

# 2015

## ANNUAL REPORT



Photo: Marie Anna Benard | Vietnam, 2015

**CERISE**

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# ACKNOWLEDGEMENTS

## Founding members



## Funders and partners



Dear friends and colleagues,

It is with pleasure that I present CERISE's 2015 Annual Report.

Over the last year, we have continued to work with partners to build infrastructure for responsible and inclusive finance: the Universal Standards of Social Performance Management can be promoted, analyzed and improved thanks to the CERISE-SPI4, the universal social audit, reporting and management tool. In recent months, CERISE has qualified nearly 60 auditors worldwide to conduct social audits. These auditors are valuable local resources; talented and committed, they are available to support financial institutions implement client-centered management practices.

We have also accompanied several investors towards the harmonization of social data collection tools for due diligence and monitoring, under the framework of the ALINUS working group.

CERISE continues its work in the area of social business, monitoring developments in the sector and promoting the concept of social performance in interviews, conferences and publications. As a relatively new sector, we are particularly interested in seeing social business develop in a way that avoids the errors of microfinance. The Social Business Scorecard (SBS), a free social business audit tool released end-2014, has already been downloaded by over 100 people worldwide. SBS allows social businesses to define their profile, and identify a roadmap to consolidate their social mission.

CERISE continues, as always, to work with a range of partners, allowing us to deepen our activities with their diverse and high quality support. We would like to give special thanks to Aida Gueye, Micol Guarneri, Anton Simanowitz and Emmanuelle Javoy for their support. We are also grateful to our Board of Directors, as well as our financial partners: LED (Liechtenstein Development Service), the Ford Foundation and the Agence française pour le développement, whose trust has enabled us to renew efforts in 2015, designing innovative tools and directly supporting partners in the South.

The following pages will give you more specifics on these collaborative efforts.

Thank you all for your support. Please be in touch, to comment and continue this work.

Cécile Lapenu

Executive Director

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CERISE was founded in 1998 by five of the leading French organizations supporting microfinance around the world: CIDR, GRET, IRAM, IRC/SupAgro, and CIRAD.

For over 15 years, CERISE has honed its as a service provider to organizations seeking to implement their social mission.

Our approach is based on [alliances and synergies that result in innovations for the microfinance and social business sectors](#). We derive our strength from this approach, which has allowed us to foster diversity, bringing together a range of practitioners, researchers, funders, and investors from both the North and South.

By bringing together actors, facilitating dialogue and capitalizing on the practical experience of our members and partners, we are able to [design operational tools and publish case studies, available for free](#).

## Mission

CERISE aims to foster the development, in Europe and in the South, of [ethical and responsible finance](#) by developing social assessment tools for financial institutions and their partners, to help them improve their [social performance](#) in view of contributing to the social and economic well-being of the populations they serve.

CERISE emerged out of its founding members' desire to share and learn from each other. Our activities focus on three major themes related to [access to finance](#) and [ethical finance](#) :

- **Microfinance**
- **Social business**
- **Rural finance**

## Governance

In 2012, CERISE registered as a [non-profit organization](#). The association is managed by its Executive Director, Cécile Lapenu, and a Board of Directors composed of four of the founding members, represented as organizations (CIDR, GRET, IRAM) or individuals.

Betty Wampfler of IRC / Sup Agro is President of the Board.

## Our team



**Cécile Lapenu** is the Executive Director of CERISE. Cécile held the presidency of the European Microfinance Platform (eMFP) in 2013 and has been a Board member of the Social Performance Task Force (SPTF) since 2008. Before joining CERISE in 2001, Cecilia worked as an expert in Rural Finance for IFPRI and CIRAD. Cécile holds a Ph.D in agricultural economics, having defended her thesis in 1996 on microfinance in Indonesia.



**Bonnie Brusky** is Programme Manager at CERISE. She has over 18 years of experience in microfinance, specialized in social performance and client-centred research. Bonnie is a Certified Lead Trainer and Assessor on client protection principles for the Smart Campaign and senior advisor to the SEEP Network. A graduate of the University of Wisconsin-Madison, Bonnie also holds a DESS in economic and social development from Université Paris-La Sorbonne.



