A close-up photograph of a woman with dark skin, wearing a red headwrap and a blue and yellow patterned top. She is looking upwards and to the right. In her hands, she holds a yellow circular object with a purple floral design in the center, resembling a stylized sun or flower. The background is blurred, showing other people in colorful clothing.

ENTREPRENEURS
du Monde

With next to nothing, change practically everything!

SOCIAL MICROFINANCE

ACCESS TO ENERGY

SUPPORT TO VSBS
& PROFESSIONAL
INTEGRATION

ANNUAL REPORT 2018



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



EDITO

“ 2018 was the year of our 20th anniversary, and a year of great advances, innovations, and resolutions... Of course, there were also a few setbacks and new obstacles, but that's what forces us to question ourselves, to innovate, to surpass ourselves, and that's where the challenge lies.

As an incubator, we were particularly pleased to launch four new programmes and celebrate the launch of two others which have become independent social enterprises, offering social microfinance services of remarkable quality: Assilassimé in Togo and Chamroeun in Cambodia. We also found a Japanese buyer for Chamroeun, who is perfectly attuned to our social vision.

2018 also marks the launch of our first storehouses in Senegal, the first steps in a new business that will support the agricultural sectors with the entrepreneurial approach that we are famous for.

All this was achieved in an increasingly complicated international climate with growing insecurity in Burkina Faso and Haiti, devaluation of local currencies in many countries, which hinders the financial sustainability of several programmes, climate change, which is hitting the people we support hard, and legal constraints, which are becoming more stringent in some countries...

These difficulties did not prevent major progress in 2018. There are 800 of us in the field who see the impact of our actions with the families we support, so, with your help, we are committed to continuing our work in 2019!

Thank you to each and every one of you! **”**



**JEAN-PAUL
BERNARDINI**
Chairman



**FRANCK
RENAUDIN**
Founder & Director

HAITI
14,338
11,047
159

SENEGAL
4,355
92

GUINEA
3,112

BURKINA FASO
19,170
7,034
207

GHANA
16,183

TOGO
26,571
4,469
182

FRANCE
45

 II
COUNTRIES

 20
PARTNERS AT INCUBATION STAGE

 3
AUTONOMOUS PARTNERS

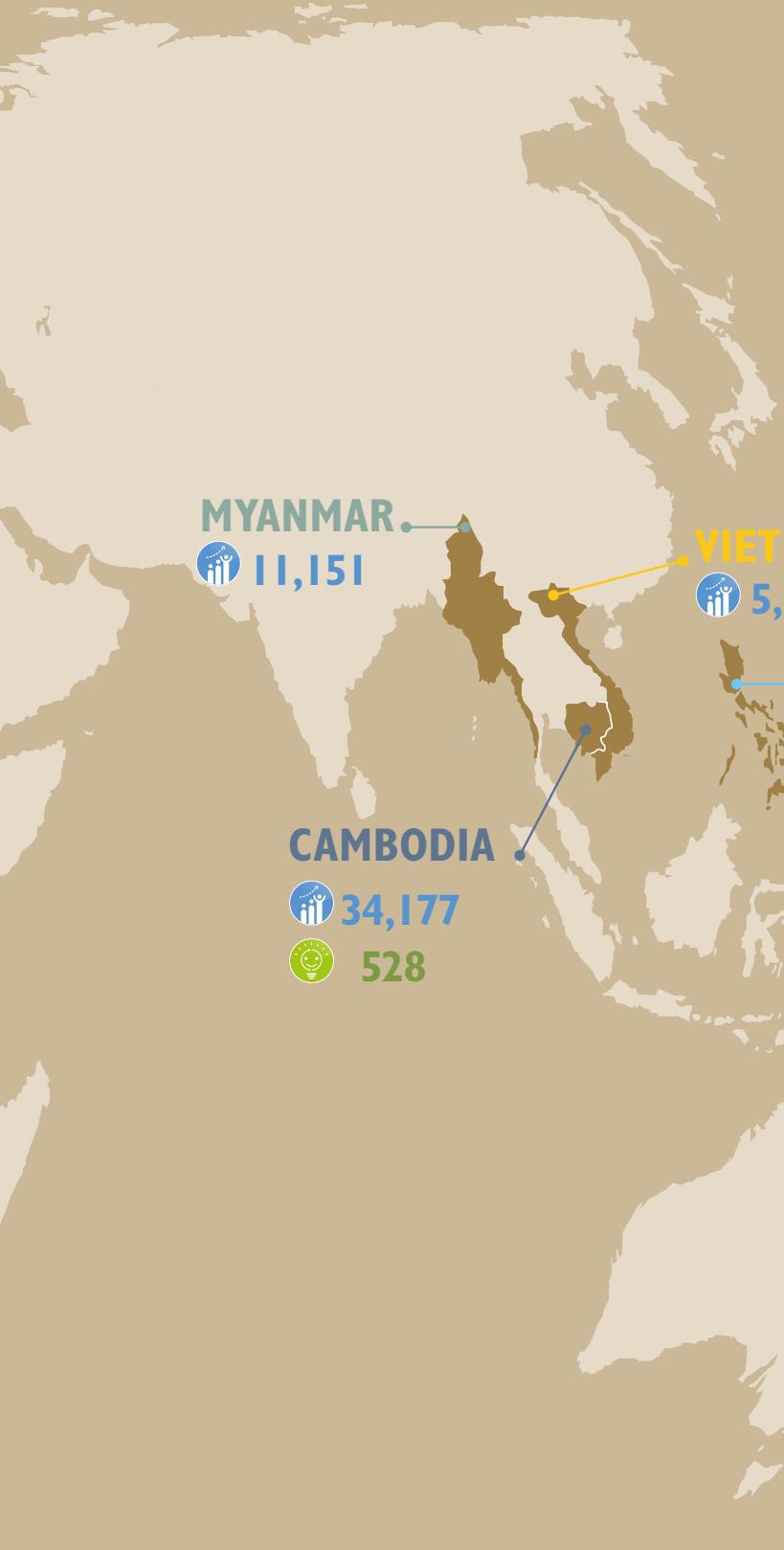
 5
PARTNERS WHO HAVE BECOME INDEPENDENT*

*The indicators of these 5 independent partners are not included on this map nor key figures.


4,7M€
BUDGET


49
PERMANENT STAFF MEMBERS


808
EMPLOYEES WITH A LOCAL CONTRACT



SUPPORTED MICRO-ENTREPRENEURS



FAMILIES SUPPLIED WITH ENERGY



VSB START-UPS SUPPORTED
AND STUDENTS TRAINED
IN VSB CREATION

MYANMAR

11,151

VIETNAM

5,367

CAMBODIA

34,177

528

PHILIPPINES

5,901

275

140 325

MICRO-ENTREPRENEURS SUPPORTED

85%

WOMEN

292 €

AVERAGE LOAN

29 123

STOVES AND SOLAR KITS DISTRIBUTED

23 353

FAMILIES SUPPLIED WITH ENERGY

685

PEOPLE SUPPORTED



SOCIAL MICROFINANCE

“ We trust the marginalised who start up businesses!
We provide them with full support to help them turn
their businesses into a gateway to development
for their entire family. **”**



CAROLE SULSKI
Head of Social Microfinance Unit

DEVELOPMENT IN RURAL AREAS

Today, 2.1 billion people are living under the poverty threshold, with 767 million of them living in absolute poverty. Three quarters live in a rural area and rely on subsistence agriculture. In 2018, we set these rural and isolated populations as a top priority.

Two workshops were organised to help the 60 participants involved in our MFIs¹ to better meet the challenges of agriculture.

They shared their good practices and experiences and cocreated innovative support and financing solutions.

All our partners received guidance so that we could offer very flexible microloans. For instance, loans with deferred repayment for market gardening activities or “in fine” loans which allow farmers to reimburse the capital in its entirety at harvest time.

Training units on agricultural techniques were created to help farmers improve their yield, reduce loss risks, etc. We also increasingly encourage



Farmer with the head of operations in Senegal

them to adopt environmentally friendly practices: crop combination, agroforestry, compost production, etc.

EMPOWERMENT OF LONG-STANDING PARTNERS

Created in 2012, the Assilassimé association in Togo reached two milestones: 25,000 microentrepreneurs and break-even. With a social performance score of 80 out of 100, a 100% Togolese team and a board of directors composed of qualified people who share our social vision, Entrepreneurs du Monde's goal has been achieved!

Close to financial stability, Palmis Mikwofinans Sosyal in Haiti became a corporation, and Sont Oo Tethwin in Myanmar started its incorporation process.

PREPARATION OF FUTURE PROGRAMMES

With a view to incubating new programmes, Entrepreneurs du Monde is conducting feasibility studies in new countries. The preselection of the studied countries was based on 3 criteria: the HDI², the FINDEX³ financial inclusion rate and the countries' level of

stability/security according to the Ministry of Foreign Affairs.

In April 2018, a study was led in Sierra Leone, one of the poorest countries in the world, torn apart by years of civil war. The methodology suggested by Entrepreneurs du Monde was very well received by the population, local authorities, funders and NGOs. As a result, following the study, the launch was planned for 2019: launching the administrative procedure to create a local entity, recruiting a programme manager, setting up the processes, etc.

