



# INTEGRATED REPORT 2022



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June 2023

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# EDITORIAL

## IF WE IMAGINE CHANGE, CHANGE HAPPENS

Professor Muhammad YUNUS



The world has long been in the throes of a major climate crisis due to global warming, without us really paying attention. By the time we became aware of it, another crisis had erupted all of a sudden without any warning. The world was under attack from COVID-19.

The virus spread around the world at incredible speed, virtually overnight, unleashing a wave of widespread fear. But above all, it fuelled a feeling of uncertainty and powerlessness. Then, finally, the vaccine arrived, but it did not convey a message of hope. If anything, it reinforced the frustrations, for it was mainly the rich countries that benefited. 80% of the vaccines were distributed in the ten richest countries. Before this frustration could be abated, war broke out in Ukraine, one which began as a conflict between two neighbours, but immediately turned into a global conflict: there is not a single person on the planet who can have escaped its negative repercussions. And now it's threatening to set the whole world ablaze and throw it into the hell of a nuclear confrontation.

*"I have tried to draw the world's attention to the fact that, in order to solve all these problems, we need to rethink the economic machine and create a "3-zero" world: zero carbon emissions, zero poverty and zero unemployment. The current economic machine has set us on a suicidal course. We need a new road to a new destination."*

I encourage young people to start "triple zero" clubs and become "triple zero" people themselves, and want to assure them that when we set our minds on achieving something, we can do it: nothing is humanly impossible. If we imagine change, change happens. Young people need to create a new civilisation before the current civilisation destroys them completely.

Young people must know and believe that they are the most powerful generation in the history of humanity thanks to the technology at their disposal.

They must become aware of their power and prepare to use it for the right cause. They must prepare to become the first generation of the new civilisation.

# 3 ZEROS

ZERO CARBON EMISSIONS  
ZERO POVERTY AND  
ZERO UNEMPLOYMENT

# EDITORIAL

## LEGITIMACY, EXPERTISE, ADAPTATION

Raphaël APPERT, Chairman of the Foundation



**The Foundation is about to celebrate its 15th anniversary. What are you proud of?**

The Foundation is doing a remarkable job. Starting with an initial endowment and with the very special model developed by Crédit Agricole and the Grameen Bank, it operates in difficult areas that are excluded from financial services. It provides social benefits. Thanks to a constant, iterative dialogue between the members of the Board of Directors and the Foundation's teams, it has managed to converge and adapt. And it has worked.

**In November 2022, Véronique Faujour succeeded Éric Campos. As Chair of the Foundation, can you say a few words on the matter?**

It's a handover. I would like to pay tribute to Éric's work: in six years, he managed to bolster the Foundation's capacity for action and to increase its influence. In January 2023, Véronique Faujour and I visited Professor Yunus in Bangladesh. We shared our visions and realised with him that the three-zero civilisation (zero poverty, zero unemployment, zero carbon emissions) was suited to the projections of our medium-term plan.

**What are the challenges that loom today?**

The context has become tougher with geopolitical instability. How can we continue to produce crops? How can we avoid migrations? How can we promote agricultural transitions? We need to innovate and diversify our expertise in these areas. It's a responsibility that the Foundation is capable of taking on.



# 15 YEARS

OF ONGOING  
DIALOGUE

# EDITORIAL



## STRENGTHEN, INNOVATE, COOPERATE

Véronique FAUJOUR, Managing Director



**T**he Foundation was born in 2008 from the meeting of two cultures, that of Professor Yunus, Nobel Peace Laureate and founder of the Grameen Bank and Grameen Trust, and that of Crédit Agricole. It has taken up mission to enable women to access financial services and develop their own businesses in rural areas of the most vulnerable countries.

In 2023, 15 years later, the Foundation has reached its objective: it has lent almost €90 million in 79 organisations (microfinance institutions and impact businesses) in 36 countries, serving nearly 9 million people.

The Foundation's ambitions for 2025 are set against a backdrop of profound changes, driven by digital technology and climate change. These changes entail new prospects and opportunities for the Foundation, as they will enable it to broaden and give more strength to its contribution to the fight against poverty wherever it operates through financial inclusion.

The Foundation wants to build an integrated relationship with each of its partners, as a matter of priority, with personalised financing solutions and technical expertise in extended areas of intervention. The Foundation is keen to accelerate cooperation and alliances by forging links between public and private organisations so as to strengthen the impact of its actions for the emancipation of women, the adaptation of agriculture to climate change, and the emergence of new sources of energy.

# 2025

THE AMBITION  
OF NEW  
OPPORTUNITIES

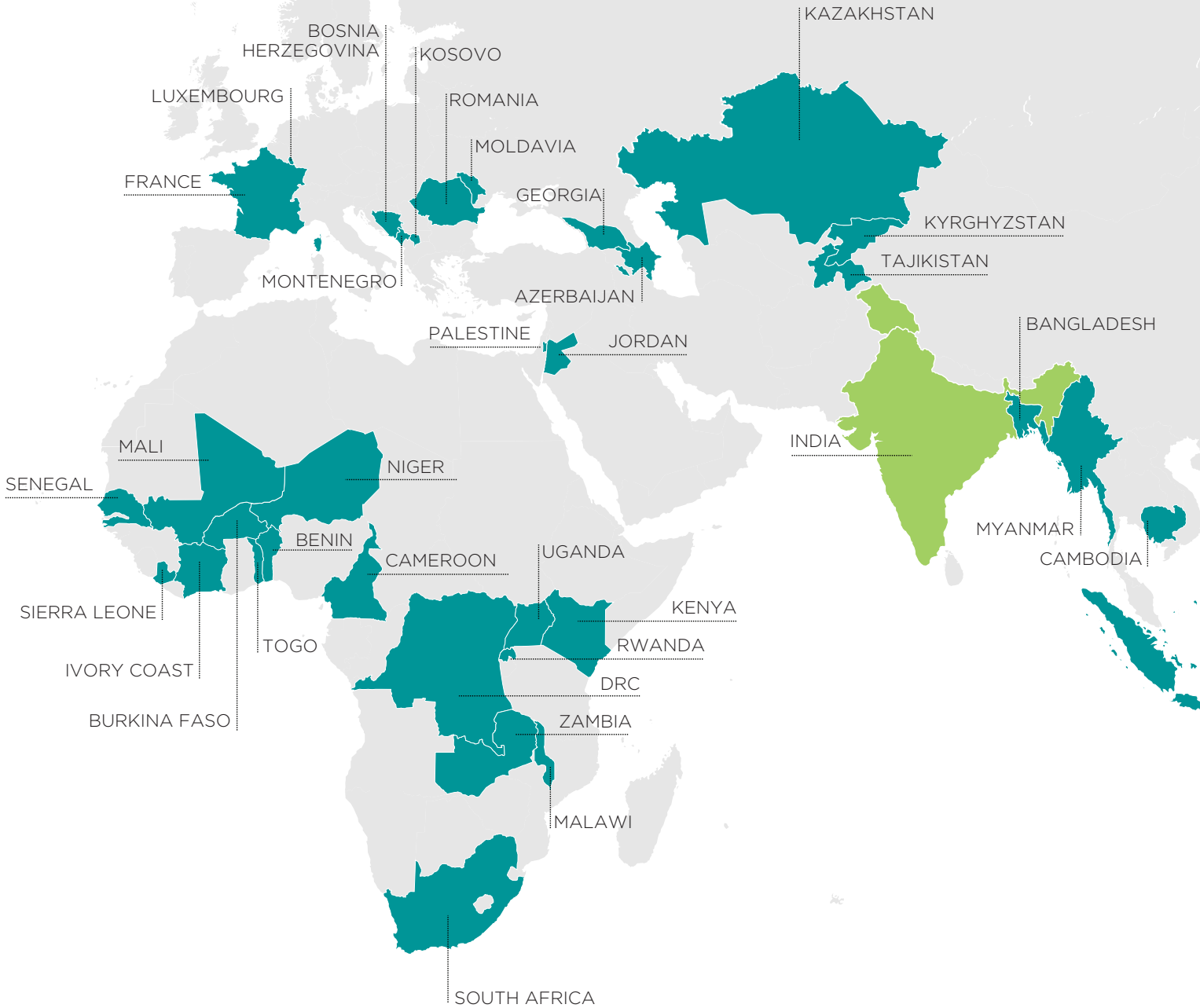
*"Entrepreneurship means trying to find solutions to people's problems",*

Muhammad Yunus reminded us at a meeting in Bangladesh in January 2023. This is purely and simply the objective of the teams at the Grameen Crédit Agricole Foundation for the next 15 years.