**Marie Anna Bénard** is Project Manager at CERISE. Marie Anna works directly with partners to accompany them as they carry out social audits and implement innovative social and environmental practices. Marie Anna is also responsible for the development of the social audit tool CERISE SPI4. Marie Anna is certified assessor for the Smart Campaign. She is a graduate of the University of Paris-Dauphine, and holds a Master's in microfinance from the European Microfinance Programme of Solvay Business School - ULB.



**Jon Salle** is Programme Manager at CERISE. Jon is in charge activities related to social business: development and dissemination of tools, user support, audits and strategy. Before joining CERISE, Jon worked in two award-winning in social ventures based on access to energy in India and the Comores, and as an microfinance investment officer. Jon holds diplomas from Ecole Centrale de Lyon and HEC Paris.

## SPI4, THE UNIVERSAL ASSESSMENT TOOL FOR SOCIAL PERFORMANCE

### Improving SPI4

After spending a year pilot testing the SPI4 (see [here](#) for a summary), 2015 was dedicated to improving and promoting the SPI4 tool:

- Stabilization of the Excel file, development of additional modules, alignment with investor scorecards (see below), integration of user feedback, and integration of new languages (Portuguese and Russian).
- Promotion of the tool at the sector level by participating in large-scale projects:
  - **Responsible Microfinance Facility** - The Responsible Microfinance Facility (RMF) is a fund of 2 million euros, financed by AFD and managed by SPTF and the Smart Campaign. The Facility offers co-financing to African actors to build capacity and improve social performance management practices in Sub-Saharan Africa, North Africa and the Middle East. It supports trainings, evaluations (Smart assessments, social ratings, SPI4 audits) and upgrading projects. The RMF launched operations in 2015, and will continue until 2017. CERISE participates in the steering committee and supports the development of training materials as well as providing guidance around the use of SPI4.
  - **SP Fund** - The Social Performance Fund is designed to reach market leaders. By targeting MFIs that are key industry players, we hope to create a "demonstration effect" that will help build the commitment of both financial service providers and investors around the use of SPI4 and social performance data sharing.

**SPI4** is an audit tool that allows users to assess their level of implementation of the Universal Standards for Social Performance Management, and Smart Campaign Client Protection Principles.

Launched in early 2014, SPI4 is the most complete social audit tool for microfinance. The SPI4 unites leading SP initiatives under one tool. Accessible online for free, SPI4 makes it possible for any institution to produce its social statements.

#### A tool that saves you time

Aligned with the MIX social performance data points, the Universal Standards and the Client Protection Principles, SPI4 is also designed to meet the social reporting requirements of a large number of investors and networks. SPI4 aims to reduce the time that MFIs spend on data collection, so they can focus on improving practice.

#### An assessment and management tool

More than just an assessment and reporting tool, SPI4 is a management tool. Combined with the Universal Standards Implementation Guide and Smart Campaign client protection tools, the SPI4 offers a complete approach to social performance management.

# ACTIVITIES 2015

## Developments to SPI4 in 2015

SPI4 has undergone continuous improvements since the launch of the alpha version (1.1.0 September 2014).

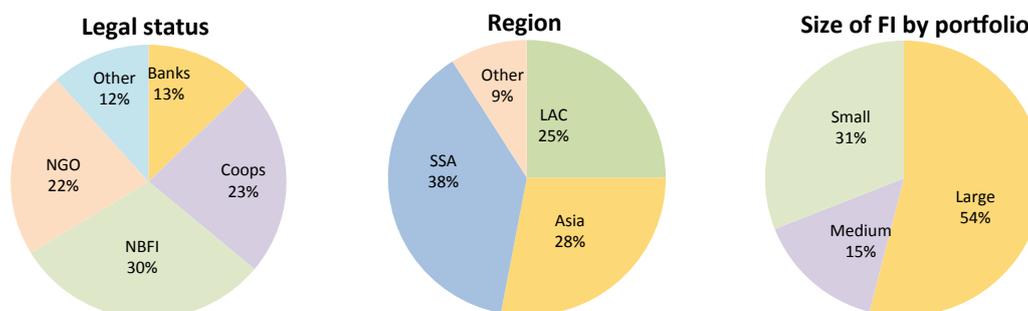
We have incorporated a series of new features based on stakeholder interest to see a single tool for social data reporting. Among these features: modules to import results from [Smart Campaign Assessments](#) and financial data from the [Microfinance Factsheet \(BRS / ADA\)](#), a new reporting option for investors called [ALINUS](#), adapted to investor due diligence needs; a new optional module with extra indicators for institutions with a pro-poor mission, designed by [Truelift](#); a new social dashboard to better visualize results; integration of new languages (Portuguese, Russian; Arabic, Vietnamese expected early 2016).

