

OUR IMPACT MODEL

The Grameen Crédit Agricole Foundation aims to create sustainable value by reconciling social, economic and environmental impacts. In 2019, the Foundation defined for the first time the impact model specific to its activity in order to better understand and share the results of its action. Two axes are taken into account: the impact of the Foundation on its beneficiary organisations and the impact on the end clients of its partners who, on a daily basis, reflect the Foundation's commitments by their outreach and their contribution to economic development of their area of intervention.

In terms of direct impact, the following three objectives have been defined and broken down into operational purposes:



- **CONSOLIDATE THE SUSTAINABILITY** of organisations that provide essential services



- **STRENGTHEN SOCIAL AND ENVIRONMENTAL PERFORMANCE** of supported organisations



- **PROMOTE INCLUSIVE** and sustainable finance

Through its technical assistance activities, the Foundation supports its partners in their operational consolidation by improving their structuring, their management and the operation of their activities.

The Foundation also provides technical assistance to funded organisations to strengthen their social and environmental performance. On the social component, the Foundation's portfolio is assessed via ALINUS, a social performance management tool for the microfinance sector. In terms of environmental

performance, the monitoring is newer but it is moving ahead.

Finally, positioned as an expert of financial inclusion within the Crédit Agricole, the Foundation is stepping up the promotion of banking practices with a social impact through innovative proposals, carried out in cooperation with Group entities. The Solidarity Bankers programme favours fully this promotion internally. Externally, the Foundation multiplies its impact through cooperation with other major development aid actors.

Thus, technical assistance activities amply contribute to the Foundation's impact model.

OUR IMPACT MODEL

THE IMPACT RESULTS

— MISSION —

Contribute to the reduction of inequality and poverty through financial inclusion and the promotion of impact entrepreneurship

FOUNDATION IMPACT

1. CONSOLIDATE
The sustainability of organisations that provide essential services

- Microfinance institutions supported **75**
- Small-sized microfinance institutions **91%**
- Of outstandings **81 M€**
- Social impact enterprises supported **11**
- Agribusiness **36%**
- Technical assistance missions facilitated in 2020 **93**

2. STRENGTHEN
The social and environmental performance of the organisations supported and of the Foundation

- Alinus score vs 53% sector benchmark* **65%**
- Of institutions have implemented measures to reduce their internal ecological footprint **37%**
- Of institutions offer green products **41%**

* 2019 benchmark sector - Cerise

3. PROMOTE
Inclusive and sustainable finance

- Credit Agricole entity partners **31**
- Subscriptions by the Credit Agricole to the FIR Fund **9,75 M€**
- Days of solidarity Bankers missions **122**
- Partners organisations **54**
- Interventions in events **33**

IMPACT OF THE ORGANISATIONS SUPPORTED

1. FACILITATE
Access to essential services for vulnerable segments of the population

- Active beneficiaries of microcredits **7,3 M**
- Women beneficiaries **73%**
- Microfinance clients in rural areas **85%**
- Customers of solar equipment enterprises **47 560**
- Beneficiaries of access to water projects **158 000**

2. STRENGTHEN
The resilience of fragile economies

- Of outstandings are in regions that are the most vulnerable to climate change **55%**
- Of outstandings are in fragile States **44%**
- Small producers supported by social agrifood enterprises financed **9 398**
- Employees of the organisations supported **36 685**

3. IMPROVE
The living conditions of vulnerable populations

- Supported organisations collecting customer data specific to their social objectives **46%**
- In 2020, the Foundation launched impact studies to assess the changes in the living conditions of final beneficiaries**

** Clients of supported organisations

Foundation's impact report:
<https://www.gca-foundation.org/en/impact-report/>



→ Key figures 2020

OUR IMPACT MODEL



OUR CONTRIBUTION TO THE OPERATIONAL STRENGTHENING OF THE ORGANISATIONS

Kenya_VERT © Didier Gentilhomme

OUR CONTRIBUTION TO THE OPERATIONAL STRENGTHENING OF THE ORGANISATIONS

Technical assistance

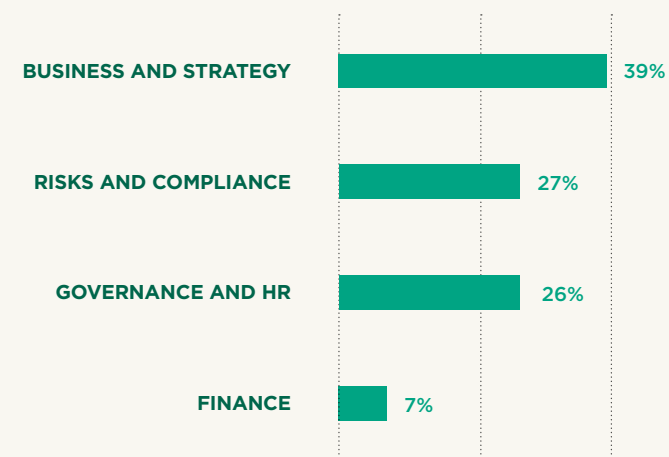
has a definite impact on improving financial and operational performance of beneficiary organisations. Many factors need to be taken into account when assessing this impact: the themes of the missions, the contexts and environments in which the organisations operate, the profiles of technical assistance providers and consultants, the engagement of governance, the prior knowledge

of the teams, etc. As a result, it is difficult to isolate the effects of a particular technical assistance mission. Nevertheless, analysing the performance of all organisations that benefitted from technical assistance between 2013 and 2020 offers a broad vision. A correlation between technical assistance activities, operational results and institutional strengthening of organisations was thus identified.

102 
NUMBER OF TECHNICAL assistance missions (2013 - 2020) relating to institution strengthening

97 
NUMBER OF TECHNICAL assistance missions that allowed partners to register for external training (Boulder, African Microfinance Week...)