1- MFI: microfinance institution 2- HDI: Human Development Index, calculated using the UNDP 3- Global Findex: the World Bank's observatory on how adults save, borrow, make payments, and manage risk

MICROFINANCE INSTITUTIONS

140,325
MICRO-ENTREPRENEURS

85%
WOMEN

€ 292
AVERAGE LOAN

A METHODOLOGY AIMED AT REACHING THE POOREST

- We grant individual loans, with no form of guarantee, with interest rates among the lowest on the market
- The micro-entrepreneurs form groups of 15 to 30 people, with whom we organise monthly training or experience sharing.
- The length of the loan is set by the micro-entrepreneurs themselves, according to the nature of their businesses and their repayment ability.
- A social worker is available in each service point to help overcome difficulties (e.g. violence, illness, handicap, etc.)
- We encourage and facilitate saving



VSBs & PROFESSIONAL INTEGRATION

“ Thanks to personalised support and guidance, project owners enter a process leading them to start up their own activity, work, and have a decent revenue, which fosters independence and access to essential goods and services. **”**



THIBAUT MARY
Head of VSBs & Professional integration Unit



Young fashion designer in Haiti

THE INCLUSION OF YOUTHS AND WOMEN: A MAJOR CHALLENGE

In West Africa and in Haiti, the majority of the population is under 25 years old. This youth represents an unprecedented growth opportunity. Yet, unemployment rates are high among young people, in particular women, forcing them to turn towards the informal sector. Access to professional training and guidance towards employment is difficult, because

of their illiteracy, their isolation and their exclusion, but also simply because of their ignorance of existing opportunities. As a result, 37% of young people wish to emigrate to another country.

Self-employment through the creation of very small businesses (VSB) and access to sustainable employment through occupational integration are therefore two major challenges to take on, in

particular in the outskirts of the capitals and in the surrounding rural towns.

The “Support for VSB creation and occupational integration” service is Entrepreneurs du Monde’s answer to this major challenge.

3 NEW PROGRAMMES

Thanks to the AFD’s funding agreement, three programmes were launched in 2018: Ligoden in Senegal, Emergence in Burkina Faso and Miawodo in Togo, all while maintaining the support to “Osez l’entreprise” (*Dare entrepreneurship*), in Haiti, which aims for self-sufficiency in 2019.

In each country, the most promising industries to encourage the creation of VSBs or orientate job-seekers were carefully identified.

In Burkina Faso and Togo, the energy sector was picked out as a priority, in concert with Entrepreneurs du Monde’s energy programmes.

SYNERGIES & CAPITALISATION

The programmes tied links with local professional training centres and companies, to develop synergies between the private sector and the youths, and promote access to a decent job. With the help of Entrepreneurs du Monde’s technical support team, they fine-tuned the definition of their social performance strategy, the adaptation of their training and the individualised support provided to the recipients, and the implementation of a management and reporting tool.

In addition, an international workshop dedicated to entrepreneurship and occupational inclusion was organised in Togo. It brought together our 4 programmes and several technical and financial partners for the first time. The plenary sessions were punctuated by site tours to visit entrepreneurs and startup incubators. Every participant left with ideas of good practices to copy.

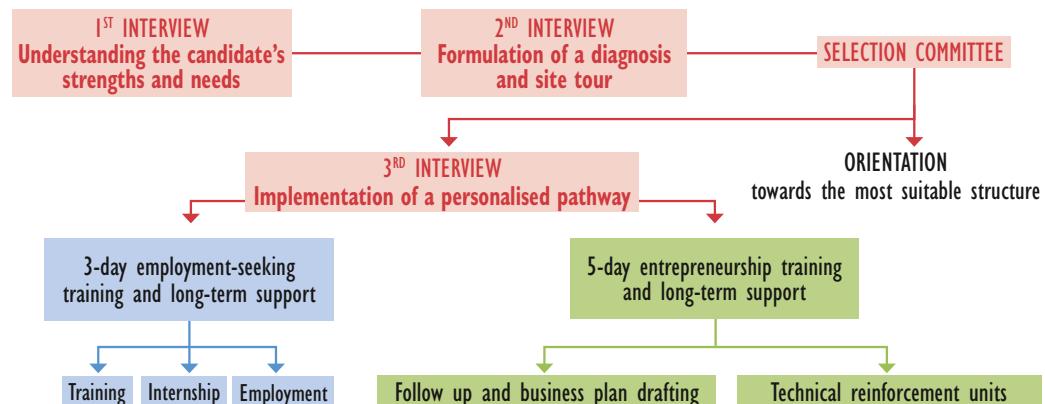
4 PROGRAMMES

344

ENTREPRENEURS SUPPORTED WITH THE CREATION OF THEIR VSB

341 PEOPLE GUIDED IN THEIR OCCUPATIONAL INTEGRATION

A STRUCTURED PROCESS





ACCESS TO ENERGY

“ Our value lies in our ability to reach the most vulnerable, to help them improve their living conditions with cooking and lighting equipment that is better for their health, their budget and the environment. ”



STÉPHANIE DIETSCH
Head of Energy Unit - Africa

ADAPTATION TO RURAL NEEDS

More and more often, our teams are going into rural areas where energy access is more complicated. In Togo, Mivo Energie has established itself in Kara, in the north of the country. In Burkina Faso, Nafa Naana launched a pilot project to sell solar kits equipped with Pay-as-you-go technology, to make it easier to buy these kits via weekly mobile banking payments: a solution adapted to those living far from the electricity grid! In Cambodia, the mini grid pilot is promising: houses in the same village are equipped with linked solar kits that form a modular mini grid. They power lightbulbs and fans and allow the use of more powerful electrical appliances which are essential to income-generating activities: refrigerators for the sale of beverages and fresh produce, egg incubators, etc.

ONGOING INNOVATION

Adaptation to the needs of vulnerable populations is a feature of all Energy programmes. It requires thorough examination of the



needs of beneficiaries and their satisfaction, and a permanent technological watch.

To identify, select, negotiate and purchase equipment with the best value for money, the Energy Unit set up a central purchasing unit in 2018: an excellent tool to identify the right equipment and benefit from better purchasing conditions.

SOCIAL PERFORMANCE

Our action to promote access to energy has an impact not only on users but also on the entire value chain: craftsmen who produce improved stoves,

local small and medium businesses, and reseller networks. We regularly evaluate this social performance. For example, in 2018, at Mivo in Togo, a social audit highlighted very strong performance in terms of Partnership, Project and Ethical Principles, but uncovered areas for improvement to better understand the profile of beneficiaries and strengthen the social mission.

At ATE Co. in the Philippines, the team defined its theory of change, accompanied by principles of action and social indicators. This work resulted

in a social charter that will be the benchmark for monitoring its social performance. In addition, a major impact study is underway to measure and value our impacts on the environment, health, finances and household living conditions.

VALUING OUR EXPERTISE

L'Oréal chose Nafa Naana to facilitate access to economical stoves for shea butter producers and thus reduce its ecological footprint. Other international groups bought our first certified carbon credits in 2018.

5 SOCIAL BUSINESSES

23,353

EQUIPPED FAMILIES

29,123

STOVES & SOLAR KITS
DISTRIBUTED

A CHANNEL TO FACILITATE ACCESS TO THE BEST EQUIPMENTS

- Together with the families, we select cooking and lighting equipment that is more efficient and economical than traditional equipment, saving time and causing less damage to their health and environment.
- We then develop a brand, a range, a network of resellers and a vast promotion and awareness plan.
- We overcome the financial obstacle by offering financial solutions.



AGRICULTURAL CHANNELS

“Entrepreneurs du Monde is increasingly involved in agricultural issues because they are closely linked to issues of poverty, food security and biodiversity protection.. **”**



ÉRIC EUSTACHE
General Coordinator
Entrepreneurs du Monde



Arid lands in southwestern Burkina Faso

STAKES

Small producers are the first victims of environmental and climate deterioration, particularly in Africa where desertification is progressing rapidly and alarmingly. The land is naturally fragile, has little organic matter and is affected by the disappearance of the vegetation covering it, under human pressure, which leads to erosion, leaching due to rainfall, and the loss of nutrients and structural components. Soils are becoming increasingly fragile and unusable for agricultural purposes. This, combined with population growth in rural Africa, poor access to water, financing and markets, leads to growing food insecurity.

STAKES

- Inclusion of women
- Food security
- Food sovereignty
- Job and income creation
- Combating desertification

TRAINING AND LOAN

Investing in agriculture to fight poverty is an absolute necessity and, in 2018, Entrepreneurs du Monde prioritised agriculture in its development. In particular, it has established all its geographical extensions in rural areas. It has also developed agricultural training and loans adapted to the harvest cycle as a priority.

COMPLETE CHANNELS

Finally, it has initiated a sector-by-sector approach to identify and respond to the problems encountered at each stage, from the field to the end consumer. The first experimental site chosen for this innovative, comprehensive and sustainable approach is the Matam region in Senegal. Our study showed that small producers had poor knowledge of certain techniques, that they could not finance the necessary equipment, that they did not have post-harvest storage solutions (which led to considerable product losses) and that they were subject to the law of large traders at the time of sale.

Entrepreneurs du Monde therefore decided to use its skills to address this

issue: deployment of agricultural micro-finance services and technical training by FANSOTO (a social microfinance institution currently being incubated in Senegal), development of a new type of building to store agricultural products, and an ambitious plan to build and operate these buildings in several municipalities in the region, and the creation of a social enterprise to support all of this and serve small producers.

This company, Fawrou Remobe, will also support the marketing of products: by negotiating large quantities, it will reset the balance of power between small producers and large traders.

Complementary projects are already under review: a social processing and marketing company, a water access company, a farmer seed production company, and a transport company.