This is in addition to the continued efforts to align indicators among the MIX, the Factsheet and SPI4. In June 2016, the SPI4 indicators will be updated based on the new Smart Campaign Certification Standards 2.0 and revised Universal Standards for Social Performance Management. This will result in a new version of SPI4, which will be stable for 3 years as planned by mutual agreement between the Smart Campaign, [SPTF](#) and [CERISE](#).

## Support for auditors and to institutions to improve practices

### SPI4 in Numbers (in October 2015)

More than **90** SPI4 questionnaires received  
From **60** different countries  
**75%** are accompanied self-assessments  
**206** trained on SPI4  
**19** qualified auditors



With two years of SPI4 use behind us, CERISE was able to conduct the first comparative analysis of results for users. Thanks to users who share with us, on a confidential basis, their SPI4 results, CERISE is able to build up a database to produce high-quality benchmarks. These benchmarks allow users to compare their SPI4 results to peers of similar characteristics (region, legal form, scale of operations, age / maturity of institution, etc.). These comparisons allow MFIs to position themselves relative to the industry, and better define their objectives.

## SPI4 auditor qualification process



Photo: Alexandra Alvarado

CERISE is committed to promoting the widespread use of SPI4 as an entry point to improving social performance management. As such, the SPI4 can be downloaded for free on our site [www.cerise-spi4.org](http://www.cerise-spi4.org). However, to ensure the quality of results, CERISE strongly encourages users to get trained on how to apply the questionnaire.

In 2015, we strengthened our [auditor qualification process](#), developed for individuals wanting to validate their skills in order to supervise or accompany SPI4

audits. The qualification process includes training and practical application of SPI4, with validation of results by CERISE. Users who go through the process successfully are considered qualified auditors.

The auditors qualified by CERISE form a [network of SPM experts](#) who can help MFIs conduct SPI4 assessments and improve their practices. The list of qualified auditors is publically available at [www.cerise-spi4.org](http://www.cerise-spi4.org).

For more information on the auditor qualification process, see [www.cerise-spi4.org/#/gettrained/](http://www.cerise-spi4.org/#/gettrained/) or contact us at [spi4@cerise-microfinance.org](mailto:spi4@cerise-microfinance.org)

## Trainings

CERISE led various training and peer exchange workshops in 2015:

- January - a 3 day SPI4 auditor training in Paris which brought together a dozen representatives of organizations involved in microfinance (investors, MFIs, technical assistance providers).
- March - four training sessions focused on social evaluation in microfinance for Master's level students of the [European Microfinance Program](#) in Brussels.
- May - two training sessions (introductory and advanced) for consultants and staff of microfinance associations at the [African Microfinance Week](#) in Senegal.
- June - several workshops during the [SPTF annual meeting](#) in Cambodia, where SPI4 users had the opportunity to share their experiences with using the SPI4.
- November - two training sessions (introductory and advanced) for SPI4 users and an introductory session to SPI4-Alinus for investors, during the [European Microfinance Week](#) in Luxembourg.

In addition to these events, CERISE's partners organized SPI4 trainings in Nicaragua, Burkina Faso, Cameroon and DRC. SPI4 was also presented in the course of several trainings in Latin America and Africa, organized within the framework of the Responsible Microfinance Facility, funded by the Agence française de développement. Finally, CERISE organized [five virtual training sessions](#) in English, French and Spanish, to present SPI4 and support users.