% OF THE NUMBER OF MISSIONS AIMING AT CONSOLIDATING PARTNERS, BY TOPIC, UNTIL THE 31/12/2020



Source: Grameen Crédit Agricole Foundation Technical Assistance Evaluation Report for Better Direct Impact, Cerise, July 2021

Progressive strengthening of beneficiary organisations

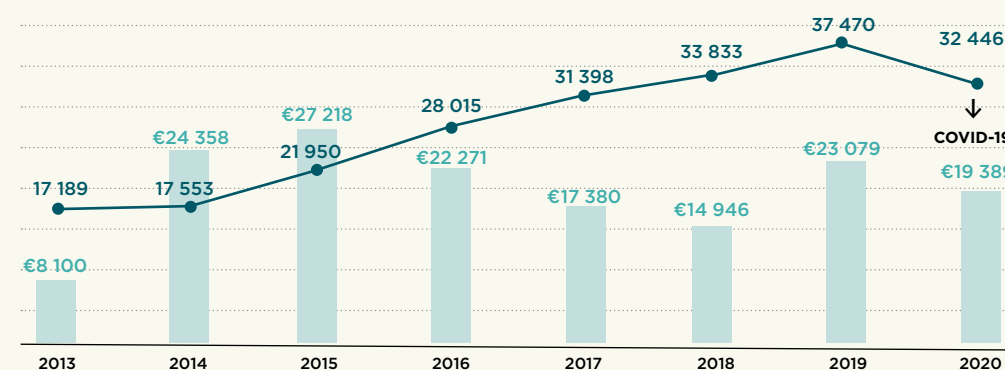
The quantitative analyses conducted among the organisations that benefitted from technical assistance missions between 2013 and 2020 show that the latter have developed and strengthened overall over

time. The interviews conducted as part of the assessment conducted by Cerise with the beneficiary organisations, which focused mainly on the perception of change, confirmed the impact of the Foundation's support, with four major trends identified:⁵

1. **Following the missions focused on strengthening the risk profile** and improving operational performance, the partners recorded an overall increase in the number of clients and outstanding loans.

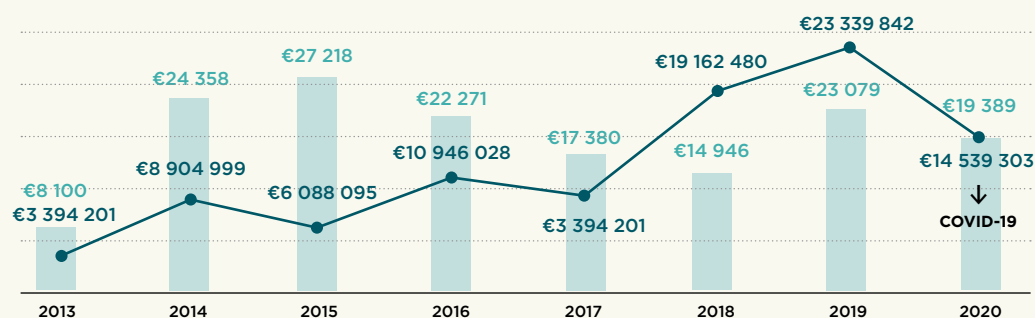
CHANGE IN THE AVERAGE NUMBER OF ACTIVE BORROWERS AND AVERAGE OUTSTANDING LOANS OF ORGANISATIONS THAT RECEIVED TECHNICAL ASSISTANCE MISSIONS, BETWEEN 2013 AND 2020.