Thinking in terms of channels and social enterprises makes imagining new solutions and grounding them in the long term possible.

500 MILLION
F FARMS OPERATED BY
FAMILIES WORLDWIDE

57%
OF JOBS IN AFRICA

66%
IN WEST AFRICA

PREVALENCE OF
UNDERNUTRITION IN AFRICA:
20,4% OR 256 MILLION
PEOPLE IN 2017

Sources: Proparco et FAO



SOCIAL PERFORMANCE

“We constantly check, meticulously and systematically, that we are reaching the poorest people and that our services effectively help them to engage, to access energy, to become independent and to improve their living conditions. **”**



EUGÉNIE CONSTANCIAS
Head of Social Performance

“The work with our partner organisations is producing results, which is satisfying. The activities that we undertake to define our social objectives, measure results from the beneficiaries and adapt the proposed services stimulate active participation by local teams. As the organisations develop, we notice that our support and training efforts translate into a strengthening of their capabilities to manage their social performance.”

IAN BEST • Social performance adviser

DEFINING VISION, MISSION & VALUES

We have helped three young very small business for vocational integration programmes to carefully and accurately define the vital prerequisites for their operation, their vision, their mission and their values. Team Emergence in Burkina Faso and team Ligoden in Senegal both focused on their theory of change. This exercise has, for example, allowed the Ligoden team to clarify the way in which their actions can lead to particular concrete social progress amongst the beneficiaries, in keeping with the ambitious but realistic social objectives that the team has set itself: to improve the employability and the business capacity of youths in the Ziguinchor area.

In terms of energy access, Nafa Naana in Burkina Faso and ATE Co. in the Philippines have updated their code of ethics. The workshop organised to draft this code included awareness of the issues of gender equality rights and opportunities for both men and women. As a result of the session, the ATE Co. team decided to include some undertakings on this subject in its code.

In social microfinance, the Wakili team in Guinea and Anh Chi Em in Vietnam have been trained in social performance



Tool usage evaluation in Burkina Faso

management. They formulated their ‘Theory of Change’ and implemented their social objectives in a participatory way. The Fansoto team in Senegal has also been trained in Client Protection Principles, developed by the Smart Campaign, a global effort that promotes responsible practices in microfinance.

FOLLOWING CHANGES IN THE SOCIO-ECONOMIC PROFILE OF BENEFICIARIES

We have strengthened the expertise of teams in 8 organisations (creation of very small businesses and vocational integration: Emergence in Burkina Faso; microfinance: Anh Chi Em in Vietnam, Fansoto in Senegal, Palmis Mikwofinans Sosyal in Haiti, SCPI in the Philippines, Wakili in Guinea and Yikri in Burkina Faso; access to energy: Nafa Naana in Burkina Faso). They can now accurately follow changes in their beneficiaries’ socio-economic profiles with specific tools (questionnaires to measure poverty and data capture software) and analyse the results obtained.

DO OUR ACTIVITIES REALLY HELP THE POOREST?

Extracts from the results of the satisfaction surveys conducted in 2018

SCPI in the Philippines

38% of micro-businesses joining the programme live on subsistence farming, and **80%** of them do not have modern agricultural machinery.

YIKRI in Burkina Faso

€87: net average monthly income of micro-entrepreneurs joining the programme.
65% do not know how to read or write.
85% of micro-entrepreneurs have never been able to obtain formal credit.

PALMIS ENEJI in Haiti

32% of households using solar lamps and **29%** of households using gas stoves live on less than **\$2.50** a day.

WHAT CHANGES HAVE BEEN SEEN IN LIVING CONDITIONS?

Extracts from the results of the satisfaction surveys conducted in 2018

SCPI in the Philippines

The agricultural surplus made by farmers and available for sale rose from **29%** to **71%** between the cycles of loan 1 and 3, which illustrates the development of their activities alongside the programme.

For children between the ages of 18 and 22 years, the number of micro-entrepreneurs enrolled in higher education rose from **50%** to **58%** between the cycles of loan 1 and 3, something which may be a result of the programme's awareness raising measures and growth in disposable household incomes.

YIKRI in Burkina Faso

138% increase in average net incomes from supported revenue-generating activities between the 1st and 5th loans.

19% average increase in beneficiaries' savings balances in 2018

**Eugenie Constancias has been elected to the governing board of the working group on social performance, Social Performance Task Force, an international organisation aiming to define and promote inspiring strategies for MFIs with a social mission.

MEASURING THE ADEQUACY OF PRODUCTS AND SERVICES

We helped organise two satisfaction surveys in the access to energy sector (Mivo Energie in Togo and Palmis Enèji in Haiti with people who use gas stoves).

We have also helped the teams of Anh Chi Em in Vietnam, SCPI in the Philippines and Wakili in Guinea to analyse the reasons that lead beneficiaries to stop participating in activities.

It is indeed important to check that micro-entrepreneurs leave the programme because they no longer require our services or because they have moved, rather than for reasons of bankruptcy or dissatisfaction with our services.



Exchanges with beneficiaries in Burkina Faso during a social audit

EVALUATING SOCIAL PERFORMANCE

This year, 5 social audits took place using methodology developed by the CERISE association: Mivo Energie with the Social Business Scorecard and Assilassimé in Togo, Yikri in Burkina Faso, SEED in the Philippines, and ID in Ghana with Social Performance Indicators.

DO OUR SERVICES MEET THE NEEDS OF OUR BENEFICIARIES?

Extracts from the results of satisfaction surveys carried out in 2018

PALMIS ENEJI in Haiti

95% satisfied or very satisfied with gas stoves.

86% of the stoves are used by women.

83% of those trained in the use of gas stoves remembered how to install and use them in total safety.

93% are satisfied or very satisfied with their experience with the retailers or the team members.

HOW IS THE TEAM DOING WITH ITS SOCIAL PERFORMANCE?

Extracts from the conclusions of social audits undertaken in 2018 in Togo

ASSILASSIME

"Since its first social audit, carried out in 2015, Assilassimé has made progress in all aspects. This progress is partly explained by the implementation of recommendations from the first social audit. It is also the result of sound development: it has continually grown in terms of stocks and the number of beneficiaries, its social mission is more formalised with defined strategic objectives and indicators, and its responsible approach is stronger (dealing with clients and collaborators, management of satisfaction and complaints, etc.).

The comparison with other NGOs or MFIs in the country shows that Assilassimé presents a much-improved social performance in all criteria."

MIVO ENERGIE

"With an average score of **70%** at the end of 2018, Mivo Energie has continued its progress (average score of 63% in the 2016 audit) confirming its dynamic improvement in social performance management. A significant improvement in certain areas (Politics, HR, Collaboration, Output) meant Mivo demonstrated a more balanced global profile in 2018 in most aspects, allowing a smoother change of scale."



Reflection on change theory in Vietnam



INCUBATION

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



FRANCK RENAUDIN
Founder

This is the vision that has helped Entrepreneurs du Monde to create and incubate social enterprises with proven success.

4 KEY STAGES

There are 4 main stages that a programme goes through to become a locally incorporated social enterprise:

- **Initiation (12 months)**

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



- **Start-up (6 to 12 months)**

The person who has been recruited is sent to the area to kick off the programme. Their responsibilities include: starting the process of setting up a locally incorporated organisation (often this will take the form of a company with shareholders from the Entrepreneurs du Monde ecosystem such as the Fonds de Dotation or Microfinance Solidaire); recruiting a local team and organising its training; deciding what services or products to offer together with the relevant methodology, procedures and tools; organising all of the support functions (HR, accounting, audit, etc.). A steering committee meets every month to catch up on progress and update the action plan.



Session working on social performance in Myanmar

- **Development (6 to 8 years)**

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



Methodology in Sierra Leone

- **Change of scale**

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



Management teams from incubated African MFIs, during a microfinance seminar



"Entrepreneurs du Monde's input has been essential for Nafa Naana: their technical experts helped us to identify the best equipment and to determine quality and safety standards; the finance team trained us in a transparent and efficient management system and the funding team influenced our growth... Everything is geared towards increasing our skills and helping us to become an independent social enterprise. We really appreciate it!"

SAYOUBA GUIRA • Director of Nafa Naana SAS, providing access to energy in Burkina Faso

9 BUILDING BLOCKS

Throughout this process, multi-skilled technical support teams are on hand to ensure that the social enterprise meets Entrepreneurs du Monde's quality requirements; this continues until the new entity gains its operational, financial and institutional independence.

To achieve this, Entrepreneurs du Monde uses an approach based on the 9 elements that constitute a social enterprise, and ensures that all necessary tools and procedures are in place for each of them.

For each element, the advisers or working groups are responsible for establishing the tools and procedures that the programme will need for the future business to function properly.

In the beginning, this support takes the form of on-site technical support visits; these become less and less frequent as the team's skills grow.

Once a social enterprise has become independent, it can still ask for one-off technical support from Entrepreneurs du Monde at any time.

9 BUILDING BLOCKS

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



"In 2018, we prepared to open a programme in Sierra Leone.

First of all, we decided what services we would offer and created the operating manual with the programme director, who understood the local constraints.

Then we created the management tools, which have to be easy to use and provide security for financial transactions. The methodology used is demanding and really requires thoroughness; everything is designed to balance social and financial performance. After 3 months, we recruited the operating team: ten people with no microfinance experience, educated to

SUCCESSFUL INDEPENDENCE

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

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

5

INDEPENDENT ENTITIES

**100,000
FAMILIES PER YEAR**



anywhere between secondary school and university level, but with an appetite for working with vulnerable communities, and who would be well trained. Even this recruitment was a challenge in a complicated job market! We organised their training in Guinea because the team there are already skilled in the Entrepreneurs du Monde methodology, and it was an opportunity to motivate the team and bring them together around a common goal of giving them high-quality practical training.