## Strengthening practices within networks

### SP Fund

The Universal Standards are the culmination of ten years of unprecedented cooperation to align definitions and consolidate social performance management practices. Today, building a responsible inclusive finance sector depends on our ability to mainstream the Universal Standards in the operations and strategies of financial service providers.

The SP Fund seeks to significantly accelerate the adoption of the Universal Standards, to mainstream both the concept and systematic practice of SPM by:

- Promoting the SPI4 as a data collection and performance management tool among MFIs, networks and investors. For investors, the SPI4-ALINUS will harmonize data collection, reduce the reporting burden and improve data quality and benchmarks (see section Alinus p.9)
- Support to MFIs, to fully integrate social performance management practices into their operations through useful technical resources and peer learning opportunities.

The Fund will also support national networks (microfinance associations) [produce national social performance reports](#) of their members, to share with investors and / or regulatory bodies. The goal is to [increase transparency and identify strengths and gaps](#) that can be addressed by network activities.

### ACEP

CERISE is working with ACEP International to help this network of MFIs implement a corporate social responsibility finance policy. CERISE supervised and coordinated two missions to ACEP affiliates as part of the collaboration, to draw some overarching lessons on the networks operations, and serve as input for the policy.

- **Niger:** CERISE coordinated an on-site visit to ACEP Niger, conducted by consultant Aida Gueye, to define and formalize a CSR policy and identify impact indicators.
- **Cameroon:** As part of the phase 2 of the REGMIFA project (see below), an on-site mission was carried out in December of ACEP Cameroon, to help implement recommendations formulated during the SPI4 audit conducted during phase 1 by Microfinanza Rating. A training in social performance management was organized and brought together the management team of ACEP Cameroon as well as several branch managers. CERISE facilitated several coaching sessions to help the team redefine its mission and social objectives, update the credit policy and structure the HR department.



Photo: Marie Anna Bénard

## Direct support to institutions

### ADIE

ADIE has monitored and measured its social performance for several years, and regularly collects data on its clients' characteristics as well as the impact of its services. ADIE has used the CERISE SPI tool since 2004.

ADIE carries out a social audit every 3-4 years, to assess its practices against international standards. In 2015, it used the SPI4. The audit was an [accompanied self-assessment](#), whereby ADIE carried out the audit and CERISE completed and reviewed the results.

ADIE was responsible for collecting information and filling in the SPI4 tool. CERISE then completed the assessment, by organizing interviews with ADIE staff and carrying out an extensive literature review. We accompanied the analysis and synthesis of results, and drafted key recommendations. As with previous audits, the audit was supported by the strong vision and involvement of ADIE's team.



Source : ADIE

It confirmed that ADIE is a [robust organization in terms of social performance management](#). It has proved very capable of integrating its financial and non-financial activities into its business model, in a way that allows it to stay true to its social mission.

### Al Amana

Association Al Amana is a leading MFI in Morocco and the Middle East-North Africa region. Al Amana strives to achieve balanced growth that benefits both the institution and its clients. To ensure this balance, Al Amana—which already monitors its financial performance very closely—is striving to strengthen its capacity to monitor its social performance. With the support of one of its investors, SANAD, Al Amana conducted a SPI4 audit in the last quarter 2015.

The audit, conducted by CERISE over a period of ten days, ended with a workshop to define an action plan based on the audit results. The audit allowed Al Amana to identify its strengths and areas of improvement in social performance and client protection, to train teams in the SPI4 assessment methodology, and to define an action plan to prepare for a [Smart Campaign Certification](#).

# ACTIVITIES 2015

## Individualized coaching for FEFISOL partners

The [Fonds Européen de Financement Solidaire pour l'Afrique - FEFISOL](#) was created by SIDI, Alterfin and Etimos to boost their efforts to support rural finance in Africa. FEFISOL provides loans, guarantees and equity investments. Technical assistance is also proposed to build capacity of partner institutions.