36 COUNTRIES OF INTERVENTION

# THE FOUNDATION WORLDWIDE



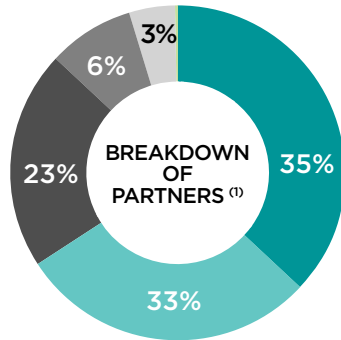
- Countries of intervention
- Other countries in which the Foundation is entering partnerships with the local entities of Crédit Agricole

## ACTIVITY



**86.2**  
€MILLIONS

of commitments monitored  
by the Foundation



- South and South-East Asia
- Sub-Saharan Africa
- Eastern Europe and Central Asia
- Western Europe
- Middle East and North Africa

PHILIPPINES

INDONESIA

**85%**  
of financing in  
**LOCAL CURRENCY**

**100%**  
**OF FINANCING CONTROLLED**

by covenants limiting  
the exposure to the  
exchange risk

<sup>(1)</sup> Percentage of outstanding monitored by geographical zone

<sup>(2)</sup> In number of institutions financed  
Tier 1: > \$100 million portfolio  
Tier 2: \$10-100 million portfolio  
Tier 3: < \$10 million portfolio

<sup>(3)</sup> In number of social impact businesses

## ORGANISATIONS SUPPORTED



**69\***  
MICROFINANCE  
INSTITUTIONS

### TYPES OF INSTITUTIONS<sup>(2)</sup>

14% large TIER 1

51% medium-sized TIER 2

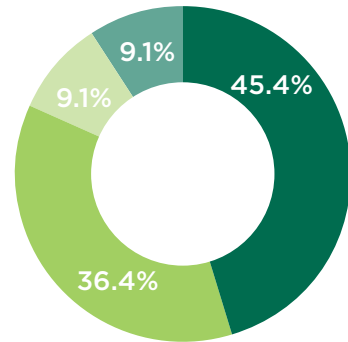
35% small TIER 3

\*including six partners supported exclusively with technical assistance

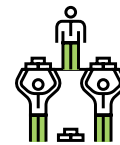


**10**  
IMPACT  
BUSINESSES

### SECTORS<sup>(3)</sup>



- Agribusiness
- Essential services
- Financial services
- Culture & education



**5**  
TECHNICAL  
ASSISTANCE  
PROGRAMMES

74 coordinated missions

45 organisations supported

## SOCIAL IMPACT

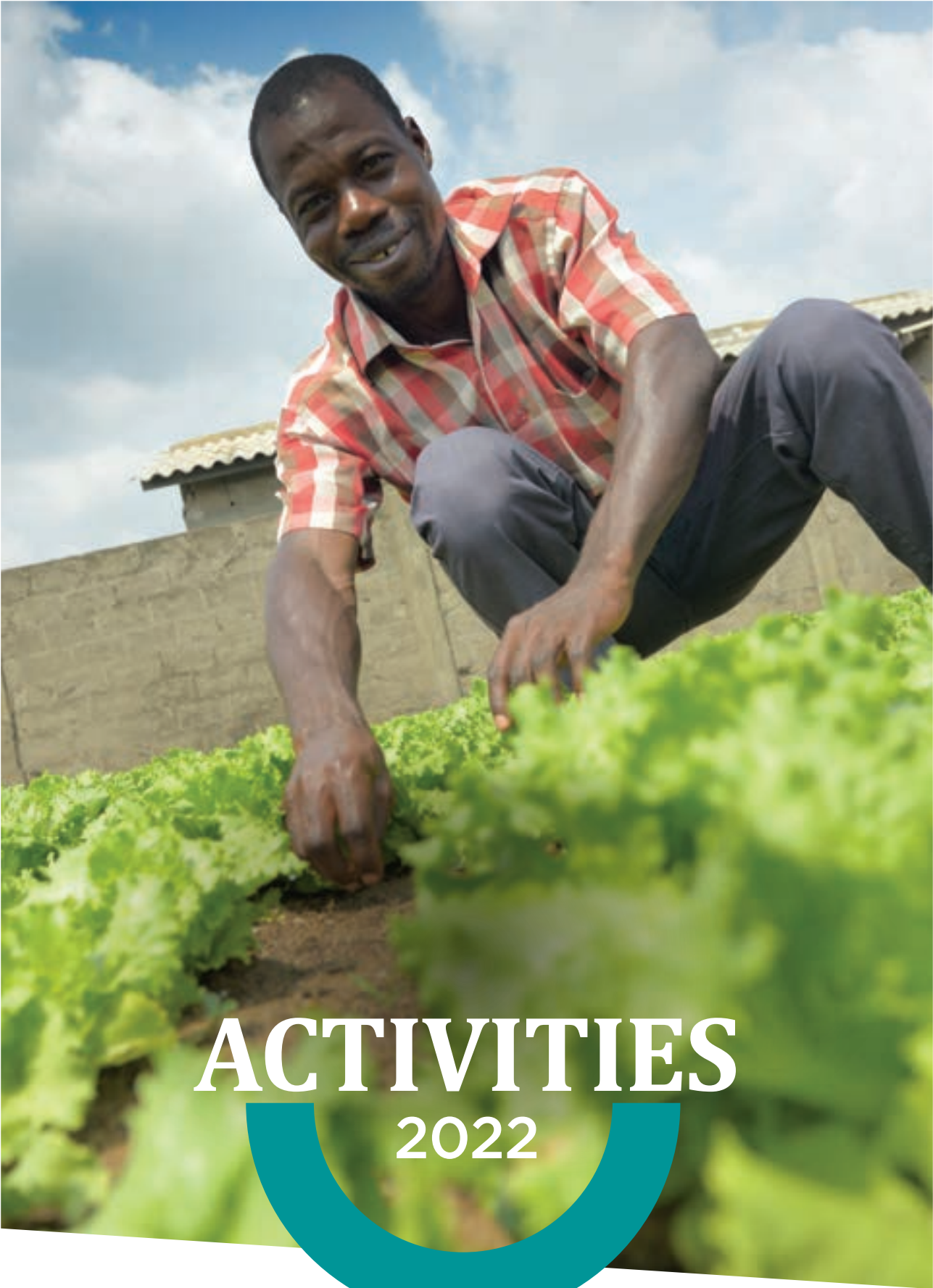


**9.2**  
MILLION

beneficiaries of  
organisations financed

91% women beneficiaries  
of microcredits

82% microfinance clients  
in rural areas



# ACTIVITIES

2022



# THE FOUNDATION TODAY

## MISSION AND IMPACT

### MISSION

HELP REDUCE INEQUALITY AND POVERTY through financial inclusion and the promotion of social impact entrepreneurship.