History of the average number of active borrowers for the period 2013-2020



> Average amount of technical assistance spent per partner and per year

History of average outstanding loan portfolio for the period 2013-2020

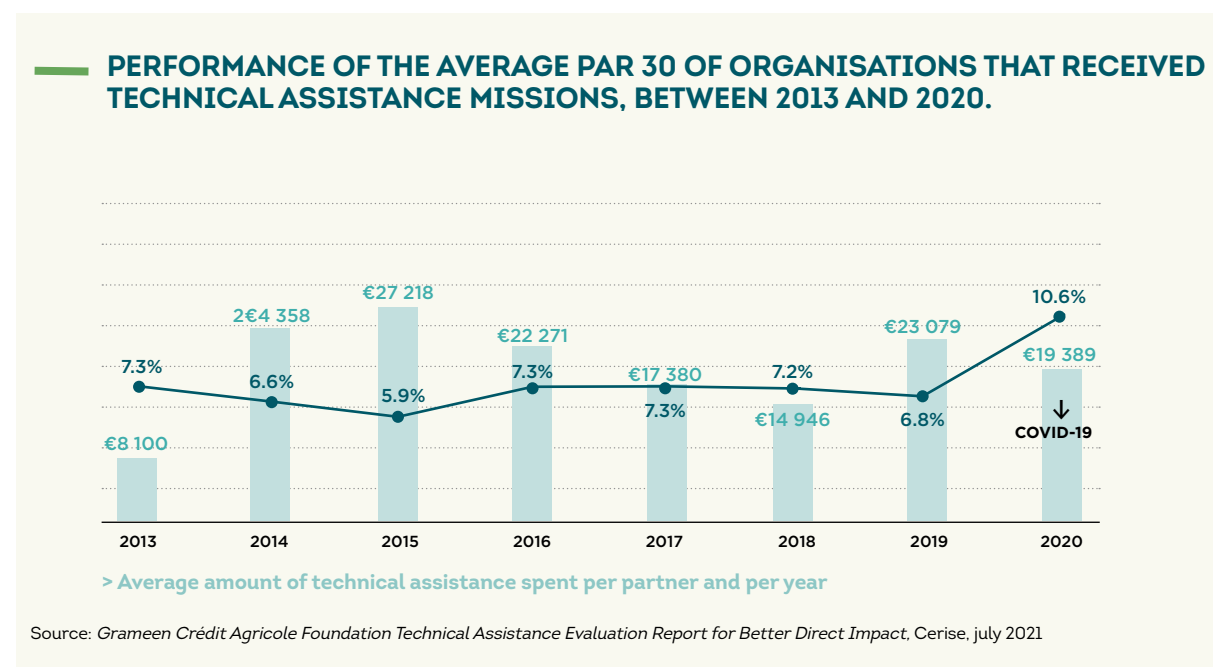


> Average amount of technical assistance spent per partner and per year

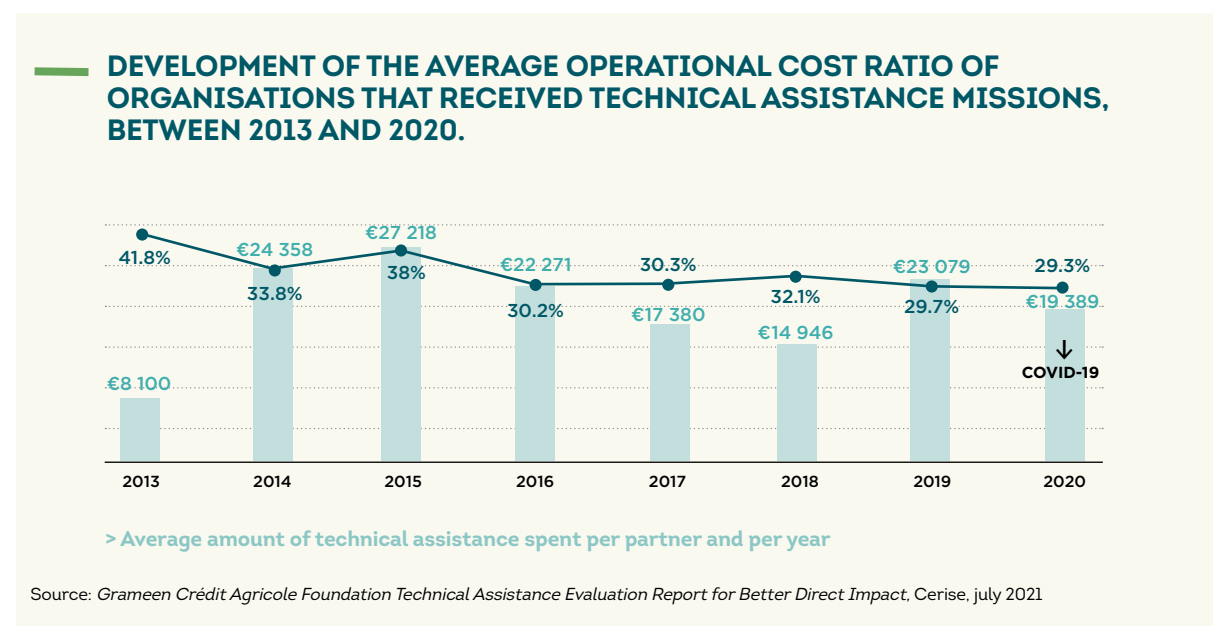
Source: Grameen Crédit Agricole Foundation Technical Assistance Evaluation Report for Better Direct Impact, Cerise, July 2021.

5. Trends prior to the COVID-19 pandemic crisis

2. **The performance of the portfolio at risk at 30 days⁶ (PAR30)** with an average of 6.8% at the end of December 2019 (compared with 7.3% in 2013).

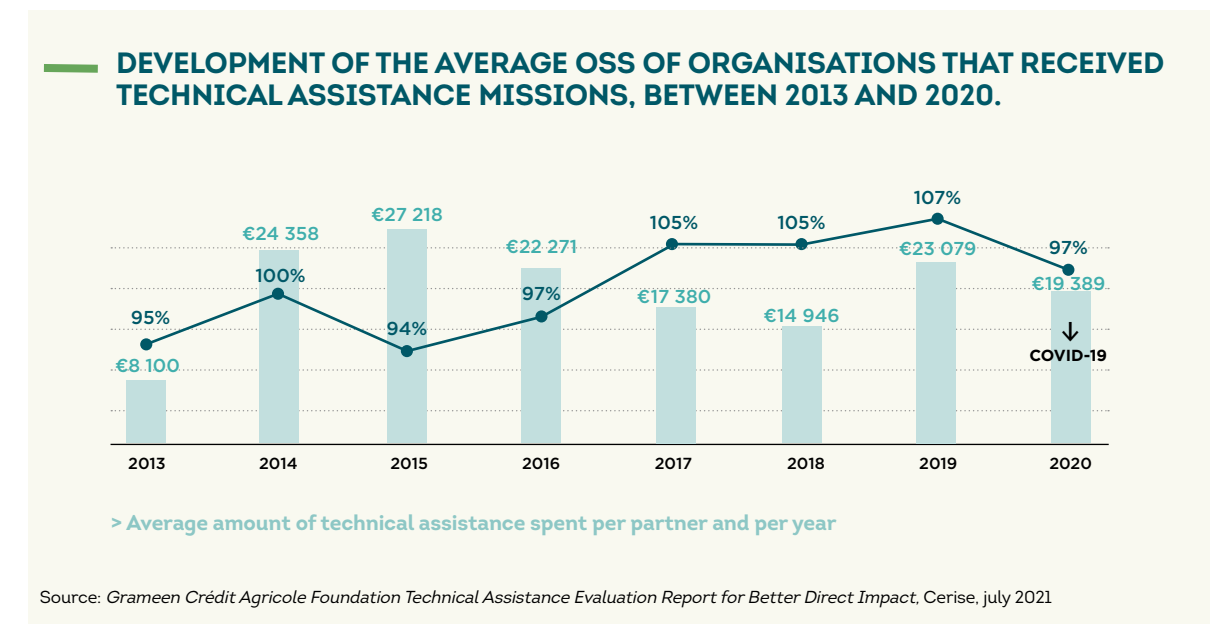


3. **The development of the operational cost ratio** is also positive overall, with a gradual decline. This indicates efficiency gains.



6. This ratio measures the quality of an MFI's portfolio. It pertains to outstanding loans more than 30 days past due to the total loan portfolio. The industry standard is that this ratio should not exceed 5%.

4. **Operational Self Sufficiency (OSS)⁷** has clearly increased by nearly 12 points between 2013 and 2019. At the end of December 2019, average OSS ratio for the 30 partners that received technical assistance was 107% (Figure 1).



7. This ratio shows an MFI's ability to cover its expenses, including provisions, from its operating revenues. The goal is to reach a minimum of 100%.