On their return, they were all set to start creating groups in the slums!

We're still in close contact (weekly Skype) to deal with the inevitable problems that will occur during the first year".

MARIE FORGET • Manager of the social microfinance methodology technical team

Entrepreneurs du Monde has been active here for 20 years, and is currently incubating 3 programmes: Palmis Mikwofinans Sosyal (offering Social microfinance), Palmis Eneji (providing access to energy), and Osez l'entreprise (supporting VSBs and employability). These three programmes are very advanced in terms of their legal structures, the autonomy of their teams and their operational sustainability. They are working together increasingly: in the south, for example, this year Osez l'Entreprise has provided business management training for 75 people who then joined Palmis Eneji's network of resellers of lamps and stoves.



PALMIS MIKWOFINANS SOSYAL (PMS) BIG STEPS TOWARDS INDEPENDENCE

PMS has supported 14,338 micro-entrepreneurs, 19% more than in 2017. It has achieved 84% operational autonomy and is in the process of being converted into a Haitian company with a social purpose.

The team is preparing to launch agricultural credit facilities and to open a ninth branch, in Les Cayes, as part of a consortium funded by UNICEF to protect children: PMS will support parents in developing their income-generating activity so that they do not have to send their children into domestic service in the big cities.

14,338 MICRO-ENTREPRENEURS	40% IN RURAL AREAS	84% OPERATIONAL INDEPENDENCE
--------------------------------------	------------------------------	--



PALMIS ENÈJI (PE) SERVICES FOR THE MOST ISOLATED

11,047 families have acquired solar lighting kits, improved cookstoves, tables and propane gas cookers, a 34% increase on the previous year. The team sold its first carbon credits and, in partnership with the Canadian Red Cross, opened a 4th sales outlet in Grande-Anse. The roads serving the surrounding settlements are almost impassable but getting energy there is a priority in order to avoid a rural exodus. The first clients already make long journeys to acquire solar lamps and clean cookstoves and are very happy with them.

11,047 FAMILIES EQUIPPED	141 SELLERS	K€366 SALES TURNOVER
------------------------------------	-----------------------	--------------------------------

Using collective training and individualised follow-up, the team has supported 159 people to create/develop a VSB or find stable employment, mainly through two partnerships:

- the first is with the French Office for Integration and Immigration to help Haitians who have attempted to emigrate to French Guyana to become economically active upon return to their home country;
- the second is with the Saint Joseph Artisan vocational school, to give pupils training in entrepreneurship or employability and then support them to create a business or find a work placement.

101 PEOPLE SUPPORTED	58 JOB-SEEKERS SUPPORTED
--------------------------------	------------------------------------



"I've wanted to buy a gas stove for a long time but I couldn't afford it. Palmis Enèji offered me a very practical gas cooking table and PMS granted me a loan to buy it. It has changed my life! The stove is very practical and quick. I have much better control of the flame. It gives off a lot less heat than charcoal and no smoke at all. I no longer cough, I'm less tired and my nails stay clean. I'm trying to encourage my fellow caterers to buy this stove because it has a lot of advantages."

FRÉDÉRIQUE HERMISE • Street caterer

Entrepreneurs du Monde created Chamroeun in 2006. As a response to great needs, this microfinance institution grew significantly and quickly became autonomous before being taken over by a Japanese company that wanted to promote social entrepreneurship in the country. In addition, as a result of working with Cambodians in extreme poverty, Entrepreneurs du Monde created Pteah Baitong in 2015 to enable easier access to energy.



CHAMROEUN A SUCCESSFUL TRANSFER

Today, Chamroeun is a major, autonomous MFI. Last year it provided support to more than 34,000 micro-entrepreneurs, with 210 employees. Entrepreneurs du Monde and Microfinance Solidaire SAS, a French joint-stock company dedicated to refinancing the MFIs incubated by Entrepreneurs du Monde, invested in Chamroeun when it was created to provide it with the means to grow. In September 2018, local authorities requested that EdM and MFS sell their shares to a Japanese company which wanted to add a social entrepreneurship component to its investment portfolio. It was a real first for Entrepreneurs du Monde and was proof of the viability of the social and economic model it had developed! Chamroeun is now independent but Entrepreneurs du Monde remains available for occasional technical support work, especially in the field of social performance.



PTEAH BAITONG MINI ELECTRICITY GRIDS

The Pteah Baitong team distributes high-quality solar equipment for lighting and to charge telephones in rural areas. It is constantly on the lookout for innovative solutions to meet the specific needs of rural and isolated populations.

As a result, in 2018 it added mini grids to its product range: in one village it powers the solar lighting systems of around 50 houses and links them together to enable the electricity produced to be shared.

The pilot installation in the first village in 2018 really proved the relevance of the solution. The team will be deploying it widely in 2019, while refining its economic model.

34,177
MICRO-ENTREPRENEURS

210
EMPLOYEES

€597
AVERAGE LOAN

660
PIECES OF EQUIPMENT SOLD

100%
IN RURAL ENVIRONMENTS



I'm so happy and proud – we successfully transferred Chamroeun to a shareholder that shares our vision!
It was a bit of a gamble in a context where microfinance institutions are generally bought out by commercial banks looking to optimise their investment in the short term, and offering services that are increasingly less suited to the most vulnerable populations. But we believed in it and we found the rare gem that would faithfully move forwards with the Chamroeun project: ReNet Japan Group, a group put together by a social entrepreneur with a good reputation in Japan, and that had already been active in Cambodia for a number of years. The adventure is really on the right track!"

YANNICK MILEV • Director of Chamroeun

In these two countries, Entrepreneurs du Monde works mainly among rural populations, and exclusively with social micro-finance. It set up two programmes, Anh Chi Em (ACE) in Vietnam in 2007 and Sont Oo Tehtwin (SOO) in Myanmar in 2014, and both are well on the way to achieving autonomy in a shifting legislative landscape: governments in both countries are restructuring and consolidating the microfinance sector and now require microfinance institutions to hold a safety reserve. For this reason, ACE and SOO are trying to strengthen their equity capital in order to further increase their loan capital and continue their expansion.



SONT OO TEHTWIN (SOO) EXPANSION INTO RURAL AREAS

SOO works in the semi-rural areas south of the capital Yangon. In 2018, SOO reinforced its presence among rural populations by opening a branch in the township of Kawhmu. Today, 69% of the micro-entrepreneurs it supports live in rural areas. An agronomist was brought in to help coordinators implement agricultural training and provide technical support to farmers. One result found through a social audit was that in the period between households taking their first and third loans, their net income increases by an average of 59% and the number of families sending all their children to school rises from 78% to 90%. These households are also able to acquire refrigerators and/or fans.

11,151 MICRO-ENTREPRENEURS	69% IN RURAL AREAS	€198 AVERAGE LOAN AMOUNT
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ANH CHI EM (ACE) THE FINAL STAGE BEFORE AUTONOMY

ACE supports ethnic minorities in the mountains of north Vietnam. The programme achieved operational sustainability in 2017 but continues to receive technical support from Entrepreneurs du Monde for its governance, and to steer its social mission and respond to the challenges brought by new legislation. Specifically, a social performance management expert from Entrepreneurs du Monde helped the team specify its Theory of Change and update its social objectives. A number of new faces also joined the management team in 2018, breathing new life into the programme and creating the prospect of a fourth branch to be set up in 2019.

5,367 MICRO-ENTREPRENEURS	100% IN RURAL AREAS	€292 AVERAGE LOAN AMOUNT
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SHRIMP FARMING: A BUSINESS WORTH SUPPORTING!

SOO supports 150 shrimp farmers in 5 villages. 80% of shrimp farmers buy very small, mid-quality shrimp at a low price. After 6 to 8 months, they weigh 50 grams and are sold for 9,800 Burmese kyat (€5.65) per kilogram. But 20% choose to farm local shrimp, which are better quality. They cost more at the outset, but they also grow bigger (280g) and fetch a higher price: 38,000 Burmese kyat (€22) per kilogram.

“With a loan of MMK 600,000 (€346) from SOO, we bought 40,000 shrimp. Now we don't need to borrow from a loanshark and we're saving money. I'm happy because SOO let us adapt the length of the loan to fit our needs, which really helps our family.”

DAW KHIN THAN NU • Shrimp farmer

It was in the Philippines that Entrepreneurs du Monde first began its work, 20 years ago. It now supports very vulnerable households in two ways: entrepreneurship, through two social microfinance institutions (SEED and SCPI), and energy access, through its ATE Co. programme. Entrepreneurs du Monde has always worked in the shanty towns of Manila, but in 2017 it expanded its work into rural areas and is now active on Samar Island.



SEED ACHIEVING AUTONOMY

SEED is located on the southern outskirts of Manila in densely populated slum neighbourhoods that are often subject to considerable tensions. This MFI, supported since 2005, has never fully implemented the group methodology with individual responsibility developed by Entrepreneurs du Monde, although this has proven effective in the other microfinance institutions incubated by EdM. Entrepreneurs du Monde has decided to hand over financial and technical control in 2019, a decision welcomed by SEED, which is keen to show that its methodology can also help it achieve autonomy.