FEFISOL wished to take advantages of the [African Microfinance Week](#) organized in June 2015 in Senegal to support interested partners in the form of [individualized coaching sessions](#) conducted by CERISE. An individualized approach was proposed so as to address issues specific to each partner institution, and make the concept of social performance management more meaningful, through discussions based on personalized practices. The format was a success, and allowed CERISE an opportunity to test a new format of direct support to microfinance institutions.

## COLLABORATIVE EFFORTS AT THE SECTORAL LEVEL

### Building social performance management capacity in Africa

A consortium composed of CERISE, [Microfinanza Rating and Positive Planet / Planet Rating](#) won a tender launched by [REGMIFA](#), a regional investment fund for micro, small and medium enterprises in Sub-Saharan Africa. The project involves building the capacity of fifteen REGMIFA MFI partners to effectively achieve their environmental and social objectives, and implement a strategy that balances financial and social goals. The project has 3 phases:

- [Phase 1: Diagnostic and training needs assessment](#) conducted by Microfinanza Rating and Planet Rating using SPI4
- [Phase 2: Training and mentoring](#) activities focused on social performance, client protection, transparent pricing. Conducted by CERISE and Positive Planet.
- [Phase 3: Training of trainers](#), to ensure the continuity of the project. Conducted by CERISE, Microfinanza Rating and Positive Planet.

Phases 1 and 2 of the project took place throughout 2015. Phase 3 will be completed by June 2016.

### Harmonizing investor approaches

The standardization of data collection and investors' reporting formats is key to [improving data quality](#) and social performance management over time. In 2015, CERISE worked with the investors working group [ALINUS](#) (Aligning Investors due diligence to the Universal Standards) on improving compatibility of SPI4 with investors' existing due diligence and social data reporting tools.

A common tool for data collection allows actors to speak the same language issues, reduces the reporting burden for institutions, and enables investors to dedicate more time to data verification, analysis and improvement strategies.

[ALINUS](#) is a working group of investment funds committed to integrating the Universal Standards in their investments. CERISE joined forces with ALINUS to create a module within the SPI4 that is adapted to their due diligence and monitoring needs. The ALINUS reporting option lets users select a subset of 80 indicators from the Universal Standards, plus a selection of quantitative indicators from the SPI4 Organization Information page of the tool. These indicators were selected by investors, through an iterative process accompanied by CERISE. The ALINUS module is coupled with a data extraction tool that generates a dashboard to guide decision making of investment committees.

For CERISE, working with social investors is an opportunity to increase access to SPI4 by microfinance institutions, and promote social performance management.

## Capitalization of the experience of apex institutions

With the support of [F3E](#), [SIDI](#) launched a project to capitalize on the experience of a selection of apex institutions supported by SIDI. CERISE was selected to conduct the analysis, in collaboration with [IRAM](#).

The project aims to:

- Identify the what the selected apex institutions expect to achieve with regard to their outreach and strategy;
- Promote dialogue between apex institutions;
- Promote apexes as key actors in the field of social and solidarity-driven finance.

To do this, CERISE carried out in-depth interviews with 6 apexes: [AgroSolidaria](#) (Colombia), [Fortalecer](#) (Peru), [Red Fasco](#) (Guatemala), [SenFinance](#) (Senegal), [SMF-EA](#) in East Africa, [Tembeka](#) in South Africa. CERISE subsequently facilitated a workshop with the representatives of these organizations, to discuss the experiences of each one with regarding legal status, membership services, governance, business model, and social performance. A session at the European Microfinance Week in Luxembourg was organized on the topic, and broadened the exchange of experience by including the Irish League of Credit Unions International Development Foundation Ltd.

# ACTIVITIES 2015

## CERISE AND SOCIAL BUSINESS

### Driving the performance of social businesses

In 2015, thanks to support from Agence française de développement, CERISE pursued the social business initiative started in 2012 (see box), with a focus on three work streams: **increasing awareness and accessibility** of SBS; **promoting social performance management** in the social business sector; **analyzing social businesses** with SBS. We also continued ongoing efforts to support users and to carry out market intelligence of the social business sector in order to stay abreast of developments in this young and changing industry.