"[Thanks to the technical assistance] we have developed tools to manage the portfolio and have mastered them well. We are also able to analyse our delinquencies better. Finally, thanks to the funding [provided by the Foundation], we have increased our loan portfolio"

MIF - Burkina Faso -
beneficiary of the African Facility

Partners report that technical assistance has clearly brought about positive changes, and has even transformed their institutions, thanks to an awareness of good practices, the institutional analysis carried out in due diligence by the investment officers, the use of the right tools, a sharp analysis of risks, and an openness to new partners. Conversely, it is difficult for them to isolate the type of mission that had the most impact. It

is precisely the holistic approach, implemented in particular within the framework of the African Facility, that has enabled them to progress step by step.

Finally, it is important to underscore that no losses have been recorded since the launch of the African Facility in 2013. Over the life of the programme, 24 loans for a total of €8.2 million were disbursed during the first phase and 29 loans for €11.8 million during the second phase. Only two institutions fell in arrears, due to difficulties encountered during the COVID-19 crisis and poor governance. ●

"When we started the technical assistance, we were a small microfinance institution... We have grown and improved our risk management considerably"

MIF - Zambia -
beneficiary of the African Facility



CF - VIE (Burkina Faso) © Banquiers Solidaires

— ACFIME (BURKINA FASO)

Improvement of Risk Management

ACFIME is a Burkinabe microfinance institution that targets very vulnerable populations excluded from the large MFIs operating throughout the country. The loans granted by ACFIME therefore have a very high potential for social impact.

THE ORGANISATION AND THE FOUNDATION

Under the African Facility, ACFIME has received a €131,000 grant from the Agence Française de Développement for the implementation of 16 technical assistance missions in various fields (business plan, human resources management, risk management, training, etc.), including the mapping of risks and training of the Internal Audit Department. The Foundation has also granted three loans to ACFIME for a total amount of €732,000 since 2014.



ACFIME (Burkina Faso) © Didier Gentilhomme

CONTEXT OF THE MISSION

The structuring of procedures and risk management are determining factors in consolidating and ensuring the sustainability of an institution. In the first phase of the African Facility programme, ACFIME benefited from an upgrade of most of its procedures. As a follow-up to this mission, ACFIME was given another technical assistance mission to strengthen risk management further. The organisation was assisted by a local technical assistance provider in mapping operational, financial and strategic risks and in training the Internal Audit Department.

RESULTS

Thanks to the participatory approach of the technical assistance

provider and the training of the Internal Audit Department, ACFIME has gained autonomy in identifying the internal and external risks it faces in order to measure them and implement mitigation measures where necessary. A risk management committee is now in charge of updating the mapping and mitigation plans of the related risks.

OUTLOOK

Following these first positive results, ACFIME now wishes to map all the risks for each agency and point of service so as to be able to identify and prevent them, at each level of the institution. ACFIME also wants to develop a business continuity plan. ●



* Key figures (as at the end of December 2020)

— MLF (ZAMBIA)

Charting of a five-year business plan and financial forecasts

MLF Zambia offers group loans to women-only clients in rural areas of central and southern Zambia.

THE ORGANISATION AND THE FOUNDATION

Under the African Facility, MLF Zambia has received a €49,000 grant from the Agence Française de Développement [French Development Agency] for the implementation of 10 technical assistance missions in various fields (risk management, digitalization, staff training, etc.), including the development of a new business plan. The Foundation also granted a loan to MLF Zambia in 2020 for a total amount of €250,000.

CONTEXT OF THE MISSION

Given the robust development of its activities, MLF Zambia wanted to benefit from an external viewpoint and the support of an expert so as to position itself more clearly on the market and strengthen its competitiveness. The institution thus benefited from the support of a local technical assistance provider to develop a new five-year strategic plan (2021-2025), an action plan and financial forecasts.

RESULTS

Thanks to this mission, MLF Zambia was able to gain a better understanding of the local microfinance sector, as well as to define with precision its objectives and medium-term growth forecasts. The institution is now equipped to face competition, prioritise its actions and make forecasts. The devel-



opment of the business plan also enabled MLF Zambia to communicate more clearly about its organisational goals to its staff and to potential new investors.

OUTLOOK

MLF Zambia is targeting significant business growth aspiring to serve 80,000 active clients within five years. The institution also aims to increase its operational efficiency through refined lending methodologies and smart technology, and to boost staff motivation, develop products dedicated to financing agricultural activities, and build client loyalty – all with the ultimate goal of improving women’s lives. ●



€830,000

OUTSTANDING LOANS



22,900

ACTIVE BORROWERS
of whom 100% are women
and 100% in rural areas



€36
AVERAGE LOAN
per borrower

* Key figures (as at the end of December 2020)

— CHAMROEUN MICROFINANCE PLC (CAMBODIA)

A Solidarity Banker in Cambodia

Chamroeun Microfinance Plc is a Cambodian institution that puts social mission at the very heart of its business model. It provides financial services to poor segments of the population which are excluded from the offer of other more commercial microfinance institutions.

THE ORGANISATION AND THE FOUNDATION

The Foundation has granted 8 loans to Chamroeun Microfinance Plc since 2010 for a total amount of €5,054,000. The institution also benefited from the Solidarity Bankers programme in 2018. An expert in International Human Resources from the Crédit Agricole group, went on a two-week field trip to support Chamroeun Microfinance Plc’s teams in identifying and implementing an HR strategy.



CONTEXT OF THE MISSION

Faced with transformation challenges, Chamroeun Microfinance Plc needed to adapt its business model, strategy and HR policies. In 2017, despite a restructuring, the institution was still facing HR issues, such as team turnover and the need to hone the skills of operational staff, as well as supervision issues in some branches. The objective of the mission was therefore to support the institution’s HR function in adapting and improving its strategy, policies, procedures and management tools.