3,955

MICRO-ENTREPRENEURS

K€121

OF SAVINGS DEPOSITS

€181

AVERAGE LOAN AMOUNT



SCPI TWO NEW BRANCHES

In 2018, SCPI opened its second and third branches and supported 1,859 micro-entrepreneurs, mainly in isolated and disadvantaged areas not served by other NGOs or MFIs. 85% of micro-entrepreneurs work in subsistence agriculture: rearing animals, market gardening, growing rice and coconuts. An agricultural advisor was recruited to provide high-quality agricultural training.

The team also introduced social performance management (SPM) tools with help from an Entrepreneurs du Monde's technical advisor, and made preparations for the opening of a third branch at the beginning of 2019.

1,946

MICRO-ENTREPRENEURS

85%

MAKE A LIVING
FROM AGRICULTURE

€180

AVERAGE LOAN AMOUNT



© Ezra Acayan, AFD



ATECo. EXPANSION INTO RURAL AREAS

The team has equipped 270 households with robust and affordable individual solar kits that can power three lamps and a phone charger. To help these families – who live in extreme poverty – afford the equipment, the team offers Pay-As-You-Go (PAYG) hire purchase, a flexible, cost-effective and sustainable system which lets clients make payments as their financial situation allows. The first 49 families provided with these kits finished paying for them in 2018 and now own their equipment outright. ATE Co. has expanded into new parts of the megacity and is ready to start working on Samar Island.

275

FAMILIES EQUIPPED

€113

SAVED BY EACH FAMILY



66
I sell portable solar-powered lights and larger kits with solar panels that are attached to roofs.

Every evening I sell yoghurts around my neighbourhood. I take one of the

portable kits with me so that people can see just how effective the lamps really are. I've sold 91 in 6 months! Being able to see properly changes everything – it helps me live, sell, and just feel safe!

I also help install solar panels and collect loan repayments. I'm so happy I can help my neighbours access clean, economical energy. And thanks to this extra income, I have even more plans for the future: I want to open a grocery and pay for my daughters' education."

NOLIBETH • Solar kit vendor

Entrepreneurs du Monde has supported microfinance institutions in Burkina Faso since 2008. In 2015, it formed its own social microfinance institution, Yikri. In 2012, in order to facilitate energy access for vulnerable populations, Entrepreneurs du Monde formed Nafa Naana. Then, in 2018, it formed Emergence to help job-seekers and those with the potential to set up a very small business. The teams currently work together: Yikri and Emergence refer entrepreneurs, Nafa Naana sells stoves and lamps to Yikri micro-entrepreneurs, Yikri provides loans to some of Emergence's very small businesses or Nafa Naana clients, etc.



YIKRI GROWTH OF 62%

Yikri opened a seventh branch in 2018 and has supported more than 19,000 micro-entrepreneurs – 62% more than the year before. Currently, 3 of these 7 branches are in rural areas to help farmers live off their land and to ensure everyone's food security. To consolidate this growth, the team have brought in a new Head of Operations and implemented risk management. It has also prepared the establishment of micro-health insurance to reduce micro-entrepreneurs' vulnerability.

Yikri is now a social microfinance institution registered in Burkina; all of its 69 employees are Burkinabe and it has operational sustainability of 62%.

19,170
MICRO-ENTREPRENEURS

81%
WOMEN

€218
AVERAGE LOAN

19,828
PRODUCERS

87%
WOMEN

663
GROUPS

*Taking account of Entrepreneurs du Monde's much lower involvement in this programme, these figures are not included in the consolidated total figures for 2018.



NAFA NAANA GROUPINGS AS LEVERAGE

Nafa Naana, which became an SAS registered in Burkina in 2017, sold 25% more products last year than in 2017. The team had trained 100 association and group heads, to actively become relays for their members.

The growth and empowerment of Nafa Naana has also been promoted by reinforcing the team and establishing a management committee. In addition, the first certified carbon credits were sold on the voluntary market, which contributes to the self-funding of activities. The teams are also undergoing training to take gender into account in all its activities.

8,793
STOVES & LAMPS SOLD

7,034
FAMILIES EQUIPPED

47
SELLERS

207
PEOPLE HELPED

54
BUSINESSES BEING FORMED



EMERGENCE A PROMISING START

The team started its operations in March 2018 and has already held ten three-day training sessions. They are based on teaching methods that encourage learning: putting things into practice and sharing experiences. Job-seekers have learnt how to improve their application documents, how to organise their search and how to succeed in job interviews. The entrepreneurs received help with improving their business plans, then launching or developing them.

Entrepreneurs du Monde a appuyé ID Ghana fortement pendant 10 ans et de manière plus légère ensuite. Entrepreneurs du Monde provided a great deal of support to ID Ghana for 10 years, before taking a step back. This social microfinance institution's degree of autonomy enabled Entrepreneurs du Monde to refocus its human and financial resources on new institutions such as the one it set up in Guinea Conakry in 2017.



© José Nicolas



ID GHANA GROWING AUTONOMY

In 2018, ID Ghana supported 16,183 entrepreneurs – 15% more than in the previous year – but without compromising on the quality of its socio-economic services such as management training, awareness-raising sessions on social issues, and subsidised access to the state social security system.

ID Ghana enjoys a great deal of operational and financial autonomy. Our support is confined to active participation in governance and a few projects as required, such as the development of the management information system in 2018.

16,183
MICRO-ENTREPRENEURS

98%
WOMEN

€229
AVERAGE LOAN AMOUNT



WAKILI EXPANSION INTO THE PROVINCES

The WAKILI team devotes particular attention to people living with disabilities or HIV.

It is also prioritising its development in rural areas: obviously, it had set up its first branch in Conakry in 2017, but chose to open its second branch in the provinces, in Boffa, which is situated 150 kilometres from the capital.

The team has also developed agricultural training modules, a “stocking loan” and an “agricultural production loan” to serve farmers effectively.

3,112
MICRO-ENTREPRENEURS

€189
AVERAGE LOAN
AMOUNT

33,371
PARTICIPANTS
IN TRAINING SESSIONS



66 I've been a member of the Wakilaré group since February 2018. I am now paying off my second loan of GNF 1,000,000 (€97) over 6 months and I have GNF 82,000 (€8) in my savings account.

With the training sessions and the support of the instructors, I've started out in business. I sell small quantities of sugar, milk, fruit juice and Nescafé. I have a stall outside my house and that's great because I'm confined to a wheelchair.

My life has changed: I don't go begging on street corners anymore and I pay some of my expenses. I am delighted with WAKILI and I pray to God that WAKILI keeps going.”

SIRA TARA DIALLO • Shopkeeper in Conakry's Ratoma district



Entrepreneurs du Monde supports a skilled Senegalese team, whose core employees previously worked for ECIDEC, a French NGO that merged with Entrepreneurs du Monde in 2015.

In Casamance, they co-created the social microfinance institution FANSOTO in 2016, and LIGODEN, a programme to support VSBs/ professional integration, in 2018. They are also preparing to launch a programme in the north-east of the country to meet the need for storing and marketing agricultural products, and adapting to climate change.



FANSOTO STRONG GROWTH

In its second year of operation, FANSOTO opened a branch in Bignona and supported four times more micro-entrepreneurs than in 2017. The team places social performance management at the heart of its actions, so in 2018, it created a social balance sheet and carried out a satisfaction survey. It also recruited a social worker and developed new training modules on health and social issues.

In addition, to contribute to food security in Casamance, FANSOTO supported farmers by providing training in agricultural production techniques and granting new loans, adapted to harvest cycles.

4,355
MICRO-ENTREPRENEURS

99%
WOMEN

€114
AVERAGE LOAN



“I used to grow aubergines, chilli and sorrel. Mohammed and Kalidou, my contacts at LIGODEN, advised me to reorganise my plot to add cabbage and onions, as supply is low in the region, and they also helped me to organise my poultry farming activity.

Today, I am able to do the market gardening work and breed 1,000 chickens at the same time. I employ 4 day labourers more and more regularly, and they will soon be full-time employees!

I hope to expand my farmland and work with my neighbour, but first I'll have to invest in a water pump to irrigate these new plots, which are too far from my well.”

MOUSSA SOW • Market gardener and poultry farmer



FAWROU REMOBE PREPARATION OF THE 1ST STOREHOUSE

In the Matam region of northern Senegal, our study confirmed the farmers' vital needs for financing, training, storage and marketing. We designed a storehouse model with our partner CRAterre, drawing inspiration from traditional solutions (Algeria, Iran, Niger). Engineers from the EDF Foundation conducted simulations and determined the solar electricity and cooling production requirements to maintain the indoor temperature at the desired level, and in December, construction of the first storehouse began!

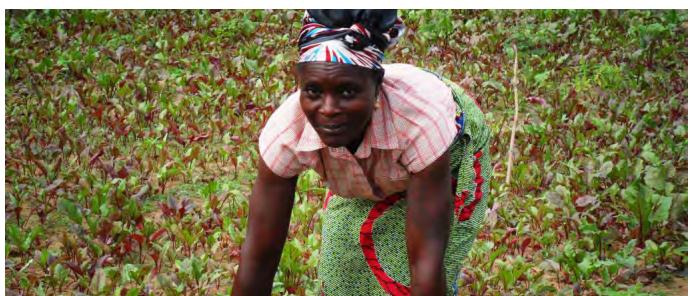


LIGODEN FIRST BENEFICIARIES

Entrepreneurs du Monde's coordinator for Senegal and the horticultural technician who laid the foundations of the programme in 2017 were joined by a development officer, two support officers and an accountant. Then, with the team complete, activities could begin in mid-2018. The team has already welcomed 138 candidates, and started supporting 92 of them. For the most part, opportunities are linked to agricultural sectors since Casamance is reputed to be Senegal's 'pantry', but the region's isolation makes marketing efforts a priority.