Since 2012, the French NGO CERISE has coordinated a working group on social business. Comprised of NGOs, foundations, and companies that support social businesses worldwide, the group first came together to discuss approaches to this rapidly developing form of entrepreneurship that still lacks a clear definition. Drawing on CERISE's expertise in social assessment in microfinance, the group has worked to create a **Social Business Scorecard (SBS)**.

The Scorecard aims to identify clear criteria and a common framework for analyzing social businesses, to boost credibility and avoid misuse of the concept. Indeed, as witnessed in microfinance, the absence of principles to guide practices in a so-called double bottom line sector opens the door to mission drift and abuse.

Developed over three years using an iterative approach, SBS is structured around **7 key principles of a social business**. These 7 "Ps" englobe **management practices and approaches** that, analysed together, make it possible to characterize the profile of a social business. The result of the analysis is a summary report on the 7 Ps and a scorecard that shows different profiles of social businesses. SBS is an **assessment tool**, as well as a **management tool** that can guide strategic and operational decision-making. The SBS report can also be used for **internal and external communication**.

### **Organizations participating in the working group:**



# ACTIVITIES 2015

## Increasing awareness of SBS

In 2015, the site [www.cerise-sb.org](http://www.cerise-sb.org) was born. Visited by more than 800 different people since it went online in April, the site is available in French and English. Users can download the SBS for free, in French, English and Spanish, along with user guides and several case studies from tests conducted late 2014 (PPSE in Cambodia, and Le Relais and Nutri'Zaza in Madagascar, Nafa Naana in Burkina Faso, Palmis in Haiti). The case studies give an overview of the social business, the results of the SBS assessment and a summary of the most salient issues. They provide examples of how some businesses have gone about implementing a transparent salary scale, integrating franchised commercial agents among employees, defining and tracking information on client data and drafting of shareholder charter.

Case studies available at [www.cerise-sb.org/studies](http://www.cerise-sb.org/studies)



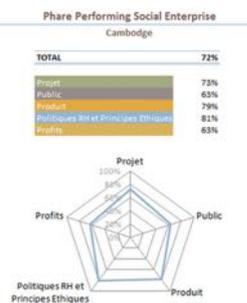
- Nom : Phare Performing Social Enterprise (PPSE)
- Pays : Cambodge
- Année de démarrage : 2012
- Mission sociale : Contribuer à la réduction de la pauvreté au Cambodge et à l'accès à l'éducation
- Secteur : Industrie créative
- Initiateur du projet : Phare Ponleu Selpak (PPS)
- Public cible : Les artistes formés par PPS
- Statut de PPSE : Entreprise privée à but lucratif, enregistrée auprès du gouvernement cambodgien
- Investisseurs : PPS (71%), la Fondation Grameen Crédit Agricole (16,1%), des investisseurs privés.

### Quelques particularités de Phare Performing Social Enterprise

PPSE a été fondée pour assurer la viabilité financière de son organisation mère, l'association Phare Ponleu Selpak. PPSE est une des entreprises sociales cambodgiennes les plus innovantes et les plus connues. Elle fournit un emploi rémunéré à de jeunes cambodgiens issus de milieux sociaux difficiles tout en contribuant à la renaissance de l'art moderne cambodgien.



VISITEZ LA PAGE DE PHARE PERFORMING SOCIAL ENTERPRISE (EN ANGLAIS SEULEMENT)



### Contexte et résultats

PPSE fait partie des premiers projets sollicités pour une analyse à la lumière de la grille SBS, du fait de la présence de la Fondation Grameen Crédit Agricole au sein de l'actionariat de la structure.

Au moment de la sollicitation fin 2014, la direction de PPSE avait déjà entamé des discussions avec son Conseil d'Administration pour la définition et la mise en place d'indicateurs de suivi. L'étude sembla it donc opportune pour offrir un cadre d'approfondissement des réflexions.

A l'issue de l'analyse, la direction de PPSE a travaillé au développement d'une grille salariale, identifiée comme un élément important de la politique de ressources humaines et de l'amélioration du bien-être des salariés de l'entreprise. La grille est en place depuis le second trimestre 2015. Par ailleurs, une série d'indicateurs de suivi commencera à être utilisée dès 2016.