RESULTS

The Solidarity Banker assessed the existing HR tools and procedures, proposed a 2-year HR strategy and ways to promote leadership within the organisation. Thanks to

this operational support, Chamroeun Microfinance Plc, which was in the process of completely transforming its business model and renewing its management team, has been able to implement an effective human resources policy. After the mission and thanks to the trusting relationship created with Chamroeun Microfinance Plc management, the Crédit Agricole expert was also able to provide punctual support, upon request, for the implementation of his recommendations. ●



€23.6 Million

LOAN PORTFOLIO



42,774

ACTIVE BORROWERS

of whom 81% are women
and 65% live in rural areas



€551
AVERAGE LOAN
per borrower

* Key figures (as at the end of December 2020)

OUR IMPACT MODEL

OUR SUPPORT IN THE FACE OF CHANGE

IMPACT MODEL

OUR SUPPORT IN THE FACE OF CHANGE

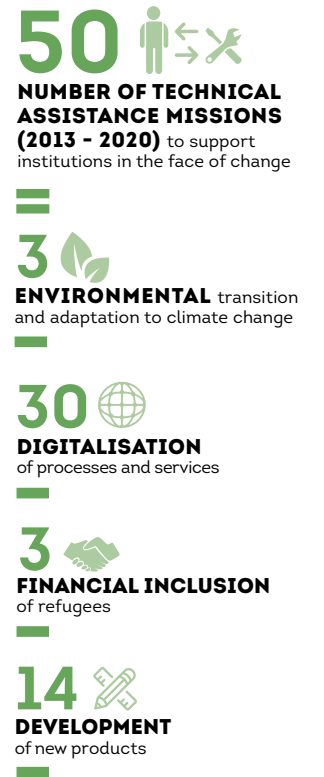
Beyond its essential role in consolidating and sustaining organisations, technical assistance enables them to tackle the many challenges they face in constantly changing environments and markets.

Advising and guiding institutions in the digitalisation of their services

For stakeholders in the financial inclusion sector, the advent of digital financial services is both an opportunity and a challenge. Digitalisation enables financial institutions to expand their reach while controlling costs and increasing efficiency and productivity. On the other hand, the arrival of

new types of service providers (Fintechs, online lenders) on the market is greatly increasing competition. Institutions must therefore position themselves as responsible players with high added value for their clients, by digitalising their services and processes. This digitalisation leads to profound transformations in terms of institutional culture but also of change management to revisit deeply rooted processes and methodologies.

To meet these challenges, the Foundation supports its partners actively in the digitalisation of their processes and services through various actions such as the development of digital strategies, and



Cambodge_PPSSE © Banquiers solidaires

support for the digitalisation of operations, products and distribution channels. These missions are carried out by experts who bring a wealth of knowledge and expertise to bear. According to the partners, they generate a very positive impact, as they enable them to increase efficiency, launch new and/or extend existing services to more customers, especially in rural and remote areas.

The impact of these digitisation missions has been particularly

strong in 2020 against the backdrop of the COVID-19 pandemic. For example, thanks to the implementation of mobile money or third-party agent networks, some organisations were able to continue collecting reimbursements even during periods of lockdown or severe travel restrictions. The chart below illustrates this trend of increasing the share of technical assistance grants going to "Digital and IT" missions. ●

“**The digitalisation of our products will have a big impact on our institution. It will boost productivity, save time and reduce our expenses**”

MFI in Burkina Faso,
beneficiary of the African
Facility

Advising and guiding institutions in the face of climate change

Economically fragile communities are particularly hard hit by the devastating effects of climate change. The Foundation supports its partners through advisory and capacity-building missions on the theme of "inclusive green financing" (development of environmental policies, development of "green" loan products, training of clients on climate change-related risks, etc.).

Financial inclusion of refugees

Growing inequality, political unrest, persistent rural poverty, and the effects of climate change are leading to increased migration from rural to urban areas, as well as to international and intercontinental migration. Financial service providers have a major role to play in integrating these populations into the economic fabric by providing them with appropriate services. Few of them offer services to refugees, however, for they consider it too risky to grant them credit.

The Foundation supports some of its partner MFIs in this effort to include refugees financially. The programme launched in cooperation with the United Nations High Commissioner for Refugees (UNHCR) and the Swedish International Development Cooperation Agency (SIDA) is a first response to this challenge. By the end of October 2020, one year after the programme was launched, 8,481 loans had been disbursed (94% to refugees and 75% to women), with a very low credit risk (PAR30 of 1.6%) and 4,500 people had undergone trainings.

Development of rural economies

In Africa, where the Grameen Crédit Agricole Foundation concentrates a large part of its commitments, microfinance institutions and networks play a major role in supporting small rural economies, whose future remains closely linked to the health of the agricultural sector.

Despite undeniable efforts, African agriculture remains fragile, poorly industrialised and uncompetitive. Agricultural production comes mainly from small farms of less than 2 hectares on average. They provide 70% of the food consumed by the continent. However, since it is mainly rain-irrigated and dependent on rainfall for its water supply, African agriculture will not be able to meet the challenges of population growth and the desertification of arable land as it stands.

Desertification affects about 33% of the earth's surface and over the past 40 years, nearly one-third of the world's arable land has become unproductive due to erosion. Africa is the most exposed continent, with about 45% of the landmass affected. More than half of this land is degrading very rapidly. Increasingly scarce and degraded natural resources, such as arable land, forest pastures and water resources, are exposing the livelihoods of more than 400 million people living there to a crisis.

Rural areas play host to the majority of people living in poverty and undernutrition. Extreme rural poverty, high youth unemployment and environmental degradation form what Akinwumi Adesina, President of the African Development Bank, calls the "triangle of calamities". Wherever these three factors come together, civil wars and terrorism take root and destroy the ability to farm and access markets.