### ACTION LEVERS

The Foundation **INVESTS** in the capital, **FINANCES**, **SUPPORTS** and **STRENGTHENS** microfinance institutions, companies and projects that promote inclusive finance.

### IMPACT OF THE FOUNDATION



**CONSOLIDATE**  
the sustainability of organisations that provide essential services.



**STRENGTHEN**  
the social and environmental performance of the organisations supported by the Foundation.

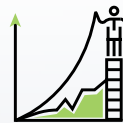


**PROMOTE**  
inclusive and sustainable finance.

### IMPACT OF THE ORGANISATIONS SUPPORTED



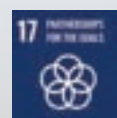
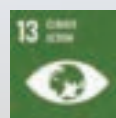
**IMPROVE**  
the living conditions of vulnerable populations.



**STRENGTHEN**  
the resilience of fragile economies.



**PROMOTE**  
access to essential services for vulnerable populations.



# PARTNERSHIPS

## TAKE UP CHALLENGES TOGETHER

Contributing to the fight against poverty cannot be done alone. Faced with an international context marked in particular by the war in Ukraine, and the challenges of climate change, the Foundation wants to pool its resources, share its knowledge and promote international initiatives.

Since it was set up, the Foundation has stepped up its cooperation and worked alongside other committed players, i.e. with:

- the Office of the United Nations High Commissioner for Refugees (**UNHCR**) and the Swedish International Development Agency (SIDA) to ensure the financial **inclusion of refugees** in Uganda,
- the **Social Performance Task Force** (CERISE+SPTF) to promote initiatives to protect the customers and staff of microfinance institutions,
- the **Crédit Agricole Group**, via its "Banquiers Solidaires" [Solidarity bankers] programme,
- **PROPARCO** and the **International Labour Office in Sub-Saharan Africa and Asia** for the development of micro-insurance.

### Key cooperation figures



**44**

Solidarity Banker missions since its launch



**12 INSTITUTIONS**

supported as part of the micro-insurance development programme

### TWO NEW ALLIANCES WERE FORGED IN 2022.

#### 4 PER 1000 INITIATIVE

The Foundation became a member of the **4 per 1000 initiative** in **September 2022**. Launched by France at COP21 in 2015, the 4 per 1000 initiative brings together stakeholders who want to improve soil health. The Foundation adheres to its holistic approach to regenerative agriculture, which helps to combat climate change, improve food security and contribute to the economic prosperity of farmers.

Developed by INRA researchers at the end of the 20th century, it is based on the principle that an increase in carbon storage of 4/1000 in soils each year would make it possible to halt the increase in the concentration of CO2 in the atmosphere. By joining this initiative, the Foundation is encouraging farming practices such as soil cover, organic fertilisation, grass strips, hedgerows and agroforestry, and permanent grasslands. These practices protect and enrich the soil's carbon content, reduce the risk of water stress, provide natural shelter for livestock and promote biodiversity.

**762** members and partners

**105** countries of origin of members and partners

**68** producer organisations

#### MFC (MICROFINANCE CENTRE)

In **May 2022**, the **Grameen Crédit Agricole Foundation** became a member of the **Microfinance Centre (MFC)**, thereby joining a large and diverse community of organisations interested in and practising sustainable social finance. This partnership will make it possible to develop new synergies and to have a greater impact on the social economy, solely in the regions of Eastern Europe and Central Asia where the MFC operates.

**100+** members

**36** countries in Europe and Central Asia

**2 MILLION** low-income customers concerned

IMPACT  
STORY

## ACEP

### SUPPORTING COMMITMENT TO INCLUSIVE FINANCE

The signing of a partnership agreement with the ACEP Group opens up a new integrated advisory approach for the Foundation.

In 2022, the Foundation, which has been a partner of three ACEP Group subsidiaries since 2016, was called upon by ACEP Conseil for their digital transformation plan: a €10.6 million programme, of which €6.3 million is co-financed by their subsidiaries and €4.3 million, the search for which was entrusted to the Foundation.

#### A novel approach

ACEP is used to relying on its own resources, but this is the first time it has called on a third party to help it seek technical assistance funding. It is also a new partnership for the Foundation. This new, more advisory approach to its partners is in line with the desired development of its technical assistance activities.

#### A synergy agreement

Each partner will be able to learn from the other. ACEP, which is in

charge of setting up the project, requires experience in managing the funds raised by the Foundation. For its part, the Foundation will be contributing to a large-scale digital transformation programme.

*"Our very strong past ties with the Foundation means that we have developed a relationship that goes beyond that of donor to client. We appreciate the type of funding on offer. And we are aligned with the concepts of impact."*

Thierry Perreau,  
Director of ACEP Conseil

#### ACEP

Founded in 1999, the Agence de Crédit pour l'Entreprise Privée (ACEP) is a private operator specialising in the creation of urban microfinance institutions. A partner of the Foundation since 2016 in 3 countries (Niger, Cameroon, Burkina Faso), its mission is to support small informal entrepreneurs with financial service needs.

**124** MILLION  
in outstanding loans

**20** YEARS  
of experience

**40%** WOMEN  
borrowers



# THE FOUNDATION'S COMMITMENTS

**The Foundation has been committed to inclusive finance from the outset. This continuity has been achieved thanks to our agility. We are growing and continuing to develop our methods.**



**79 PARTNERS**



**36 COUNTRIES**

**With 79 partners in 36 countries by the end of 2022, the Foundation began the year full of enthusiasm to provide the best possible service to the 9.2 million active customers of its partners, who are usually excluded from the traditional financial system.**

### Continuing to provide support

Geopolitical and economic instability has affected our partners, but has not broken our commitments, even in countries where the security risk is very high. In Burkina Faso, Niger and Mali, which have been hit by jihadist attacks, we have been able to disburse loans totalling almost €4.3 million in local currency to 3 partners. Thanks to the development of partnerships with our network heads (ACEP in Niger and Baobab in Burkina Faso), and in-depth risk analysis, we have continued to be involved.

In countries close to the Ukrainian conflict (Moldavia, Tajikistan, Kazakhstan, Kyrgyzstan, Georgia), the Foundation adapted its strategy by granting deferrals or new financing. Despite a sharp rise in inflation and interest rates - between 15% and 25% - our partners were able to cope and managed to adapt.

### Providing better guidance

One of the Foundation's added values lies in the quality of the dialogue with its partner institutions. We meet the Chief Executive Officer in the field and analyse the risk policy of its governance. We look at how the agencies work, meet the beneficiaries and refine the questions we ask them. All this feeds into our analyses and the projects we present to our investment committee.

This work enables us to deploy technical assistance tailored to their needs. We managed 74 technical assistance missions in 2022, 29 of which are still underway in 2023, covering areas of expertise such as developing environmental

strategies, digitalising the credit granting process or strengthening governance.

The sheer volume and diversity of these projects means that a great deal of coordination is required, based on identifying needs, defining the skills required for the assignment, recruiting suitable experts and monitoring the assignments.

### Continuing to measure our impact

The Foundation co-funded the 60 Decibels study and supported its partners in collecting the data needed to understand how micro-entrepreneurs perceive loans, according to their needs and expectations.



### Protecting the clients of our partners

The Foundation pays particular attention to the practices of microfinance institutions during each due diligence exercise. It supports them in strengthening their client protection mechanisms. More than 25% of our portfolio has signed up to the Client Protection Pathway launched in September 2021 by Cerise and the Social Performance Task Force (CERISE+SPTF).

This initiative gives institutions a roadmap for implementing the Client Protection Standards and helps them stay on track. The Roadmap describes in concrete terms the measures that a financial institution has to take to avoid harming its end customers and to communicate its progress to its social investors.



Sallay Sesay is a vegetable seller in the village of Macoth. She is a client of the Lapo microfinance institution in Sierra Leone.