CLIQUEZ ICI POUR TÉLÉCHARGER LA SYNTHÈSE DE L'ÉTUDE

# ACTIVITIES 2015

## Promoting SBS and social performance

CERISE led several workshops to introduce SBS, as well as trainings for organizations that support or work with socially and environmentally driven businesses. We also communicated on the SBS initiative and on why it is important to draw on the lessons from the microfinance sector to integrate social performance management into social businesses (see bibliography).

## Events

- **European Development Days (3-4 June, Brussels)**

On this occasion, [AFD](#) and [Proparco](#) presented their new financing instrument for social enterprises. CERISE presented the SBS tool, and [Entrepreneurs du Monde](#) profiled Palmis Enèji, a social business in Haiti that was assessed with SBS in late 2014. An interview with CERISE team member Jon Sallé was filmed during the event, and is available on the [cerise-microfinance.org](#) and the website of the European Commission.

- **Convergences (7-9 September, Paris)**

Three round tables on the theme “What is a Responsible Business Model?” brought together a young and diverse audience to interact with the representatives of [Nutri'Zaza](#), a Malagasy social business that aims to eliminate chronic child malnutrition by distributing an enriched porridge; [Poult](#) a “liberated” French biscuit company with a unique management model and [LafargeHolcim](#), whose business includes a bottom of the pyramid project called Affordable Housing, which has broke even three years into its operations.

- **Global Social Business Summit (5-6 November, Berlin, Germany)**

Following discussions with the organization [Yunus Social Business](#) in September 2015, CERISE co-facilitated a workshop on SBS and social performance management issues to an audience of participants from Europe and South Asia. During the workshop, we once again observed that the concept of social performance (as opposed to impact monitoring) is a new topic for social businesses. Several speakers confirmed the importance of working on managerial processes and capabilities, and highlighted the sometimes limited interest in impact assessments commissioned by funders.

## Awareness raising and training on Social Business, SPM and SBS

Four training sessions were conducted in 2015:

- February, as part of the *Campus Innovation du Challenge Climat AFD* hosted by MakeSense - Introductory session for a dozen entrepreneurs from India, Philippines and West Africa working on environmental issues.
- April - Training of managers from AFD and the Ministry of Foreign Affairs on SBS at AFD headquarters
- September - Training of CIDR technical staff at Autrêches.
- November - Introduction to GRET teams during a brown bag session

# ACTIVITIES 2015

## Analyzing social businesses

As part of our partnership with AIDR, CERISE led 4 SBS assessments: ETD and CREDI in Togo in February; APME-2A and RPLA in Burkina Faso in December. Each of these NGOs have income generating activities and are thinking about how to formalize these activities into social businesses. CERISE assessed the practices of these organizations and proposed recommendations and an action plan. The work will continue in 2016 in Cameroon with MIFED and CANAWFAW.



Les équipes CERISE et AIDR | Togo, 2015

AIDR **organizations** assessed:

### Togo

- ETD (Entreprise Territoire Développement) - Among other things, ETD supports producer organizations through its ESOP initiative (Entreprise de Soutien aux Organisations de Producteurs). ESOPs collect, process and market the produce of thousands of small farmers.
- CREDI (Centre de Recherche-action pour l'Environnement et le Développement Intégré) offers technical assistance to small farmers in very poor areas, as well as access to health services (through a health care center and micro health insurance).

### Burkina Faso

- APME-2A (Agence pour la Promotion des Petites et Moyennes Entreprises), also coordinates a network of ESOP in Burkina, as well as other projects such agriculture warehousing and rural entrepreneurship.
- APIL (Action pour la Promotion des Initiatives Locales) builds on social economy concepts to coordinate a network of producer organisations. APIL supports 2 initiatives (bee-keeping and dairy) that allow it to cover more than 40% of its operating costs.

