing strategy, its financial forecasts, the structuring of the company as well as the monitoring of its social and environmental impact.

#### > Plastic Odyssey's Young Innovative Entrepreneurs

The Foundation supported the six French winners of the Plastic Odyssey Lab (Plastic Odyssey's acceleration programme for recycling entrepreneurs), upstream of their entrepreneurial adventure, in the construction of their business project and the development of their business model. It then redirected these winners to its contacts in the Crédit Agricole Regional Banks.

During the development phase or when scaling up, or in response to crises, the team helps entrepreneurs identify new levers or strengthen existing ones by determining the operational processes to be improved and by proposing solutions (digitisation, strengthening the back office, etc.).

The team also helps entrepreneurs develop relevant strategies for scaling up: diversification of services and territories, institutionalisation, partnerships, etc. It advises and guides them to determine the appropriate path to get there.

#### > The support provided to Laiterie du Berger for the creation of a subsidiary

The Foundation supported Laiterie du Berger (Senegal) in the creation of its subsidiary Kossam and then in the digitalisation of its processes in order to strengthen the autonomy of small-scale farmers and secure their financial flows.



Moldavie - Microinvest © Godong

## 2. ASSISTANCE WITH FINANCIAL STRUCTURING AND FUNDRAISING

The team in charge of monitoring impact enterprises is also particularly active in the area of financial and equity support. It supports the enterprises in their financial strategy: financing plan, choice of financial instruments, negotiation with investors and financiers, coordination of financing with the Crédit Agricole Group, etc.

### > Financial diversification of the Laiterie du Berger

The Foundation has thus enabled the Caisse Régionale de Franche Comté to acquire a stake in the social business Laiterie du Berger (Senegal). The latter benefits from loans from Amundi also.

In addition, the team hones the skills of the impact enterprises' administrative and financial management divisions by suggesting adapted tools or improvements to financial processes. It also shares its knowledge of the ecosystem and impact investment players in order to facilitate fundraising.

## 3. FOCUS ON AGRIBUSINESS ENTERPRISES

According to the UN Food and Agriculture Organisation, "small-scale farmers produce over 70% of the world's food needs and agribusiness generates significant employment and income worldwide. In developing countries, increased sustainability of food value chains could improve the lot of millions of poor households and ensure universal access to nutritious food."

To enable value chain structuring, the impact enterprise monitoring team contributes to the dissemination of best practices in smallholder capacity building, marketing and market access. It participates in the development of partnerships with other actors in the ecosystem, or with MFIs.

### > Strengthening the capacities of agri-business

The Foundation has supported Laiterie du Berger in setting up milk quotas and helped to develop the Meliteji programme in order to create more sustainable jobs in the Laiterie's area of operations. It is also helped ACRE (Kenya) in the development of new technical partnerships and new products to support smallholder farmers in East Africa. Finally, the Foundation supported SFA in the digitalisation of its processes in order to secure financial flows.

## 4. MONITORING AND IMPACT MEASUREMENT

The team in charge of monitoring impact enterprises helps its partner enterprises to set up impact monitoring and steering tools, in particular through the social charter, a real impact roadmap. It also helps develop monitoring grids, key performance indicators (KPIs), and dashboards to assess the company's impact and enable it to steer its actions. If relevant, it can also support them in their certification processes (B Corp, organic certification, etc.). Finally, the team ensures that good environmental practices are respected.

## 5. SUPPORTING BUSINESSES IN TIMES OF CRISIS

The Covid-19 crisis forced enterprises and their shareholders to adapt. The Foundation broadened its collaborations to offer a range of competencies to organisations hard hit by the crisis. It has been agile in supporting enterprises to combine diverse investment horizons to protect their short-term liquidity while safeguarding their future. The Foundation also supported them in revising their business model.

### > Help PPSE to overcome the COVID-19 crisis

Until the COVID-19 crisis hit, Phare Performing Social Enterprise (PPSE) was a model social and cultural business in Cambodia, combining social and financial success. However, the pandemic had a strong impact on the tourism and entertainment sector, the pillars of PPSE's business model. With the help of the Foundation's team, PPSE has reoriented itself by developing activities that are less dependent on tourism or international markets, and by diversifying its revenues. The programme includes a new digital strategy, the creation of a domestic cultural offer and a music label, the development of an animation studio, and the diversification of financial flows to identify and obtain emergency aid from donors and the community of social investors. The impact enterprise monitoring team also helped PPSE prepare for the future with new activities (development of a cultural village geared to the domestic and international market) and the search for new investors. When necessary, the Foundation has mobilised internal skills (the Solidarity Bankers technical assistance programme) and external skills (partnerships with international students from Paris Institute of Political Studies). ●