# SUPPORT FOR PARTNERS

2022

# INTERNATIONAL AND CLIMATE CONTEXT

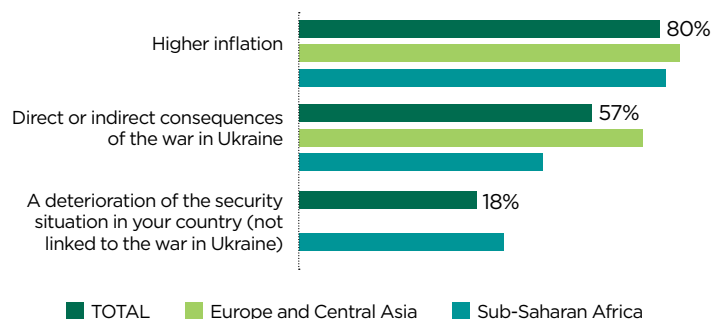
The COVID-19 crisis subsided in 2022, but the climate and geopolitical context deteriorated. Repeated climate disruption and the spread of conflict, particularly in Ukraine, have exacerbated poverty and inequality.

The Foundation experienced the effects of a security risk in 2022. A considerable proportion of our portfolio was exposed. In Myanmar, for example, two-thirds of our partners had to restructure and provision the loans of their clients. The consequences of climate change were felt directly by our partners, particularly in Kenya, where four consecutive seasons of drought had a severe impact on farming activities. Microfinance institutions found themselves at risk and sometimes were even unable to lend more.

## An unstable geopolitical context

The war in Ukraine and the sharp rise in the price of energy and agricultural products have had a severe impact on our partners. They have had to cope with an accumulation of economic shocks, with a sustained rise in inflation and interest rates. In sub-Saharan Africa, countries suffered supply difficulties; in Europe and Central Asia, they were affected by rising interest rates. All these factors have squeezed our partners' financial margins and, for some, increased their portfolio at risk.

### Apart from COVID-19, did the following events have an impact on your activities?



Study conducted by Inpulse and the Grameen Crédit Agricole Foundation in May 2022.

## Against the backdrop of climate change

In 2022, our partners' end clients, most of who live in rural areas, regularly experienced unexpected weather events that affected their production (seeds, fertilisers, water, agrichemicals or agricultural products, tools and machinery) and therefore their income, without any insurance protection. The scale and nature of environmental risks vary from region to region. In Sub-Saharan Africa, our partners are confronted particularly by risks to do with the weather, soil erosion and pollution. In Eastern Europe and South-East Asia, they are confronted more with health risks linked to air pollution. It is vital to support the adaptation of these small farms to climate change. The environmental services offered by microfinance institutions are difficult to implement due to a lack of financial resources and expertise. Dealing with these risks requires us to think about how we can support and develop more sustainable agriculture. This is undoubtedly the major challenge facing the most fragile countries on the African continent.

*"The increase in the price of fuel has an impact on the institution's expenses."*

Partner in Togo



# 60 DECIBELS

## THE FIRST FINANCIAL INCLUSION INDEX

The Foundation has co-financed the first microfinance index based entirely on responses from end clients. Published in 2022, the 60 Decibels study serves as a compass for the sector and a tool for the Foundation's teams. It highlights the positive impact of microfinance institutions on their clients.

### Methodology

18,000 end clients of 72 microfinance institutions in 42 countries were surveyed to measure the results of microfinance in five areas: access, impact on businesses, impact on households, financial management and resilience. Clients were asked 37 questions, 34 of which were quantitative (closed) and three qualitative (open), such as:

*"To what extent has your quality of life improved?", "What burden do your loan repayments represent?", "Do you feel that there are good alternatives to your loan on the market?"*

The aim was to establish benchmarks based on these results in order to assess better the performance of the various microfinance institutions.

### Results

The index reveals that:

- the majority of the 18,000 microfinance borrowers say that their loans have improved their quality of life,
- three out of four clients have "no problem" making repayments,
- 7 out of 10 clients "completely agree" that they understand the terms and conditions of their loan,
- repaying the money has not been a particular burden.

This success must be qualified, however. For example, an average of 6% of borrowers still consider their payments to be a "heavy burden". When an indicator is flagged up, the Foundation discusses with its partners what actions can be taken to understand the problem and improve its products and services.

### Other findings



**25% OF CUSTOMERS**

indicated that the improvement in their quality of life was due to their business or to developing it.



**MORE THAN 50% OF BORROWERS**

obtained a loan of this type for the first time. Mostly women and low-income customers.

**The group lending model continues to prove effective.** Microfinance institutions that are primarily group lenders are more successful in working with the poorest clients and are more likely to involve women.

**Four of the Foundation's partner microfinance institutions have been identified and recognised among the 10 best performing MFIs** in providing various financial services: Lapo Sierra Leone, Advans Ivory Coast, ACEP Burkina Faso and Ecluf Kenya.





IMPACT  
STORY

# ANNAPURNA

## ENCOURAGING THE FIGHT AGAINST CLIMATE CHANGE

**A first in India: Crédit Agricole CIB and the Foundation provide a term loan for sustainable development to Annapurna Finance.**

Granted in October 2022, this €4.5 million loan is a Sustainability-Linked Loan (SLL): the more committed Annapurna is to sustainable development, the more attractive its financing rate. This is the first microfinance loan of its kind ever launched in India.

### How does it work?

This loan includes an interest rate mechanism linked to the attainment of annual social and environmental targets measured by:

- photovoltaic capacity installed by micro, small and medium-sized enterprise clients,
- the construction and modernisation of resilient housing in hurricane-prone areas,
- participation in a programme to strengthen women's entrepreneurial skills.

### What is the Foundation's role?

The Grameen Crédit Agricole Foundation and Crédit Agricole CIB have been working since 2019 to promote financial inclusion by financing non-bank institutions in India. For this operation, the Grameen Crédit Agricole Foundation acted as arranger and guarantee provider for Crédit Agricole CIB in India, which granted this financing to Annapurna Finance.

*"Thanks to Annapurna's continuous support over the years, I have been able to develop my business and my brand of Gangotri incense sticks is now a household name in every rural household in Odisha."*

Jatnamani Naik, client of the Keonjhar agency



## ANNAPURNA

With support of long standing from Proparco, this microfinance institution, which specialises in solidarity loans, provides access to financial services for women in rural areas where the level of financial inclusion is very low. Microcredit is accompanied by access to digital services (mobile payment, digital cash management). Annapurna is also involved in training in entrepreneurship and digital development.



**2.3** MILLION  
end customers



**€4.5** MILLION  
in loans



**8,000**  
EMPLOYEES



**99%** WOMEN  
beneficiaries



# MLF MALAWI

## PROMOTING THE FINANCIAL INCLUSION OF WOMEN

MLF Malawi has provided ongoing support to its clients in a difficult context.

### It is not easy to operate in Malawi

Ranked 174<sup>th</sup> on the Human Development Index, the country suffered the combined effects of natural disasters, foreign currency and fuel shortages, electricity disruptions and a high inflation rate (over 25% at the end of the year) in 2022. The high cost of agricultural inputs threatened farmers' livelihoods and food security during the growing season.

### Ongoing support for clients

Despite this context, the financing provided by the Foundation enables MLF Malawi to continue to support its clients. Its financial services offer bespoke products, such as an agricultural loan to clients who grow maize and soya during the rainy season (these crops combine well and offer good nutritional value to families). MLF Malawi's training modules before and after


loan disbursement help women to understand the purpose of their loans and to manage their businesses.

### Empowering women

By improving digital literacy and the use of mobile phone banking services among its clients, MLF Malawi is empowering women entrepreneurs, who have easier access to additional financial services tailored to their business and greater confidence to carry out transactions themselves.