### Cameroon

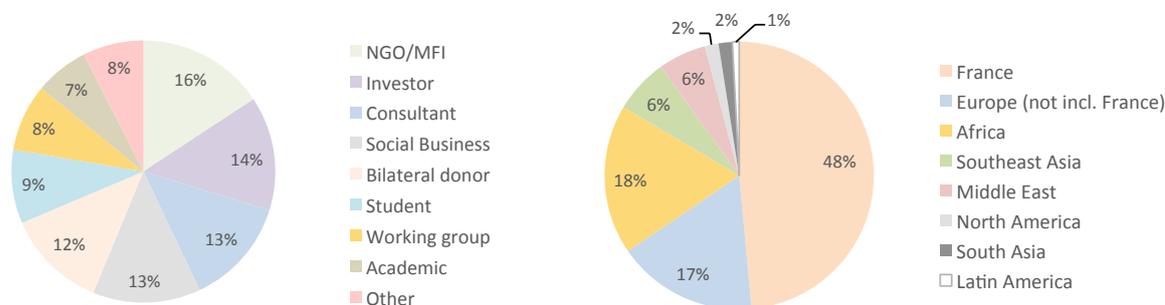
- MIFED (Microfinance and Development) backstops a network of village banks in the country and deploys a solar product distribution system based on "village ambassadors".
- CAMNAFAW (Cameroon National Association for Family Welfare) manages three health care centers and is deploying a franchise system to expand its outreach.

# ACTIVITIES 2015

## Social Business activities take form

As with the SPI4, a key part of CERISE's work is the monitoring of and support to SBS users. In 2015, the SBS tool was downloaded by more than 100 people from 17 countries.

Typology of users of the SBS tool



A number of users contacted CERISE for direct support: the NGO Entrepreneurs du Monde for example, as well as a consultant<sup>1</sup> organizing a training workshop on social performance management and assessment for a new social business in Cambodia, who translated the scorecard into Spanish. We have pursued efforts to carry out market intelligence of the social business sector in the form of a "[scoop.it](http://scoop.it)", which allows us to curate articles and social media that relate to the sector.

Finally, CERISE initiated a [study on trends in social business](#) in France, Europe and worldwide. The study identifies a list of key players from business, academia, and the investment world; consolidates updated financial information on the field of impact investing; and gives an overview of initiatives similar to the SBS tool. Results were presented at the meeting of the Social Business Working Group in late November.

## An assessment tool for social business investment funds

The Investment and Support Fund for Businesses in Africa (FISEA) wanted to have a specific tool to analyze social business funds, to assess their commitment, governance, relevance and strength of support. CERISE, in collaboration with teams from PROPARGO, worked to adapt the SBS tool (dedicated to social businesses) to investment funds, to assess their strategy and impact investing practices. This new analytical framework for investment funds is expected to be finalized early 2016.

<sup>1</sup> CERISE extends our special thanks this consultant for having done the pro bono translation of SBS into Spanish.

# LOOKING FORWARD

## OUTLOOK FOR 2016

As per our agreement with the Smart Campaign and SPTF, CERISE will update the Universal Standards for Social Performance Management and SPI4 to incorporate version 2.0 of the Client Protection Certification Standards.

The challenge is to ensure wide adoption of good social performance management practices, and their integration into the activities of financial institutions, so that clients receive better and more impactful services. This involves reaching out to new players: MFIs that are market leaders, to achieve a demonstration effect; regulators; investors and their field officers. For this, we will work closely with the Microfinance Center (MFC) via the Social Performance Fund, supported by the Ford Foundation.

In the area of social business, we will continue to ensure the wide dissemination of the SBS tool, to encourage use of the tool by a more diverse sample of social businesses, and to identify good practices in governance, targeting clients, and human resources.

## OPERATING ACCOUNT

1 JANUARY TO 31 DECEMBER 2015 (Euros)

EXPENDITURES			INCOME		
Operating costs	35 477	10%	Membership fees 2015	3 040	1%
Program related costs	99 412	28%	Subsidies	107 742	30%
Total salaries and charges	216 334	60%	Services	247 774	69%
			Financial income	860	0%
Profit	8 193	2%	Loss	0	0%
Total	359 416		Total	359 416	

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Photo: Marie Anna Bénard | Vietnam, 2015

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