In this issue, we are pleased to present the Foundation’s 2019 - 2022 Strategic Plan. For nearly a year, we have been working on the preparation of this medium-term reflection and to this end, we have listened and exchanged with our Board members, our partners, microfinance institutions and social enterprises, our funders and our colleagues. The result allows us to look to our future with confidence, as we have outlined the main stages of our development to come.

We are also pleased to see that we are building the trust of our funders. After Crédit Agricole CIB, Agence Française de Développement and Amundi, the European Investment Bank has joined the circle of our funders with a loan in CFA Francs for an amount equivalent to €12 million enabling us to increase our operations in Sub-Saharan Africa.

Finally, in this issue, you will discover the Foundation’s good results in 2018, the highlights and key figures explained in our Integrated Report published in the last days of April.

We wish you a pleasant reading.

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**The Foundation publishes its Strategic Plan 2019-2022**

The Strategic Plan 2019-2022 anchors the Foundation’s positioning around three priority areas: consolidating its expertise and offering in microfinance, strengthening the resilience of rural economies and promoting social impact in the financial sector. It is a new roadmap, more ambitious and more partnership-based.

**The Foundation publishes its 2018 Integrated Report**

For the first time, the Foundation publishes its Integrated Report in April, a publication that presents the highlights and key figures for the year. 2018 was an important year for the Foundation: the 10th anniversary, strong partnerships with Crédit Agricole and a new Strategic Plan. Discover the moments that marked this historic year.

**The European Investment Bank grants a €12 million loan to the Foundation**

The Grameen Crédit Agricole Foundation is benefiting from a European Investment Bank (EIB) loan of €12 million equivalent in CFA francs to support the development of microfinance in West Africa. This funding in local currency is a real recognition for the Foundation, which will be able to increase its influence in Africa.
A first year of success for the Solidarity Banker programme

By Carolina Herrera, Head of Communication & Partnerships, Grameen Crédit Agricole Foundation

At the initiative of the Grameen Crédit Agricole Foundation and Crédit Agricole S.A., volunteer assignments with “Banquier Solidaire” skills are offered to Crédit Agricole Group employees on behalf of microfinance institutions or companies with a social impact supported by the Foundation. Less than a year after its launch in 2018, the success of the programme confirms the commitment and willingness of employees to support projects with a social impact.

Senegal, Morocco, Haiti...: a great success for the first year

This is the first time that a partnership of this type has been launched by Crédit Agricole and the Grameen Crédit Agricole Foundation.

The objective is twofold: on the one hand, to enhance the skills of Crédit Agricole Group employees and, on the other hand, to provide additional support to the Foundation’s microfinance institutions and partner companies with one- to two-week missions in the field.

In 2018, six missions were launched, three of which were carried out in 2018 and three planned for 2019. For example, a mission took place in Cambodia with the support of Crédit Agricole’s International Retail Banking (BPI) to support the human resources management of Chamroeun, a partner microfinance institution serving more than 27,500 clients.

Another mission was carried out in Senegal, in partnership with Crédit Agricole Franche-Comté, in favour of Laiterie du Berger, a social enterprise in which the Foundation is a shareholder. The objective is twofold: on the one hand, to enhance the skills of Crédit Agricole Group employees on behalf of microfinance institutions or companies with a social impact supported by the Foundation. Less than a year after its launch in 2018, the success of the programme confirms the commitment and willingness of employees to support projects with a social impact.

Another mission launched in 2018 will be carried out in Haiti to support Palmis EnÈji, a social enterprise that offers clean and accessible cooking and lighting solutions to Haitian households. Crédit Agricole Corporate Investment Bank supports the Solidarity Banker, who will carry out the entire mission in terms of skills sponsorship.

Cameroon, Kenya, Tajikistan... in 2019 the programme changes scale

To date, six missions have been launched in 2019. A mission in favour of Kossam, the Laiterie du Berger project, which aims to develop a sustainable dairy sector in Senegal. The Solidarity Banker will be responsible for supporting Kossam in the deployment of a “comcare collection” digital application.

Another mission is planned to support the financial management and organisational structure of Cirque Phare (PPSE), a Cambodian social enterprise of which the Grameen Crédit Agricole Foundation is shareholder since the creation. PES aims to promote the social inclusion and empowerment of young people through culture and the arts in Cambodia.

A mission will take place in favour of ACRE Africa, which provides crop insurance services to smallholders. The Solidarity Banker will be responsible for analysing the organisation’s new business strategy.