*"It is because we are both based on the Grameen model that we understand each other with the Foundation."*

Malin Rosenkvist, Director of Fundraising at the MicroLoan Foundation

**€4.6 MILLION**  
in loans

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**OVER 40,000**  
end clients

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**100%**  
**WOMEN**  
beneficiaries

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**80%**  
in rural areas

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**70%**  
below the \$2.50  
a day threshold



# ENTERPRISE AND COMMITMENT TO SOCIAL UTILITY

## RECONCILING THE CREATION OF ECONOMIC, SOCIAL AND ENVIRONMENTAL VALUE

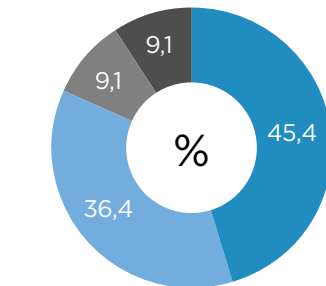
The microfinance institutions we support are tackling the challenges of financial inclusion. When it comes to tackling large-scale issues such as structuring local agricultural chains, food security and climate change, and creating sustainable value, however, impact-based social enterprises are powerful agents of change.

Drawing on its experience, the Foundation has clarified its sectoral and geographical financing strategy. The Foundation's support for social impact entrepreneurs will be linked to agricultural services and adaptation to global warming (energy, irrigation, recycling or storage of food production). Our planned investment in Kennemer Foods International is the first illustration of our action plan (see p.21).

Key figures for impact-based entrepreneurship at the end of December 2022



Breakdown of commitments per sector



- Agribusiness
- Financial services
- Essential services
- Culture & Education



Replicating a great story: the Laiterie du Berger to "passage holding"

The Foundation has supported a patient investor position in Laiterie du Berger. Working on a value chain is complex and time-consuming: we had to provide technical assistance to the local people and make the sector profitable by working in several areas.

Today, the Laiterie du Berger, founded by Bagoré Bathily in 2006, has sales of €20 million and generates a profit of €4 million. The company has helped to structure the milk sector into cooperatives in Richard-Toll, Senegal, an arid area, and to settle 4,500 nomadic Fulani herders.

In 2022, the Foundation repositioned its shareholding in a new investment holding company to address the issues of food security and inclusion of small farming communities, and to develop value chains in Senegal. Today, we have identified sectors similar to milk in rice, mangoes and onions, and we have access to a community of entrepreneurs capable of going to scale.

Women workers at the Vert Ltd plant, a social enterprise in Kenya specialising in the export of fruit and vegetables in which the Foundation is a shareholder.



IMPACT  
STORY

# KENNEMER FOODS INTERNATIONAL

## INVESTING IN THE SUSTAINABLE COCOA SECTOR

The Foundation is investing in the sustainable cocoa sector in the Philippines with its first loan to Kennemer Foods International.

This agricultural company, which collects and processes cocoa, bananas and other agricultural products, is the largest supplier of cocoa beans from the Philippines on the international market. It sources cocoa beans from 20,000 small-scale producers, offering a range of services throughout the value chain.

### An integrated agricultural entity and a holistic organisation

In addition to cocoa beans and bananas, Kennemer Foods also produces cereals (mainly maize) and even Abaca fibre for making and marketing tea bags. It even owns cocoa drying centres. Kennemer Foods also has its own finance company, Agronomika, which offers long-term loans to set up new farms.

### A strong social and environmental impact

Mindanao farmers are protected. Kennemer is committed to buying their cocoa beans at a guaranteed minimum price. When cocoa prices fell in 2018, Kennemer absorbed the shock. The members of the Kennemer cooperative are required to take out micro-insurance coverage to protect them from

extreme weather conditions (especially rain and drought).

Kennemer's cocoa production in Mindanao is sustainable because it is associated with banana trees, which protect and moisturise the cocoa plants. In return, the cocoa trees enrich the soil with nitrogen, which fertilises the banana plants.

Kennemer has also set up an agroecological reforestation and forest conservation programme, which provides a forest canopy for the cocoa trees. Both of these programmes generate carbon credits that Kennemer can sell on - a programme that is supported by Mirova, a Natixis investment fund with a strong environmental focus, which has helped them to implement a sustainable approach through tranches of financing.



€1.1 MILLION  
loan



*"Our landscape approach to development promotes environmental benefits and sustainable livelihoods, improving the wellbeing of the communities in which we operate. This makes it possible to create stable jobs and to cultivate diversified activities. By focusing on sustainable livelihoods and forest reforestation, Kennemer is tackling the long-term consequences of poverty."*

Simon Bakker, CEO and founder of Kennemer Foods International



# TECHNICAL ASSISTANCE

2022

# KEY PROGRAMMES OF THE FOUNDATION

The "Strengthening Microfinance with the African Facility" programme was definitively closed in 2022.

PROGRAMME	OBJECTIVES	TARGET	PARTNERS	KEY FIGURES 2022
<b>1 - SUPPORT FOR FINANCIAL INCLUSION IN SUB-SAHARAN AFRICA (EIB)</b> 2019 - 2025	<ul style="list-style-type: none"> <li>Promote financial inclusion in Sub-Saharan Africa</li> <li>Contribute to improving the performance of microfinance institutions after the COVID crisis</li> </ul>	Tiers 2 and 3 MFIs Sub-Saharan Africa	EIB Government of Luxembourg	12 MFIs supported
<b>2 - SOLIDARITY BANKERS VOLUNTEERING SKILLS</b> Since 2018	<ul style="list-style-type: none"> <li>Making the most of the skills of practitioners from the Crédit Agricole Group to meet the diverse support needs of the Foundation's partners</li> </ul>	MFI partners or impact companies partners of the Foundation Tier 1, Tier 2 and Tier 3 Africa, Asia, MENA, Europe	Crédit Agricole Group	24 missions launched
<b>3 - PROMOTING THE FINANCIAL INCLUSION OF REFUGEES (UNHCR - SIDA)</b> 2019 - 2023	<ul style="list-style-type: none"> <li>Improve the financial inclusion of refugees and their host communities</li> <li>Improve their livelihoods and resilience</li> </ul>	Tiers 2 et Tier 3 MFIs Uganda	Swedish International Development Cooperation Agency (SIDA) UN High Commissioner for Refugees (HCR)	4 MFIs supported
<b>4 - STRENGTHENING AGRICULTURAL VALUE CHAINS SSNUP</b> 2021 - 2024	<ul style="list-style-type: none"> <li>Strengthen the resilience of small producers and the structuring of agricultural value chains</li> <li>Encourage new investment and financing in the agricultural sector</li> </ul>	MFIs or impact businesses that are operating in the agricultural sector or are willing to do so. Tier 1, Tier 2, Tier 3 Africa, MENA, Asia	ADA Microfinance Swiss Agency for Development and Cooperation/ Liechtenstein Development Service / Lux Aid & Development	3 Beneficiary microfinance institutions
<b>5 - DEVELOPMENT OF MICRO-INSURANCE IN AFRICA AND ASIA</b> 2021 - 2024	<ul style="list-style-type: none"> <li>Strengthen the skills of microfinance institutions in structuring insurance products and services.</li> <li>Support the development of new or improved insurance products.</li> </ul>	MFIs West Africa Asia	Proparco International Labour Organisation (ILO)	12 MFIs supported: 8 in West Africa and 4 in Asia



**74** MISSIONS  
managed



**45**  
beneficiary organisations



**€4.82** MILLION  
in cumulative grants managed

## MISSION STORY



SUPPORT FOR FINANCIAL INCLUSION IN SUB-SAHARAN AFRICA (EIB)

# COOPEC-SIFA | TOGO

## STRENGTHENING GOVERNANCE

The members of COOPEC-SIFA's governance have been trained as part of the governance renewal.