92
PEOPLE SUPPORTED

In Togo, Entrepreneurs du Monde established its own social microfinance institution, Assilassimé, in 2012. Six years on, it is supporting 27,000 micro-entrepreneurs. Mivo, the energy access programme initiated by Entrepreneurs du Monde in 2014, made its 10,000th sale last year. Today, Assilassimé and Mivo are local entities. Emergence was created in 2018 to respond to the needs of vulnerable Togolese populations, by helping to find work or set up very small businesses. The three teams work together to provide the families with the best support.



ASSILASSIMÉ VIABILITY AND SOCIAL IMPACT

Assilissimé currently puts farmers first. It has opened its eighth branch in Amlamé, 160 kilometres north of Lomé. The team there offer loans suitable for agricultural production cycles. Assilassimé obtained a score of 80% in an SPI4 social audit, which shows the effectiveness of the services offered to reach their social objectives. Means for improvement have, nevertheless, been identified and the “social support” service has been reorganised.

In mid-2018, Assilassimé achieved operational sustainability but the team continued to receive help from Entrepreneurs du Monde for their governance and strategic choices.

26,571
MICRO-ENTREPRENEURS

95%
WOMEN

€284
AVERAGE LOAN AMOUNT

MIVO EXTENSION OUTSIDE LOMÉ

Mivo has passed the milestone of 10,000 units sold since its creation in 2014 and has extended operations to a third region, Kara (420 kilometres north of the capital). Mivo is now an association registered in Togo with a diversified distribution network consisting of retailers, micro franchisees and larger accounts (associations, women's or producers' groups, etc). The 2018 social audit showed an improvement in its social mission compared with 2016, owing notably to the integration of butane gas into the range, the development of energy micro-loans and its extension outside of Lomé. Finally, the team has implemented several initiatives to improve consideration of gender equality in 2018.

4,469
FAMILIES EQUIPPED

5,586
STOVES & LAMPS SOLD

96
SELLERS



MIAWODO QUICK STARTUP

The all-new, young and competent Miawodo team has already received 259 candidates and put 168 of them on the path to creating/developing very small businesses or set them on their way in Vocational Integration. It has also met with the main entrepreneurial and vocational insertion players in Togo: business incubators, startup promoters, training centres, government bodies, and the Vocational Training and Youth Employment programme provided by GIZ. Networking with these players helps those it supports to work effectively.

259
PEOPLE RECEIVED

182
PEOPLE HELPED



“ Since 2010, I have been the chairwoman of an association supporting women and youths in precarious situations. I met the Mivo Energie team and attended a presentation of their equipment. I thought that the project was a great idea and the equipment was perfect for us. I bought a solar lamp to test, which completely convinced me. Then, I decided to make them available to as many women as possible and now, each time I meet one of the 20 women's groups that the association follows all over Togo, I present and sell Mivo lamps and stoves.”

BOUCHIRATOU • Chairwoman of an association.

Poverty and a shortage of jobs exist in France too. In 2017, after much reflection, the Entrepreneurs du Monde team decided to use its expertise to help the poorest people in France, and this objective was included in its strategic planning. Two pilot projects have already begun supporting people living in extreme poverty: in Lyon, ICI supports the creation of VSBS; in Rouen, Un Toit Vers L'emploi promotes mobility to find jobs.



ICI CREATING VSBS IN LYON

In one year, the ICI team (incubation, creation, inclusion) has begun supporting three successive waves of entrepreneurs, giving priority to refugees and lone parents. Everyone with a business plan is helped by a support worker and a voluntary mentor, and they all participate in training (commercial strategy, accounting, law, insurance, etc.).

The first business startups covered a diverse range of sectors but, having evaluated progress after a year, the team decided to prioritise its efforts on two particularly promising sectors (digital and catering) and to set up a longer and more technical programme of support.

It also became apparent that a business incubator was needed, so an assessment has begun to consider the creation of a Business and Employment Cooperative which will offer specific services (administrative, legal, social, etc.) to those with a business plan.

45

BUSINESS PLAN HOLDERS SUPPORTED



“I'm a political refugee from Iran. I worked for ten years in 2D/3D animation. I wanted to set up my own business in this sector in France, but it was difficult to do so alone. Thankfully, I joined the ICI course. I took part in training workshops and the team helped me to consolidate my business plan and to get onto an intensive 4-month practical training course in 2D/3D layout at the Emile Cohl School. I'm ready to launch my business now, with the support of the ICI team!”

MILAD • 2D/3D Animation



UN TOIT VERS L'EMPLOI TO IMPROVE THE EMPLOYABILITY OF ROUEN'S HOMELESS

Preparatory work for this project was undertaken in 2018. It will offer a wooden 'tiny house' mobile home and individual support to improve the employability of the target clientele, because if accommodation and mobility concerns are taken care of, the most disadvantaged (refugees, people of no fixed abode, etc.) find employment much more easily, even at a distance from home.

The plan has been very well received, and there is an ongoing effort to enlist two civic services to lead the feasibility study in 2019. The Un Toit vers l'emploi team will work closely with local authorities and businesses in the region..



“It's my home, I go where the work is.”
Without any recognised qualifications, Jean-Charles has worked

on short-term contracts all of his life and has moved from one region to another, wherever the work was. For the last 15 years he's lived almost self-sufficiently in his converted van, with solar panels that he created himself. At a time when more and more low-paid workers are forced to move to find work, regulations make this nomadic life ever more complicated. Challenged by the recent European directive on stricter technical checks, Jean-Charles will no longer be able to stay mobile in his converted van home to reach potential work. Unless...

JEAN-CHARLES • 58 YEARS OLD



LEARNING FROM EXPERIENCE

“ We have been sharing our experiences with students from 14 higher education institutions, and have taken part in internal training so that we can ensure that gender equality in terms of rights and opportunities is a higher priority. **”**



STÉPHANIE DELEPINE
Head of Training and Knowledge

HIGHER EDUCATION TRAINING

In France, Entrepreneurs du Monde has been sharing its field experience with students in higher education since 2013. What was at first only an occasional event has become a comprehensive range of training in microfinance, social entrepreneurship in developing countries, and economic and social development. The training sessions are backed by Entrepreneurs du Monde's field knowledge, and students are able to work on real-life projects, thanks to practical and vocational teaching. As an example, we have been working with 15 second-year master's students at the 3A School of Business and Development: in June 2018, they supported a young Togolese entrepreneur with his innovative concierge service in Lomé. Throughout the year, Entrepreneurs du Monde supported the students with structured mentoring, a working methodology, intercultural insights, and its knowledge of the field.



There were also sessions at the ICD International Business School in Toulouse, where the introductory seminar involved setting the students a challenge: in groups of 25, they had to imagine partnerships between Toulouse businesses with an interest in the Philippines and Entrepreneurs du Monde's social microfinance in that country. It was an engaging way to raise students' awareness about the issues concerning development as well as the need for cooperation between stakeholders; all this boosts Entrepreneurs du Monde's visibility and provides opportunities for our work.

TEAM TRAINING SESSIONS

This year, with the help of a specialist, we have initiated a reflection to better take on board the issues surrounding equality between men and women at every level. Here are some of the questions which we brought to the table, and which generated action plans in several countries:

Education power

Supposing equal terms, are the loan amounts granted to female micro-entrepreneurs always equivalent to those granted to men?

Do we always ask women if they own their business or the land they work, and if they control their own funds? And when we find that this is not the case, are we providing the means to enable them to exercise their rights?

Do we invite men to training sessions on family issues, or land ownership, and so on?

Education & Protection

We make female entrepreneurs aware of the importance of educating girls. Do these women send their daughters to school every day, or are they replicating the system that hindered them themselves? Are the same women complaining that their mother-in-law restricts their financial and social emancipation becoming exactly the same kind of mother-in-law, or are they working to change the script? Are our awareness sessions about sexual violence being implemented across the board? Subsequently, do the female entrepreneurs who are affected feel they can speak to a social worker, either male or female, in the team? Do these team members respond in a timely and effective manner?

Voices & Governance

Does the energy generated by a group of micro-entrepreneurs serve to raise their collective voice beyond the group? When a group of micro-entrepreneurs is made up of 5 men and 20 women, for example, who are members of the management group? Who holds the power? This also applies at organisational level: are women proportionally represented in management roles? Is there gender equality on the board of directors? What would be a possible solution, for example, in a country where our workshop leaders need to reach groups by motorbike, since women rarely have motorbike licences and are therefore rarely able to put themselves forward for that role?