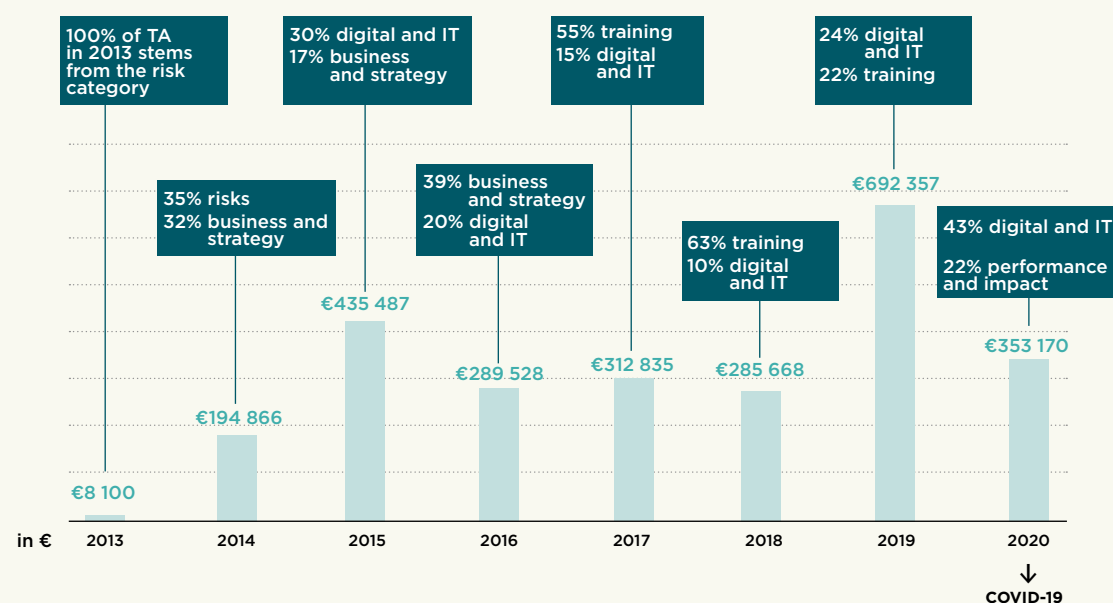
The transition to a more productive and sustainable agriculture is essential to reduce rural poverty and ensure better food security. The Foundation wishes to support this transition by providing funding and technical assistance to help structure the agricultural sectors better. The SSNUP programme, in particular, provides funding for missions dedicated to strengthening the actors in agricultural value chains by ensuring that the resilience of small farmers is reinforced.

Resilience of vulnerable populations through insurance

In its 2016 annual report, the Food and Agriculture Organisation of the United Nations underscored that it was a matter of extreme urgency to support smallholders to adapt to climate change. Farmers, nomadic pastoralists, fishermen and small-scale foresters all depend on activities that are closely and inextricably linked to climate. The sheer number of smallholder families in developing countries, 475 million households, shows how socially dramatic the impact of climate change will be.

Out of 178 million insured farmers in the world, only 0.25% are African. One would have thought that agricultural insurance had great potential for development in this context, which is conducive to the search for protection, but this is not the case. Agricultural production insurance for small farms in Africa is still in its infancy, with an economic model that is still being sought. Taking into account the cost of risk and the cost of operation, the real cost of an insur-

DEVELOPMENT OF THE DISTRIBUTION OF GRANTS FOR THE IMPLEMENTATION OF TECHNICAL ASSISTANCE MISSIONS BY THEME, BETWEEN 2013 AND 2020



Source : Grameen Crédit Agricole Foundation Technical Assistance Evaluation Report for Better Direct Impact, Cerise, July 2021

ance policy is prohibitive. Only a growth in insurance volumes distributed through highly automated processes could make this type of protection affordable.

When properly calibrated, agricultural insurance works: it protects farmers' revenues in case of adverse events and helps improve the stability of their income. Impact studies show that insured farmers invest more in their farms, and adopt new seeds and new technologies. Conversely, not covering the risk of income loss tends to keep farming at the subsistence level. These studies find that crop loss insurance enables the farmer to imagine a longer-term investment strategy.

Numerous initiatives, notably around index insurance, show the way, but also the difficulty in setting up insurance to protect agricultural production. By reducing the impact of natural and climatic risks for farmers, agricultural insurance should theoretically facilitate access to credit for small agricultural producers. However, it is still struggling to develop.

There is no simple or obvious "technical solution" to protect small farms. It will take a great deal of resources to save, strengthen and develop small-scale family farming in Africa. But the community of finance and insurance actors must remain united and pugnacious in finding avenues of hope. It is downright vital for this continent to help this rural population to adopt effective strategies so as to adapt to climate change. Agricultural insurance must be an integral part of the farmer's "support package" akin to financing, market access, inputs and labour financing, which is often forgotten by the donor.

Insurance is an essential tool for the resilience of vulnerable populations: it helps avoid resorting to emergency strategies in the event of shocks (children's de-schooling, sale of assets, debt, etc.), and also facilitates access to quality health services.

Capacity building of public and private insurance actors in recent years, as well as technological progress, have encouraged product innovation, including the emergence of microinsurance, and simplified distribution to rural populations. It is now important to work downstream of the sector, directly with microfinance institutions to help them integrate this type of product into their offer and to facilitate access to these products for rural populations.

We have been working on devising a programme to disseminate and promote agricultural insurance.

In 2021, Proparco, the AFD Group's subsidiary, in partnership with the International Labour Organization, has granted a line of financing for technical assistance missions, to enable us to support 12 MFIs in Asia and Africa in implementing and deploying insurance offers adapted to low-income people from the informal sector (agricultural, health, life and credit insurance products). ●

— RENACA (BENIN)

Strengthening inclusive green finance

RENACA provides individual and group loans to a predominantly female clientele in six regions of Benin. RENACA has received support under the African Facility to strengthen its actions in inclusive green finance.

THE ORGANISATION AND THE FOUNDATION

Under the African Facility, RENACA has received a €182,000 grant from the Agence Française de Développement [French Development Agency] for the implementation of 18 technical assistance missions in various fields (information system, business plan, etc.), including a mission to strengthen inclusive green finance. The Foundation has also granted three loans to RENACA since 2013, for a total amount of €1,738,000.



CONTEXT OF THE MISSION

Faced with the deterioration of ecosystems, RENACA wanted to engage in inclusive green financing activities, particularly through the financing of agricultural activities that preserve forests and biodiversity and activities that contribute to reducing the vulnerability of clients to climate change. The institution thus benefitted from the support of an international firm (YAPU Solutions) to chart a green strategy and to assess and develop its green product offering.