For these first missions launched in 2019, the selection process for Solidarity Bankers has been finalised. To date, three new missions are to be filled: a mission to support the “business model” of Humo, a microfinance institution in Tajikistan; a “management control” mission to support Musoni, a microfinance institution in Kenya; and a “digital” mission to support SFA, a social enterprise in Senegal.

Other Solidarity Banker missions are currently being planned for 2019, with the support of the Crédit Agricole Group’s entities and Regional Banks. With this programme, the Group reaffirms its commitment to support employees’ solidarity initiatives and work alongside the Foundation to promote more inclusive and sustainable finance.

A mission launched in 2018 will be carried out in July 2019 with Crédit du Maroc and Crédit Agricole SA to improve systems to combat money-laundering and the financing of terrorism (AMLO) of the Al Karama Foundation. The institution currently supports more than 26,200 clients in Morocco.

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Kossam SDE: reinspiring youth, investing in development

By Chloé Chevrand, Investment Intern & Evelyne Offroy, Communication and Partnerships Intern, Grameen Crédit Agricole Foundation

After a mission as a Solidarity Banker for La Laiterie du Berger, Jonathan Michaud is now Director of Kossam SDE, a project led by La Laiterie, which aims to structure the dairy sector in northern Senegal. Spotlight on our discussions with this agricultural engineer from Crédit Agricole Franche-Comté, who has been seconded for two years to support the development of this project with a strong social impact.

Structuring the dairy sector in Senegal

To be the driving force behind the territorial development of Richard Toll’s dairy basin in northern Senegal: this is the shared ambition of Laiterie du Berger and its subsidiary Kossam SDE. Since its creation in 2005, La Laiterie du Berger has established itself as a pioneering social enterprise in the country.

Today, it has become the second largest player in the Senegalese yoghurt market and the main national company processing local milk. It works with the Coopérative des éleveurs de Dagana, which groups 800 Peul farmers, employs 300 people and produces 6000 tonnes of yoghurt each year. In early 2019, in order to consolidate the activity and the dairy sector, La Laiterie du Berger and the Coopérative des éleveurs de Dagana co-founded the social enterprise Kossam - Société de Développement de l’Elevage (Kossam SDE).

Kossam SDE aims to structure and strengthen the dairy sector by providing local services (livestock feed, fodder,...) and training and advice to local farmers. The company is developing a model of “mini-farms” currently in the pilot phase (15 units in operation) and aims to set up 100 mini-farms by 2022 (more information on the project here).

Young people as actors of development

At the heart of this development plan, youth occupies an important place. In a context where youth employment is a challenge in Senegal, Kossam is setting up an ambitious system to support young people in a process of professionalization in dairy production.

Thus, the training offered to breeders are also open to their families. Indeed, the breeders of La Laiterie are mainly families, or rather family organizations, consisting of a “canister manager”, man or woman, behind whom works a whole family structure. “There is a real will of the breeders trained by Kossam to involve and empower their children in the work of the farm. Kossam SDE has planned to intensify the training and support for the and local youth, on the aspects of technical and economic management of the farm and family,” says the Director of Kossam SDE, Jonathan Michaud, Credit Agricultural Engineer Agricole Franche Comté, detached for 2 years to develop the project.

Moreover, young people are not only involved as breeders, but in others links in the dairy chain. Indeed, from many young people are elected as managers of the dairy divisions (which are of the local chapters of the cooperative). Whereas these positions were once reserved for senior managers, today the involvement of young people in agricultural and local of the sector’s model in structuring.

Finally, youth employment is promoted at the level of milk collection. Kossam SDE has thus made it possible to create the profession of “collector”, now exercised by local young people. Jonathan Michaud says that the development of milk collection and the generation of increasing incomes through dairy activity contribute greatly to the stabilization of young populations in Richard Toll’s dairy basin. In addition, the project has changed the image of the dairy industry towards young people: dairy production has become a rewarding, remunerative and attractive activity for local populations, especially for new generations.

With the increase in productivity of farms, the creation of new professions around breeding will become essential (by for example, the creation of livestock advisors, technicians of breeding). As pointed out by Jonathan Michaud, it is the logical continuation of the movement already initiated by La Laiterie du Berger for more than 10 years around professionalization dairy, which requires support, supervision, structures and thus creates employment by and around the milk production.

With Kossam, the movement is growing stronger, based on training, entrepreneurship and the involvement of young people, innovators and key development actors in Senegal.