10 ENTREPRENEURS DU MONDE
EMPLOYEES INVOLVED WHEN NECESSARY

375h
OF EDUCATION IN FRENCH & ENGLISH

856 STUDENTS

14 EDUCATIONAL ESTABLISHMENTS
ESCD 3A Lyon et Paris, EM Lyon,
ESDES, ESSCA, IDRAC, ICD,
Sciences Po Grenoble-Lyon-Paris,
Institut Pedro de Béthencourt,
MADEiN, Sup'Ecolidaire, Université
Claude Bernard Lyon 1,
Université Jean Moulin Lyon 3,
Université Lumière Lyon 2



GOVERNANCE

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



JEAN-PAUL BERNARDINI
Chairman

BOARD OF DIRECTIONS



JEAN-PAUL BERNARDINI

Chairman
Chairman of Nixen



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THIERRY DRECQ

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Chairman of the E.CF group



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Board member
Legal Manager at Comgest

OPERATIONAL TEAM



FRANCK RENAUDIN

Founder



STEPHANIE DIETSCH

Head of Energy Unit Africa



FATHI NOUIRA

Head of Finance



ERIC EUSTACHE

General Coordinator



ALEXANDRE BORME

Head of Energy Unit
Asia and Caribbean



FLORENCE BADARELLI

Head of Human Resources



CAROLE SULSKI

Head of Social
microfinance Unit



THIBAUT MARY

Head of VSBs & Professional
integration Unit



ARMELLE RENAUDIN

Head of Communications
and Fundraising



JEAN-FARREAU GUERRIER

Haiti Coordinator



ELARIK PHILOUZE

Togo Coordinator



ANNE-HÉLÈNE ROIGNAN

Myanmar Coordinator



HÉLÈNE CHERON-KIENTEGA

Burkina Faso Coordinator



KALIDOU TOURÉ

Senegal Coordinator



KHRISTIN HUNTER

Phillipines Coordinator



DIEUDONNÉ NDEMIGN

Guinea Coordinator



YANNICK MILEV

Cambodia Coordinator



“ As of 2019, we will be opening a new programme, strengthening synergies between the three strands, confirming the creation of a fourth, and acquiring a new financing tool. **”**



FRANCK RENAUDIN
Founder



PROGRESS IN EACH UNIT

With regards to microfinance, we will be keeping to our commitment to begin a new programme each year: we will launch a programme in Sierra Leone in 2019, and are preparing to create another in 2020, in the Ivory Coast.

The Access to Energy programmes will ensure that the equipment still meets the fundamental needs of families, but also that it provides the clean and efficient energy required for their income-generating activities.

The programmes which support the creation of Very Small Businesses (VSB) will trial the business-school principle for developing VSBs, and teach young people a trade. In France, the ICI programme will be monitoring these developments, with priority given to businesses in the catering and digital sectors. Additionally, the A Roof Towards Work programme will make the first ‘tiny houses’ available for those living in poverty who would like to progress into work.

OVERARCHING SYNERGY

We will continue to develop synergies between our programmes to better meet the needs of beneficiary families. Microfinance programmes will increasingly provide equipment for lighting and cooking and will offer an energy loan for their purchase; they will also grant more substantial amounts to VSBs and

provide a tailored guarantee system. The teams supporting the creation of VSBs will train beneficiaries in the microfinance programmes who have well-established businesses and who would benefit from receiving more in-depth entrepreneurship training. They will also become involved with the training and mentoring of manufacturers of improved stoves, and micro-franchised distributors.



DEVELOPMENT OF A 4TH STRAND

This extensive integration is being pursued just as a 4th strand is appearing at the heart of Entrepreneurs du Monde’s work: the provision of support for agricultural activities, which contributes to better food security for affected populations and helps farmers to make a living from their land, while also preventing desertification. Elsewhere, we will concentrate on our developments within rural areas, where the need is very significant.

HORIZONTAL INTEGRATION

In addition, by implementing this reflective attitude within our multi-strand workshops, we will continue extending our practices to take into account the environment, equality of rights, male-female opportunities, and our ethics when choosing partners.

A NEW FINANCING TOOL

We are finalising the creation of a new vehicle for investment, which will strengthen the personal funds of our programmes with direct stakes in those who opt for business status.

Sufficiently equipped, we will continue to offer our services to a growing number of families, through clearly structured and autonomous local legal bodies.

2

NEW PROGRAMMES BEING
PREPARED

A 4th STRAND:
SUPPORT FOR AGRICULTURAL
ACTIVITIES

NEW FINANCING TOOL

FINANCES

“ Our resources have increased by 19%, and employment by 5% compared to 2017. Thanks to strong dynamics that are visible at all levels as well as our strict management of a €4.7 million budget, we fully implemented our action and drew a profit. **”**



LYDIE BALLET
Accounting Manager

RESOURCES COLLECTED

We raised €5,411,196 in 2018, compared with €4,530,006 in 2017 – a 19% increase.

Public funding still represents the largest part of our resources (47%), with €2,566,238 in 2018 compared to €2,322,845 in 2017, a 10% increase.

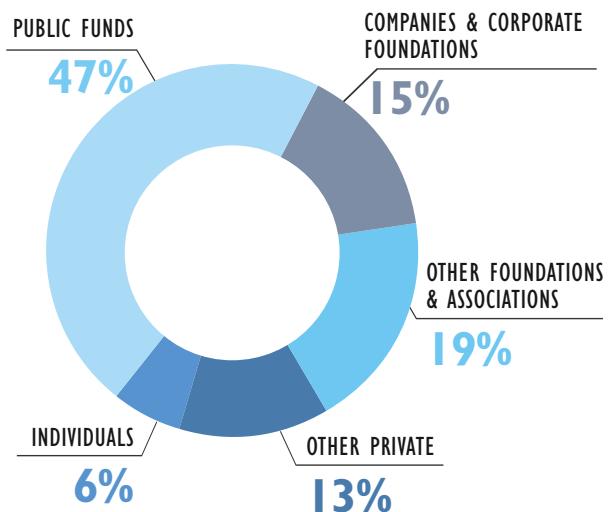
Contributions from family foundations and associations follow closely, representing 19% of the 2018 resources with a significant increase (+41%): €1,029,809 compared to €728,110 in 2017.

Contributions from companies and company foundations remain stable (15%) at €831,150 compared to €835,279 in 2017.

However, as is the case for the rest of the sector, donations collected from the general public fell: €283,158 in 2018 compared to €307,235 in 2017, corresponding to an 8% decrease. They represent 6% of resources in 2018.

Lastly, other products – mainly the gain from the Chamroeun sale, transfers of operating expenses and some services – represent €700,841, or 13% of total resources.

ORIGIN OF RESOURCES



ALLOCATION OF RESOURCES

Thanks to the increase in resources, we had more financial means to act. Operating expenses increased from €4,437,024 in 2017 to €4,654,758 in 2018, an increase of 5%. The majority (77%) of resource allocation was dedicated to social missions.

Social Missions

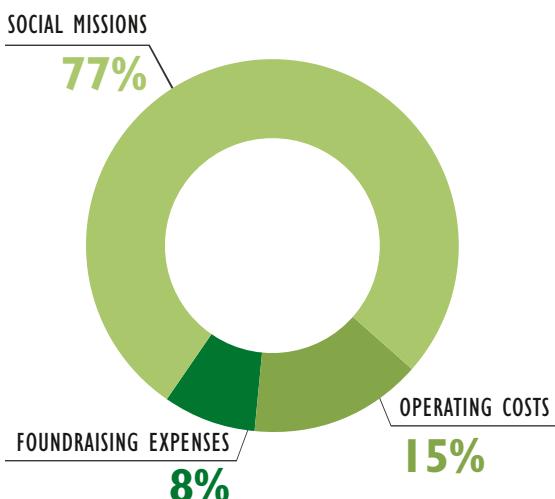
Entrepreneurs du Monde's social missions (€3,582,547) were carried out according to the geographical distribution shown on the graph on the next page.

53% of this amount was allocated to our actions in Africa, 23% in Asia, 20% in Haiti and 4% in France.

The actions in France take place in the following 4 areas:

- development of the ICI programme in Auvergne-Rhone-Alpes
- preparation of the “Un toit vers l'emploi” programme launch in Normandy
- organisation and implementation of transversal actions directly related to the programmes (e.g. participation in and support with the organisation of 3 capitalisation workshops in Africa and Asia)
- higher education training in France

THE ALLOCATION OF RESOURCES





Fundraising and communication expenses

Fundraising costs amount to €388,606 (8% of jobs). These are the costs linked to communication and fundraising materials and the remuneration of team members working in communication, fundraising, and maintaining relations with sponsors and donors.

Operating costs

Operating costs amount to €683,605 this year (15% of jobs, compared to 14% last year). This increase is consistent with the increase in our actions.

Excess of fiscal year resources

The resources collected and the gains from the Chamroeun sale made it possible to cover the expenses incurred and generate an excess of €211,681.

ASSESSMENT AT THE END OF DEC. 2018

Equity securities and related receivables

The creation of sustainable social enterprises to serve the poor is the driving force behind Entrepreneurs du Monde's action. We must therefore value the assets of the companies created through equity securities. The value of these equity securities amounted to €324,203 at the end of 2018. It includes the shares held in Palmis Eneji in Haiti and Microfinance Solidaire in France. Shares held in Chamroeun in Cambodia are no longer included as they were sold in 2018.