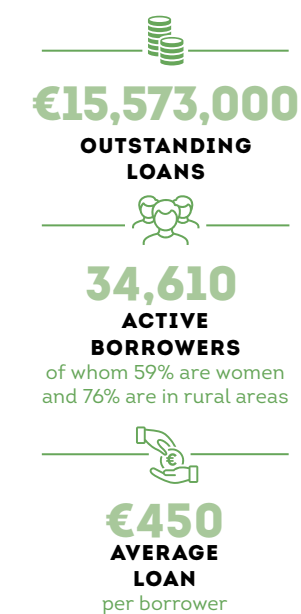
RESULTS

Thanks to this mission, a diagnosis was made of RENACA's actions in the area of inclusive green financing and the institution benefitted from advice on developing its product offering. The mission also

helped raise awareness among the staff and governance on the topic of inclusive green finance and climate smart agriculture. An institutional green strategy and an action plan were also devised, allowing RENACA to clarify its objectives in terms of inclusive green finance.

OUTLOOK

Following the mission, several priority actions were defined, including the organisation of awareness raising sessions on inclusive green finance for RENACA agents, the definition of a list of activities excluded from financing because they are harmful to the environment, the charting of an environmental and social policy, and the development of an environmentally friendly agricultural product offer. ●



* Key figures (as at the end of December 2020)

— GRAINE SARL (BURKINA FASO)

Digitalisation of operations

The **GRoupe d'Accompagnement à l'INvestissement et à l'Epargne (GRAINE SARL)** [Investment and Savings Support Group, private limited liability company] offers individual and group loan products in Burkina Faso to a mainly female clientele in rural areas. The African Facility programme has enabled the organisation to digitalise its operations and products.

THE ORGANISATION AND THE FOUNDATION

Under the African Facility, GRAINE has benefited from a €131,000 grant from the Agence Française de Développement for the implementation of 18 technical assistance missions in various fields (governance, financial management, process review, human resources management, etc.). The Foundation has also granted three loans to GRAINE for a total amount of €1,262,000 since 2015.

CONTEXT OF THE MISSION

As part of its digitalisation project, GRAINE wanted to offer innovative financial products, distribution channels and services to its clients such as SMS banking, improve data reliability and have a real-time view of activities. Thanks to the African Facility, GRAINE benefitted from the support of a technical assistance provider, in particular for the implementation of a new cloud-based information and management system, secure data migration, and user training.

RESULTS

As a result of this mission, GRAINE has improved information management and data reliability and security significantly, and has reduced the risk of error when entering transactions. The centralisation of databases has also en-

abled the institution to gain a real time view of activities and to improve its monitoring and reporting to the authorities.

OUTLOOK

GRAINE hopes to continue to digitalise by providing loan officers with tablets so that they can record client information, receive repayments/savings deposits, and eventually prepare loan applications and disburse loans in the field. The digitalisation of financial education training modules will also allow for more efficient training processes. Finally, GRAINE hopes to develop a network of external agents to provide local service to clients. ●



GRAINE SARL (Burkina Faso) © Didier Gentilhomme



* Key figures (as at the end of December 2020)

— SFA (SENEGAL)

A Solidarity Banker in Senegal

The **Société Sénégalaise des Filières Alimentaires (SFA)** [Senegalese Company of the Food Industries] is a social business that promotes the production of quality rice by smallholders in the Senegal River Valley through a long-term partnership. SFA provides them with access to financing and technical support, then processes the paddy into white rice and sells it on the Senegalese market.

THE ORGANISATION AND THE FOUNDATION

The Grameen Crédit Agricole Foundation has been a shareholder in the Senegalese Food Industry (SFA) since 2013. SFA benefitted from the Solidarity Bankers programme: a high-level expert, Head of the Group Purchasing Information System project management unit at Crédit Agricole S.A., spent two weeks in the field to support SFA in optimising its information system.

CONTEXT OF THE MISSION

Keen to develop its activities, SFA wanted to benefit from an external viewpoint and the support of an expert in information systems to develop a technological application for local teams in order to manage better and to optimise their operations and the follow-up of producers. Our Crédit Agricole expert was able to visit the SFA plants in Saint Louis and Dakar where she took stock of the information system through interviews with the various SFA stakeholders. She also worked with them on the digitalisation of the rice collection chain in order to optimise productivity and yields.

RESULTS

By visiting the field, she was able to understand the different stages of rice collection and processing

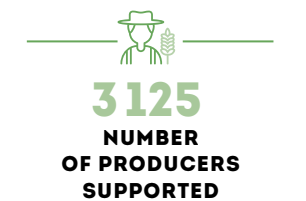
and to propose recommendations. Thanks to the implementation of the management information system under development and a weighing application integrated into the Sage software, the Solidarity Banker has enabled SFA to improve its industrial activity and production conditions, as well as the technical and financial monitoring of producers.

OUTLOOK

Since the improvement of its production system, SFA's ambition has been to double its volume of activity by 2022, while supporting the local rice industry in Senegal. ●



SFA (Sénégal) © Godong



* Key figures (as at the end of December 2020)

OUR IMPACT MODEL

THE PROMOTION OF OUR ACTIVITIES IN AN OPEN ECOSYSTEM

IMPACT MODEL

THE PROMOTION OF OUR ACTIVITIES IN AN OPEN ECOSYSTEM

— Since 2013, the Foundation has been able to experiment with different approaches, procedures and processes, as well as a wide variety of themes. It has had the opportunity to work with numerous stakeholders in the sector: donors, technical assistance providers and experts.

This wealth of experience constitutes a strength for identifying competent professionals, building local capacity, and disseminating its know-how to promote technical assistance activities that meet the needs of its partners and work for inclusive and sustainable finance. The Foundation is positioning itself as a key player in the coordination of technical assistance in the financial inclusion sector. The Foundation's technical assistance activities are part of an open ecosystem: institutional and financial partners, microfinance actors, technical assistance providers and technical experts.

13 
FINANCIAL
 and institutional
 partners, since 2013

294 
TECHNICAL ASSISTANCE
 providers in the Foundation's
 database

MEETINGS AND KNOWLEDGE DISSEMINATION:

The Foundation strengthens its ecosystem by organising events and actions around its technical assistance activities, particularly on financial inclusion for vulnerable populations. The Foundation also enables its partners to meet, enrich their network, and promote the sharing of experiences by organising meetings between technical assistance recipient organisations and their ecosystem.