The Foundation receives grants from the European Investment Bank (EIB) Financial Inclusion Fund, initiated and financed by the Government of Luxembourg, to finance the technical assistance support. In 2021, COOPEC-SIFA was selected as one of the beneficiary institutions of this programme to build the capacity of its members of governance. In 2022, the first training session was held in Togo.

### Context of the mission

One third of COOPEC-SIFA's governance was renewed in May 2022. These newly elected members come from diverse backgrounds and are not microfinance specialists. They needed training in their

roles and responsibilities, in good governance practices and in reading and interpreting the financial statements of a microfinance institution.

### Training mission for elected representatives

The training took place from 8 to 13 August 2022 at COOPEC-SIFA's head office in Dapaong in the Savanes region of northern Togo. It was conducted by Dr Richard Kossi Amoussou, a coach in governance and credit management, and involved 13 elected members of governance (7 members of the Board of Directors, 3 members of the Credit Committee and 3 members of the Supervisory Board).

*"This training has been very important in equipping us to play our role and support our cooperative with accuracy, thoughtfulness and availability."*

Baleman Douti, Chairman of the Board of Directors



### Key figures COOPEC-SIFA



€11 MILLION  
in outstanding loans



53,635  
clients



MISSION  
STORY



SOLIDARITY BANKERS  
VOLUNTEERING SKILLS

# SOLIDARITY BANKERS OBJECTIFYING RISKS

**Stéphanie Thibesard, Operational Risk & Permanent Controls analyst (ORPC) at CACEIS Bank Luxembourg, led a risk management mission at AFK in Kosovo.**



**Working with trust and transparency**

Before going out into the field, Stéphanie Thibesard prepared for her assignment by studying AFK's documentation. During her two-weeks assignment at the head office and having visited four AFK branches, the CACEIS risk analyst was able to understand the work and procedures of the loan officers, which enabled her to validate the relevance of her risk mapping project. AFK was totally transparent: Stéphanie had access to all the documents she needed, even the internal control reports. The AFK teams knew their activities and the associated risks, and Stéphanie provided them with a methodology for analysing and managing them.

**Lesson drawn: the best is the enemy of the good**

Stéphanie's main professional lesson was that you have to adapt your work to the field. A highly granular risk mapping document with too many indices, such as she produces at CACEIS, is ineffective in the AFK context. It is vital to get to the heart of the matter. The risk mapping

model that she has produced with AFK's teams is simple, functional and adapted to their activities. It can be enriched during subsequent reviews according to the needs of the institution.

**An inspiring mission**

Stéphanie's main professional lesson was this: you have to adapt your work to the field. A highly granular risk mapping document with too many indices, such as she produces at CACEIS, proves ineffective in the AFK context. It is vital to get to the heart of the matter. The risk mapping model that she has developed with AFK's teams is simple, functional and adapted to their activities. It can be enriched during subsequent reviews according to the needs of the institution.

*"I proposed a methodology that I myself use in my day-to-day work, but I adapted it. The key was realising that excessively complex work is less readable."*

Stéphanie Thibesard

AFK (Agency for  
Microfinance  
in Kosovo)



€1.5 MILLION

loan from the Foundation in 2021



23,230

clients



48%

in rural areas

## MISSION STORY



PROMOTING THE FINANCIAL INCLUSION OF REFUGEES (UNHCR-SIDA)

# VISIONFUND | UGANDA

## GUARANTEEING THE FINANCIAL INCLUSION OF REFUGEES

Focus on the action for financial inclusion of VisionFund, one of the three financial institutions, partner of the Foundation, beneficiary of the HCR-SIDA programme.

### Situation

Uganda is the first host country in Africa and the third in the world. It hosts 1.5 million refugees, 94% of whom live in 13 camps in the south-west and north of the country. Despite the country's progressive policy on welcoming refugees, their poverty rate is twice as high as that of the host communities. These disparities create tensions and threaten the safety of women and children.

### Programme and VisionFund Uganda

As part of the HCR-SIDA programme, the Foundation supports refugee populations and host communities in Uganda, in particular through debt financing for three microfinance institutions, including VisionFund, a partner of the Foundation since 2020.

### Achievements

Thanks to this programme, VisionFund Uganda has been able to:

- extend its reach by opening branches in the West Nile region,
- serve 28,739 active borrowers in

the branches managed under the programme by the end of 2022,

- complete a major digitisation project with 100% digital disbursements.

### Obstacles

The Foundation's field visits provided a better understanding of the difficulties encountered by VisionFund in increasing the financial inclusion of refugees:

- the return of some refugees to South Sudan,
- the high turnover and sometimes inadequate level of staffing,
- the climate (floods, drought),
- the reduction in food donations from the World Food Programme.

### Assessment and outlook

To date, the programme has nevertheless developed well. Jobs have been created. Training in financial education has borne fruit with customers, who are starting to save. The programme needs to be stepped up and extended to other camps.



VisionFund for refugees and host communities in 2022



€868,663

in outstanding loan



28,739

active borrowers



20%

refugees



70%

women

*"I obtained a loan from VisionFund and was able to top up my capital and increase the stock in my shop. My sales have gone up significantly and I've had to hire someone to help me run the shop. I'm now saving part of my income so that I can get married."*

VisionFund beneficiary in Yumbe



MISSION  
STORY



STRENGTHENING  
AGRICULTURAL VALUE  
CHAINS (SSNUP)

**SFA | SÉNÉGAL**  
**DISSEMINATING GOOD**  
**AGRICULTURAL PRACTICES**

**A technical assistance mission to capitalise better on the potential of the Société Sénégalaise des Filières Alimentaires (SFA) and improve the lives of paddy producers.**



The mission in  
key figures



**€11,000**  
budget for the mission



**1,516**  
farmers involved,  
including



**266** WOMEN



**2.1** HECTARES  
cultivated by small-scale  
farmers

**Background**

Supported by the Foundation since 2013, SFA produces white rice from paddy grown by small-scale producers in the Senegal River valley. This social impact enterprise helps to add value to local production and contributes to the economic development of producer families. Yields are not sufficient for the SFA hulling plant to operate at its full potential, however. The Foundation has therefore set up a programme to train paddy (unprocessed rice) producers in best agricultural practices with SFA, as part of the SSNUP programme.

**Improving yields and disseminating best agricultural practices**

In 2022, agricultural experts came to assist 60 rice growers at each stage of cultivation (herbicide fertiliser) on 20 control fields. The result was an 8-fold increase in yield per hectare. Presentations were then made in the villages to disseminate these good practices. Other producers followed suit, and saw that it was feasible. Those who complied with the good practices were able to pay off their loans, increase their income and acreage, and improve their families' lives (by building bedrooms, sending their children to school, etc.).

**Next stage: financial education**

Farmers have difficulties managing their budgets. Each farmer has credit commensurate with his acreage and inputs to distribute, which he doesn't always use wisely. We need to explain and check. The more paddy production can be traced, the higher the yields and the higher the processing rate at the SFA plant will be. This is the next technical assistance challenge for SFA.

*"When a producer calls you to say: "Assane, I wanted to thank you: I started with a difficult agricultural year, but today my net profit has tripled and my area has increased by 10 hectares", it's admirable to hear."*

Assane Koffi, Managing Director  
SFA Senegal

MISSION  
STORY

5

DEVELOPMENT OF  
MICRO-INSURANCE  
(PROPARCO - ILO)

# DEVELOPMENT OF MICRO-INSURANCE

## STRENGTHENING THE CAPACITY TO ADAPT

**Launch of the micro-insurance training programme for microfinance institutions**

### Challenges of micro-insurance

Microfinance institutions have historically focused on providing microcredit. Today, they have to adapt and diversify their services if their clients can be provided with the means to manage emergency situations linked to climate change or health problems.