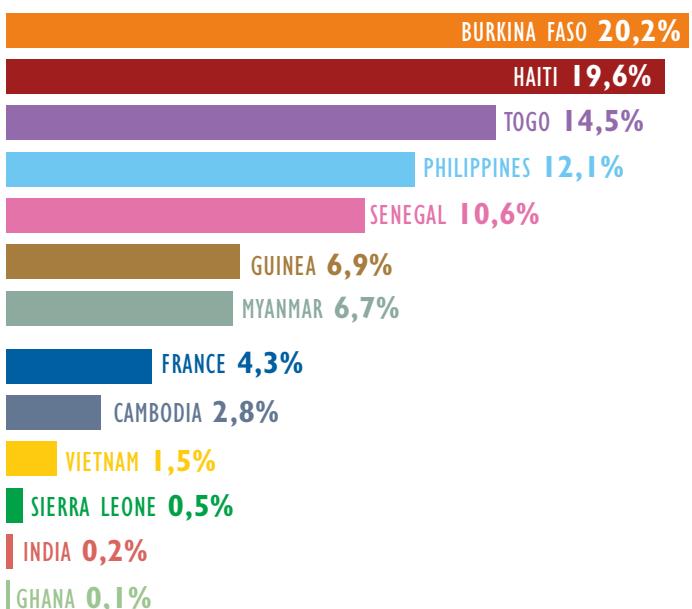
Loans to programmes

In order to help our programmes and partners finance their credit funds, we sometimes need to give them advances in the form of unpaid loans. The outstanding loans, funded by specific lines of credit granted by moneylenders, amounted to €39,176 at the end of 2018.

Subsidies and receivable products

Subsidies and receivable products amounted to €1,943,457 on 31 December 2018 and represent multi-year financing commitments awaiting collection.

USE OF RESOURCES BY COUNTRY



Accrued expenses

Grants to our programmes and partners, but not consumed as of 31 December 2018, amounted to €1,079,855.

Liquid Assets

Liquid cash and marketable securities amounted to €969,660 on 31 December 2018.

Equity

Following the surplus recorded on 31 December 2018, the equity of the association increased to €751,810. This is the equivalent of 16% of the annual budget, i.e. almost a month-and-a-half of operation. Our goal is to bring it to the equivalent of three months of operation.

Deferred revenue

Deferred revenue represents the commitments of donors, cashed or not, in 2018 and will cover the expenses of the following years. They amount to €1,883,758 as of 31 December 2018, compared to €546,250 in 2017.

A new investment vehicle is being created to provide capital to the local companies we created.



STATEMENT OF RESOURCES AND EXPENDITURE 2018 (€)

RESOURCES EXPENDED	%	Financial year	Allocated use of funding from individual donors	INCOMING RESOURCES	Financial year	Of which funding from individual donors
Social missions	77%	3,582,547	217,933	<i>Funding from individual donors unallocated and unused at start of year</i>		
Activities in France		1,198,878	72,930	Funding from individual donors	283,158	283,158
Overseas Programmes		2,383,669	145,003	Other private funding	1,860,959	
Fundraising expenses	8%	388,606	23,640	Subsidies and other public funding	2,566,238	
Operating expenses	15%	683,605	41,585	Other incoming resources	700,841	
TOTAL RESOURCES EXPENDED	100%	4,654,758	283,158	TOTAL DES RESSOURCES	5,411,196	283,158
Allocation to provisions		26,070		Recovery of provisions	0	
Programme income pending allocation		1,063,938		Resources from previous years brought forward	545,251	0
Surplus of incoming resources for the year		211,681		Lack of resources for the year		
GRAND TOTAL		5,956,447	283,158	GRAND TOTAL	5,956,447	283,158
Total financed by funding from individuals			283,158	Total financed by funding from individuals		283,158
EVALUATION OF VOLUNTARY CONTRIBUTIONS IN KIND						
Social missions				Voluntary work		
Fundraising expenses				Services in kind	77,638	
Operating costs and other expenses		77,638		Contributions in kind		
TOTAL		77,638		TOTAL	77,638	

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



BALANCE SHEET AT DECEMBER 31ST, 2018 (€)

ASSETS	2018			2017	LIABILITIES	2018	2017
	Gross	Prov. Amort.	Net				
Fixed assets	452,803	-74,075	378,728	708,480	Equity	751,810	540,130
Intangible fixed assets	49,219	-44,442	4,777	19,351	Permanent association funds	63,583	63,583
Tangible fixed assets	36,605	-29,633	6,972	1,242	Reserves	534,790	534,790
Investments and related receivables	324,203	0	324,203	594,091	Retained earnings brought forward	-58,244	-70,630
Loans to programmes	39,176	0	39,176	90,196	Operating surplus/deficit	211,681	12,387
Debts and guarantees paid	3,600		3,600	3,600	Provisions	103,628	4,771
					Dedicated funds	1,063,938	545,251
Current assets	3,966,114	0	3,966,114	2,487,150	Liabilities	3,395,126	2,430,927
State subsidies receivable	1,797,674		1,797,674	990,804	Financial debts	378,249	634,122
Accrued income	145,783		145,783	273,608	Tax and social security liability	166,319	179,427
Other receivables	942,802		942,802	324,123	Accrued expenses	164,144	476,917
Prepaid expenses	1,079,855		1,079,855	898,615	Deferred income	1,883,758	546,250
Cash and bank	969,660	0	969,660	325,449	Other liabilities	802,658	594,211
TOTAL ASSETS	5,388,577	-74,075	5,314,502	3,521,079	TOTAL LIABILITIES	5,314,502	3,521,079

AFFILIATES

Entrepreneurs du Monde was at the origin of several complementary organisations in which it plays an active part



Microfinance Solidaire SAS puts up resources in the form of capital and debts to lend to programmes and partners of Entrepreneurs du Monde.



This Endowment Fund aims to buy shares in social enterprises created by Entrepreneurs du Monde.



The Fondation Entrepreneurs du Monde, under the aegis of the Fondation Caritas, enables collection of complementary donations (ISF - solidarity wealth tax - , bequests, etc.).

A new investment vehicle is being created to provide capital to the local companies we created.



OUR COMMITTED SUPPORTERS

COMPANIES & CORPORATE FOUNDATIONS



OTHERS FOUNDATIONS & ASSOCIATIONS



PUBLIC & INTERNATIONAL ORGANISATIONS



Ambassade de France au Togo





OUR MAIN SPONSORS

PUBLIC & INTERNATIONAL ORGANISATIONS



COMPANIES & CORPORATE FOUNDATIONS



OTHERS FOUNDATIONS & ASSOCIATIONS



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



SOLIDARITY INITIATIVES

ABYLENE CONSEILS • BIC IMMOBILIER • BNP PARIBAS • BREHAT DEVELOPPEMENT • CHARITY CLUB LYCEE DE COPENHAGUE • CLAUDE AGUTTES • COLLEGE AIME CESAIRES • COMGEST SA • CREDIT AGRICOLE CENTRE EST ENTREPRISES • CREDIT AGRICOLE FÉDÉRATION DES CAISSES RÉGIONALES • DALMAS • ESL & NETWORK • EUROPÄISCHE REISEVERSICHERUNG AG - BETRIEBSAT • FILLOT TP • FINALPHA CAPITAL • FINANCIERE ARBEVEL • FONDATION TOTAL • FONDATION URBIS • GIVEXPERT • HÉRITIER GESTION PRIVÉE • HUMANITE ET INCLUSION • IMPALA ALTERNATIVE • JL388 • KAMBE DAYA • LA SOIE • LEGOLI • LET'S CO • LILO • NEODIA • NIGAY SAS • NOMADAR • NOREHA SARL • OCEAN BLEU PARTICIPATIONS • OCEINDE • PARC DU FUTUROSCOPE • PILOTES PLV • PLEIADE CONSEILS • RECUP'TIMBRES • REVOL PORCELAINES • SAINT DOMINIQUE • SARL FIRECO • SARL PATRICE SAUNIER • SCP GERARD REHEL • STRATEGIE & INVESTISSEMENT • TAKK • TERRE DE RUNNING • THE GREEN WHEELS • VERUM GESTION PRIVEE • VERYWEAR • Y5774



TESTIMONIALS



 AFD

“L'Agence française de développement is one of Entrepreneurs du Monde's key partners and has been backing its projects for almost 10 years. In Haiti, Entrepreneurs du Monde is rolling out programmes for social microfinance, assistance with creating VSBs, and for those seeking employment and access to clean and affordable energy. It is one of few structures to offer such services to the poorest populations in Haiti. As part of our partnership, I went to Port-au-Prince and met some of the people that benefit from Entrepreneurs du Monde's programmes, and I saw just how unique and useful the approach is!”

PHILIPPE CABIN • Task Officer - Department for partnerships with civil society organisations



fondation  egis

“Many things hit us with this project: primarily the targeted action for the poorest populations, but above all an approach that mirrored our work methods. The Entrepreneurs du Monde association works with stakeholders at various levels: industrial partners, government partners, and so on. It aims to boost local skills and galvanise the economy in the relevant country. The association brings together networks of entrepreneurs who distribute solar products and encourage villagers to use them through demonstrations and events. What's more, Entrepreneurs du Monde co-establishes its collaboration with its partners. Working together, we have implemented communication campaigns aimed at our employees and we were lucky enough to have the Entrepreneurs du Monde team come to our site to present its work and our partnership to the employees.”

BENJAMIN ASSANTE DI PANZILLO • Fondation Egis Board Member



 Act The Mangrove Foundation

“The Mangrove Foundation wants to help improve our environment. There is growing evidence of the damage done and the urgency is more visible than ever. Our work is based on two aspects: appropriation by all the stakeholders, and projects that have a long-term outlook, long after our participation is over. That's the reasoning behind our association with Entrepreneurs du Monde in Togo: its very professional approach with Mivo (the company that it incubates to provide access to energy) aims to create a virtuous ecosystem, a real company that will help improve the beneficiaries' living conditions, as well as helping the environment by fighting deforestation and CO₂ emissions. Achieving a financial balance will naturally make the institution sustainable, growth will follow suit and our contribution will be durable. It was our first approach of this kind and it has proved very successful.”

HUGO MAHIEU • CEO of the Mangrove Foundation