- 5** Number of meetings of the African Facility's beneficiary institutions
- 32** Number of Boulder grants awarded
- 7** Number of actions related to the financial inclusion of refugees

THE FOUNDATION'S ECOSYSTEM

INSTITUTIONAL AND FINANCIAL PARTNERS



TECHNICAL EXPERTS



MICROFINANCE PLAYERS



GRAMEEN CRÉDIT AGRICOLE FOUNDATION

TECHNICAL ASSISTANCE PROVIDERS - CONSULTING FIRMS AND INDEPENDENT CONSULTANTS



CRÉDIT AGRICOLE GROUP



UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES (UNHCR)

Since 2019, the Swedish International Development Cooperation Agency (SIDA), the United Nations High Commissioner for Refugees (UNHCR) and the Grameen Crédit Agricole Foundation have been pooling their forces to support refugee populations in Uganda. Hanadi Tutunji, Financial Inclusion Officer at UNHCR, talks about this four-year financial inclusion programme.

— How is financial inclusion a sustainable solution for refugees in Uganda?

Hanadi Tutunji: Uganda plays host to approximately 1.5 million refugees and asylum seekers, making it the largest host country in Africa and the third largest in the world. It is one of the leading countries in the implementation of the Comprehensive Refugee Response Framework (GRRF) and the Global Compact on Refugees (GCR). Refugees live in settlements close to host communities and have access to the same national public services in health, education, water, livelihoods and sanitation. They have freedom of movement, the right to work, and have been included in the country's National Development Plan III.

Ninety-four percent of the refugees live in 13 camps located in the southwest and north of the country. The remaining 6% live in urban areas near Kampala. Despite Uganda's progressive and inclusive policies, the poverty rate among refugees is nearly twice that of the host communities, creating conflict and security issues, particularly for women, girls and people with special needs.

In 2020, the World Food Programme reduced food rations for refugee populations by 30% due to a lack of funding. This misfortune was accentuated by the COVID-19 crisis. As a result of the lockdown, 13% of the refugees had to stop working (especially in urban areas), increasing their food and financial insecurity. Financial inclusion is one of the sustainable solutions to address these humanitarian challenges, especially for refugees in protracted displacement situations. It helps refugees gain access to financial systems, develop economic activity and promote microenterprises and self-employment. The financial and non-financial services provided help them to meet their needs in a sustainable manner. It is therefore essential to engage with and help the private sector to develop and deliver affordable and appropriate financial services to refugees, including access to savings, loans, insurance and remittance services.

— Can you explain the specifics of the programme?

H. T.: The programme aims to improve access to credit for refugees and their host communities so that they can develop income-generating activities. Ultimately, the goal is to improve the resilience of these populations.

The programme, which leverages mixed public and private funding, has three components: a lender guarantee fund, debt financing for three microfinance institutions (MFIs), and technical assistance for MFIs and refugees.

The UNHCR shares socio-economic data, facilitates MFI access to refugees, trains MFI staff on their needs and protection, and oversees the participation of refugees in financial and business training programmes. The Grameen Crédit Agricole Foundation, with financial support from the SIDA, takes care of the technical assistance component of the programme, which includes providing refugees with non-financial services such as business training and financial education. The technical assistance also helps cover some of the initial set-up costs incurred by the MFIs to expand their lending operations to refugees.

Thanks to the programme, MFIs have been able to open new branches in Moyo, Yumbe, and Isingiro districts where many refugees live. By the end of April 2021, 18 414 loans had been granted by the MFIs benefitting from the programme, of which 18 030 loans (98%) had been granted to the refugee population. In addition, 27 014 people had received training. The programme facilitates links between host communities and refugees, thus promoting their peaceful coexistence. ●

SOLIDARITY BANKERS: A STRONG LEVER FOR CRÉDIT AGRICOLE

Launched by Crédit Agricole S.A. and the Grameen Crédit Agricole Foundation in June 2018, the Solidarity Bankers sponsorship and skills volunteering programme has enabled some 20 Group employees to carry out technical assistance missions with impact enterprises and microfinance institutions in more than a dozen countries. Three questions for Bénédicte Chrétien, Group Human Resources Director at Crédit Agricole S.A.

— How would you assess the Solidarity Bankers initiative for the Group's employees and for Crédit Agricole as an employer brand?

Bénédicte Chrétien: Since 2018, this programme has enabled 22 employees to carry out 220 days of missions in 11 countries for 17 organisations.

For each mission, our Solidarity Bankers are present for one to two weeks in the field or accessible remotely to bring their expertise (marketing strategy, logistics, financial reporting, fundraising support, purchasing, HR, etc.) to the operational teams.

The feedback is very positive, and both parties benefit. Beneficiary organisations greatly appreciate the technical expertise provided to secure the deployment of their project. The managers consider the commitment of their employees as a real lever for the development of their skills, especially their soft skills. Employee volunteers are proud to take part in solidarity projects initiated by the Group, to live a unique human experience and to enhance their professional experience.

Recent studies have confirmed that the commitment of employees to solidarity, whether on their own initiative or that of the company, is strongly correlated with their professional commitment. By responding to their search for meaning and social utility, these missions are a powerful driver of appeal, motivation and cohesion for our employees.

— Do you think that this programme meets your employees' demand for social commitment?

B. C.: The Group has set itself the goal of being a responsible employer in a citizen enterprise. Usefulness is the hallmark of our raison d'être and education is a key aspect of our social and societal contribution, as perfectly illustrated by this programme which is a strong symbol of our commitment to society.

The health crisis has amplified the expectations of civil society, which are increasingly focused on

developing the human capital of our companies. Commitment to solidarity is no longer the prerogative of millennials.

It is therefore legitimate and essential for the Group to support such volunteer programmes, which are a strong symbol of its social commitment.

— Is inclusive finance part of the Bank's strategic plan?

B. C.: Crédit Agricole is committed to being a trusted partner to all its customers. It aspires to serve both the most modest and the most affluent households, local professionals and large international companies. Its solidity and the diversity of its expertise enable it to provide long-term support to each of its clients in their day-to-day lives and their journey through life, helping them to protect themselves against unforeseen events and to plan for the long term.

Inclusive finance is therefore at the heart of Crédit Agricole's raison d'être and is an integral part of our strategic objectives, in France and abroad. ●

More information:
<https://www.gca-foundation.org/en/solidarity-bankers/>