Micro-insurance is a tool that can be used to reduce the vulnerability of MFI customers. But in order to develop micro-insurance in rural areas where MFIs operate, the clients need to be reassured that, as policyholders, they will not be sacrificing their basic nutrition and will be well covered in the event of a claim.

The Foundation and the International Labour Organisation (ILO) have

set up a programme to encourage microfinance institutions to strengthen or develop micro-insurance services.

*"This training helped us to understand how a good micro-insurance programme works and how to set it up".*

Training participant

### Programme in question

The programme will run in West Africa (Benin, Burkina Faso, Mali, Senegal and Togo) and Asia (Cambodia, Myanmar and India) from 2022 to 2025. The main objective is to enable its partner

institutions to acquire the tools they need to develop their micro-insurance offering and to identify ways of making it more efficient.

### Launch of the first phase in Cotonou

In 2022, the first training course in this programme was given in Africa, where the insurance penetration rate is less than 2%. In September 2022, in Cotonou (Benin), 9 participants from 5 countries were trained over two days on the value of insurance, strengthening the product portfolio, reinforcing the organisational structure, improving operational processes and ways of increasing the impact of micro-insurance on the organisation of institutions.



First micro-insurance training course for 8 African partners in Benin in September 2022.

### Key figures



**€900,000**  
in subsidies



**12 INSTITUTIONS**  
concerned



# THE TEAM

2022

# REORGANISATION OF DIVISIONS AND GOVERNANCE

## HOW WE CAN PROVIDE BETTER SUPPORT FOR OUR PARTNERS IN THEIR DEVELOPMENT AND GROWTH.

The Foundation assessed its working methods.  
This has resulted in a reorganisation of our teams.

### REORGANISATION OF THE DIVISIONS

The challenge is to create synergies between the different business lines to support our clients in their global development: digital development, structuring agricultural value chains, adapting to climate change.

#### • A stronger "Impact Finance" division

Microfinance institutions and social impact enterprises work in similar fields and share the same population: rural communities made vulnerable by the current economic climate. It made sense therefore to bring them together. Set up in September 2022, this new division should help to create synergies for the financing of microfinance institutions and social impact enterprises in common territories.

#### • A "Technical Assistance and Partnerships" division in an open ecosystem

Made up of institutional and financial partners, microfinance players, technical assistance providers and technical experts, this ecosystem is there to offer support in technical assistance missions with donors or directly with our partners. We want to analyse our partners' needs in advance, offer them appropriate assignments and train them in new areas of expertise: climate, digital, and governance in ambitious programmes with more players on the ground.

### GOVERNANCE

#### • Board of Directors

A Board of Directors consisting of 13 independent members stemming from Grameen Trust and the CA Group.

#### • 3 specialised committees:

- the Investment Committee examines and approves investment applications,
- the Finance, Risks and Impact Committee sees to the Foundation's financial performance, risk management and monitoring of its social and environmental impact,
- the Compliance and Internal Control Committee ensures that the Foundation's policy on combating money laundering and the financing of terrorism is complied with, that the internal control system operates properly, and that the Ethics Charter and Code of Conduct are adhered to.

#### • Management

Véronique Faujour took over as Managing Director of the Foundation in November 2022 from Éric Campos, who became the Chief Executive Officer of "Crédit Agricole Transitions et Énergies (CATE)". Véronique was a director of the Foundation until then. She is thoroughly familiar with the Foundation's challenges and shares its orientations within the Board. As General Secretary of Crédit Agricole SA and a member of the Executive Committee, she will be able to provide the Foundation with active support within the Group, give it the visibility and influence it needs to develop, and foster all the cooperation required to achieve the Foundation's medium-term ambitions, together with the entire management team.



# 101

mission days by  
investment officers

# ACTIVITIES OF THE FOUNDATION

There are 22 of us working in different disciplines, united by our desire to make a positive impact in everything we do. Welcome behind the scenes.

## IMPACT FINANCING

This division is responsible for prospecting, financial, social and environmental analysis and monitoring of the partners financed by the Foundation. Our partners are microfinance institutions, generally small-scale and operating in rural areas, which endeavour to benefit women developing small income-generating activities or impact businesses that we help to scale up. We aim to develop synergies between these two types of partners in areas identified as key for the Foundation.



*"As an investment officer, I love working on high additionality financing projects for our partners. We're now*

*looking to improve and specify our offer to provide them with better support."*

Maxime Borgogno, Investment Officer

## TECHNICAL ASSISTANCE AND PARTNERSHIPS

This division devises and coordinates ambitious support programmes and technical assistance missions that strengthen the operations of the partners financed by the Foundation.



*"I am directly responsible for coordinating the technical assistance programmes, particularly Solidarity*

*Bankers. My greatest satisfaction is the enthusiasm of the people who go on these missions and the obvious interest shown by Crédit Agricole Group employees."*

Maria Franco, Technical Assistance Programme Manager

## RISK MANAGEMENT AND COMPLIANCE

This division is responsible for analysing investment risk, compliance risk and operational risk. It is also responsible for measuring and monitoring the Foundation's direct and indirect impact.



*"My aim is to develop a real culture of combating the risk of money laundering at the Foundation. I was delighted to see recently that the issue has become part of our organisation's culture."*

Pauline Blit, Senior Risk and Compliance Analyst



## ADMINISTRATIVE AND FINANCIAL

This division oversees the Foundation's financial strategy and operations. It works with all the divisions to align financial and impact objectives. Monitoring contracts, technical assistance audits, loan disbursements and repayments, accounting and payments, loans with the Foundation's donors: it's a job that requires monitoring, proofreading and an "eagle eye."



*"I arrived at the time of the year-end accounts. I'm very happy to be working with such a supportive team. For*

*the time being, I'm working on the technical assistance programmes and, above all, on monitoring the accounts. My colleague and I are keeping track of all the invoices with a gigantic Excel spreadsheet."*

Sabine de Saint Meloir Alzuyeta,  
Accounting and middle office manager

## COMMUNICATION

The Communication and Partnerships department is responsible for publicising the Foundation's mission, commitments and actions to stakeholders in inclusive finance and the banking sector. It promotes the Foundation's experience and initiatives in order to demonstrate its impact to our partners and their end customers. Telling the real story on the ground helps to mobilise other players around financial inclusion.



*"I found a good balance at the Foundation: a meaningful mission, a rigorous framework*

*for action and the flexibility to undertake and create. And very quickly I had the support of my superiors to take on new initiatives, particularly on the digital front. And I find that very exciting."*

Marie Laumont, Head of Communications and Partnerships

# GOVERNANCE

## BOARD OF DIRECTORS



13

BOARD OF DIRECTORS

### CHAIRMAN AND VICE-CHAIRMAN OF THE FOUNDATION



**Raphaël APPERT,**  
Chairman



**Mohammad SHAHJAHAN,**  
Vice-chairman

### DIRECTORS



**Professor Muhammad YUNUS,**  
Nobel Peace Laureate



**Miren BENGOA,**  
Executive Officer, Chaîne du Bonheur



**Éric CAMPOS,**  
Chief Executive Officer, Crédit Agricole Transitions et Energies



**Tanguy CLAQUIN,**  
Global Head of Sustainable Banking, Crédit Agricole CIB



**Pierre FORT,**  
Chief Executive Officer, Crédit Agricole Sud Rhône Alpes



**Sylvie LEMMET,**  
French Ambassador for the Environment



**Maria TERESA,**  
HRH the Grand Duchess of Luxembourg



**Nicolas MAURÉ,**  
Chairman, Crédit Agricole Toulouse 31



**Soukeyna N'DIAYE,**  
Executive Director of the INAFI International Foundation



**Tasmina RAHMAN,**  
Chief Executive Officer of Grameen Trust



**Jean-Marie SANDER**

# THE TEAM

## MANAGEMENT COMMITTEE



**Véronique FAUJOUR,**  
Managing Director



**Vincent BROUSSEAU,**  
Impact Finance  
Manager



**Philippe GUICHANDUT,**  
Technical Assistance  
and Partnerships  
Manager



**Hélène KÉRAUDREN  
BAUBE,**  
Administrative and  
Financial Manager



**Edouard SERS,**  
Risk, Compliance and  
Impact Manager

## FINANCING IMPACT DIVISION



**Maya AZCONA,**  
Investment Intern



**Maxime BORGOGNO,**  
Investment Officer



**Khady FALL,**  
Investment Advisor



**Kathrin GERNER,**  
Investment Advisor



**Zoé GUILLIOUT,**  
Investment Intern



**Robin LAVRILLOUX,**  
Investment Officer



**Julien LEROY,**  
Investment Advisor



**Cécile POCHET,**  
Investment Officer



**Marie SAMBA,**  
Investment Intern



**Sébastien SIMONOT,**  
Senior Investment Officer



**Guilhem VINCENT,**  
Investment Officer

## RISK, COMPLIANCE AND IMPACT



**Pauline BLIT,**  
Senior Risk and  
Compliance  
Analyst



**Alice RULLIER  
MAUGUÉ,**  
Risk and Impact  
Analyst



**Aurélie BÉCHARA,**  
Communication  
and Partnerships  
Intern



**Victoire BINSON,**  
Technical  
Assistance  
Programme  
Officer

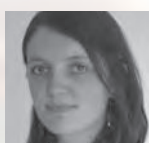


**Maria FRANCO,**  
Technical  
Assistance  
Programme  
Officer



**Marie LAUMONT,**  
Communication  
and Partnerships  
Manager

## ADMINISTRATIVE AND FINANCIAL



**Claire LECOQ,**  
Administrative  
and Financial  
Manager



**Sabine DE SAINT  
MELOIRE,**  
Accounting and Middle  
Office Manager



**Erine MONGUIN  
WAGOUN,** Accounting  
and Middle Office  
Manager



**Dimitri NGUYEN,**  
Executive  
Assistant



**Thierry UY TIV,**  
Deputy  
Administrative and  
Financial Manager



**FINANCIAL  
STATEMENTS**  
2022

FINANCIAL  
STATEMENTS

## BALANCE SHEET

(IN €000)

ASSETS	2022	2021	LIABILITIES	2022	2021
<b>Financial assets</b>	<b>76,408</b>	<b>77,242</b>	<b>Endowment and results</b>	<b>48,976</b>	<b>48,905</b>
Loans	64,127	64,678	Initial endowment	50,001	50,001
Financial investments	7,681	7,648	Profit/loss carried forward	-1,096	-1,240
Equity stakes	4,566	4,076	Profit for the financial year	71	144
Related receivables	34	840	<b>Provisions</b>	<b>0</b>	<b>89</b>
<b>Current assets</b>	<b>19,721</b>	<b>22,939</b>	<b>Debts</b>	<b>46,037</b>	<b>49,695</b>
Receivables within less than 1 year	1,974	1,814	Financial debts payable after one year	44,492	48,684
Cash and cash equivalents	17,747	21,125	Other debts	1,546	1,011
<b>Prepaid expenses</b>	<b>791</b>	<b>992</b>	<b>Deferred income</b>	<b>1,906</b>	<b>2,485</b>
<b>TOTAL ASSETS</b>	<b>96,920</b>	<b>101,174</b>	<b>TOP LIABILITIES</b>	<b>96,920</b>	<b>101,174</b>

## INCOME STATEMENT

(IN €000)

	2022	2021		2022	2021
Investment income	4,634	4,541	Reversal of value adjustments on financial asset	259	58
Other financial income	316	264	Value adjustments	-3,931	-883
<b>Financial income</b>	<b>4,950</b>	<b>4,805</b>	Realised losses	0	-503
Other operating income	602	1,445	Extraordinary income	0	486
Financial charges	-744	-909	Extraordinary charges	0	0
Staff costs	-1,888	-1,706	<b>PROFIT FOR THE FINANCIAL YEAR</b>	<b>71</b>	<b>144</b>
Other external expenses	-1,937	-2,649			
<b>OPERATING PROFIT</b>	<b>983</b>	<b>986</b>			



# PARTNERS

2022

## FINANCIERS, OPERATIONAL PARTNERS

- ADA Microfinance
- Amundi
- CACEIS Bank Luxembourg Branch
- Credit Agricole CIB
- CA Île de France
- European Investment Bank
- Innpact
- International Labour Organisation (ILO)
- LCL
- Proparco
- United Nations High Commissioner for Refugees (UNHCR)
- Swedish International Development Agency (SIDA)

## NETWORK MEMBERS

- CERISE+SPTF
- CICA
- Convergences,
- CSAF
- e-MFP
- InfineLu
- Initiative 4 pour 1000
- MFC
- MNI

## ORGANISATIONS SUPPORTED

### AZERBAIJAN

Viator

### BANGLADESH

Grameen Danone Foods Ltd

### BENIN

AFCB  
Comuba  
Renaca

### MYANMAR

Proximity Finance  
Thitsar Ooyin  
VisionFund Myanmar

### BOSNIA HERZEGOVINA

Mikra

### BURKINA FASO

ACEP Burkina SA  
Acfime  
Baobab  
PMBF

### CAMBODIA

Chamroeun  
Phare Performing Social  
Entreprise (PPSE)

### CAMEROON

ACEP Cameroon

### DRC

Hekima  
Paidek  
SM Guilgal  
Smico SA

### FRANCE

Fadev (Africa)  
Oshun

### GEORGIA

Lazika

### INDIA

Annapurna  
Pahal  
Fusion

### INDONESIA

KOMIDA  
MBK  
TLM

### IVORY COAST

Advans

### JORDAN

Finca Jordan

### KAZAKHSTAN

Asian Credit Fund

### KENYA

Acre Africa  
Bimas  
Eclof Kenya  
SUMAC  
Vert Limited  
YEHU

### KYRGHYZSTAN

Oxus Kyrgyzstan  
Salym Finance

### KOSOVO

AFK  
KosInvest  
Kreditimi Rural Kosovo

### LUXEMBOURG

Advans SA Sicar

### MALAWI

MLF Malawi

### MALI

Cofina Mali  
Kafo

### MOLDAVIA

MicrolInvest  
Smart Credit

### MONTENEGRO

Monte credit

### NIGER

ACEP Niger

### PALESTINE

Acad  
Faten

### PHILIPPINES

Kennemers Food International

### ROMANIA

Vitas

### RWANDA

ASA Rwanda

### SOUTH AFRICA

Phakamani

### SENEGAL

Caurie Microfinance  
Laiterie du Berger  
SFA  
VisionFund

### SIERRA LEONE

LAPO

### TAJIKISTAN

Furuz  
Humo  
Oxus Tajikistan

### TOGO

Assilassimé

### UGANDA

Ugafode  
UMF  
VisionFund Uganda

### ZAMBIA

AMZ  
EFC  
Finca Zambia  
MLF Zambia

### TECHNICAL ASSISTANCE ONLY

#### BURKINA FASO

Graine

#### MALI

Baobab - Mali  
Cofina Holding  
RMCR

#### TOGO

Coopec-Sifa

#### UGANDA

BRAC Uganda Bank Ltd



 **GRAMEEN CRÉDIT AGRICOLE  
FOUNDATION**   
Microfinance & Social Business

5, Allée Scheffer  
L-2520 Luxembourg

[www.gca-foundation.org](http://www.gca-foundation.org)  
Contact: [gca-foundation.org/contact](http://gca-foundation.org/contact)

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