



Annual Report 2019



Ghana | Before joining the Grameen Farm Development Plan (FDP), cocoa farmer **Nana Yaw** and his wife **Augustina Ansua** couldn't afford health insurance or to keep their kids in school. Nan Yaw credits his FDP for the "bumper crops" that dramatically improved their family's wellbeing.

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Milestones mark the journey out of poverty.

"Remember to celebrate the milestones as you prepare for the road ahead." As simple as former African leader Nelson Mandela's words may seem, they perfectly describe what was a groundbreaking year at Grameen Foundation.

Empowering women and families to make milestone moments, and celebrating those moments, is what we do at Grameen—as important as the air we breathe.

When, after following her farm development plan for one year, Samata doubled the yield on her small farm in Ghana, you can bet we celebrated. For the first time ever, Samata could properly feed her family and send her children to school. When Lihaba in the village of Ajimabad, India made her first bank transaction by pressing her thumb on a biometric reader at her own front door, we rejoiced. Never again would Lihaba be forced to lift, pull, and drag her paralyzed husband six miles to the closest bank for desperately needed pension money.

Since setting Grameen Foundation's 2016 Unifying Goal of reaching 25 million poor by 2025, our donors and partners have helped us reach nearly 13 million people. Imagining all those milestone moments boggles our minds and fills our hearts. Even more important to Grameen's work to "prepare for the road ahead" is that those countless triumphs add up to considerable experience and data.

In short, we know what's working. That's why, in 2019, our board of directors, leadership team, and staff worked together to synthesize years of research, experience, data and outcomes to refocus our organizational strategy by narrowing in on our most successful initiatives and formulating a model to replicate and scale them. Or, in the words of another plainspoken leader, Franklin D. Roosevelt, "Do something. If it works, do more."

Our streamlined Grameen model is built on the essential truth that people, not technology, are the real conduit to change in poverty-stricken communities. Our Grameen Community Agents, trained and equipped with customized data and digital technology, are our best hope for eradicating two systemic causes of poverty: poor crop productivity and lack of financial inclusion for women. What's more, we envision that growing and propagating our model has the potential to relieve suffering in our world on an extraordinary scale.

At Grameen, two convictions never wane: our belief that the poor can create a world without poverty and our passion for equipping them with the tools they need to succeed. We enter FY 2020 more inspired than ever and confident that we have created a roadmap to achieve limitless milestones ahead.

Our vision is lofty, but we are undaunted. Because to quote one last leader, Noble Prize Laureate Muhammed Yunus, "If you want to do something, you have to imagine it. If you don't imagine it, it will never happen."

Ster Hollinguntz

Steve Hollingworth, President and CEO

Pet. F. Conhey

Peter Cowhey, Chair, Board of Directors



India | Financial access delivered right to her doorstep by Grameen Community Agent **Harsha** (left) has been lifechanging for **Lihaba**.



India | Once, it required a half-day journey for Ajimabad villagers like **Gita** (right) to collect a paycheck or pay a bill. Now Grameen Community Agent **Komal** brings the bank to their doorsteps giving her neighbors back much-needed time to earn income or care for children.



Grameen Community Agents: Neighbor helping neighbor.

At Grameen Foundation, we've long solved for the root causes of poverty by developing integrated digital solutions to help the very poor build assets, weather crisis, and manage risk. We are especially focused on designing solutions for women in remote areas of underdeveloped countries who, while major contributors to family income and farming, often find that their family's financial, food, and health needs go unmet.

Artificial intelligence, digital technology, remote sensors, and mobile phones are powerful tools in Grameen's fight to eradicate poverty. Yet none are more potent than the human-to-human interaction of neighbor helping neighbor and in so doing, lifting entire communities.

That truth—that technology alone cannot solve world poverty—is the foundation supporting Grameen Foundation's Community Agent model.

Imagine a poor, illiterate woman in a rural Indian village who manages to hide away a small sum of money by selling extra milk from the family's goat. What will she think when a stranger comes along saying her hard-earned money would be safer in a distant bank? The village woman won't need to travel to said bank—she only need hand over her money to the stranger who will make the transaction on a mobile device. The villager is understandably suspicious.

Now, imagine that instead of an outsider, it's a trusted neighbor who introduces the village woman to digital financial services. Someone like Grameen Community Agent Komal in Ajimabad, India. Trained and equipped with biometric and digital devices, Komal teaches her mostly female neighbors that gaining control of their money also helps them gain control of their family's food, health, housing, and education. Komal is delivering financial access right where her neighbors are—at their doorsteps, in their small shops and on their farms. What's more, by working as a Community Agent, Komal is earning much-needed income for her own small family.

Komal is just one of the nearly 30,000 Community Agents Grameen has trained and deployed since 2016. And while each is equipped with cutting edge technology, the low-tech tools—a nod of encouragement, a celebrated triumph, a commiserative hug—are what open the doors that allow Community Agents in to help their hardworking neighbors lift themselves and their communities from poverty.

Grameen has deployed over

30,000 Community Agents since 2016 Each Community Agent directly empowers

150 clients on average Each Community Agent indirectly impacts

750 people on average

The Grameen Model: Unleashing the power of the poor.

The Grameen Foundation Model makes sophisticated use of digital data to connect the world's poor to resources and information that allow them to make informed decisions that put food on the table, money in the bank and joy in their lives. The model is successful regardless of access to Internet or the ability to read because it deploys digitally-enabled Community Agents to bridge that gap, connecting all the poor to the same services and supports.

Our comprehensive solution set.



Mobile Money

Digital financial services give women a better way to manage money.



Community Agents

Digitally-enabled agents connect their communities to Mobile Money and Digital Farming solutions.



Digital Farming High-tech farming supports

give farmers a better way to grow crop income.

Two-way, real time digital information flow. Delivered person-to-person.





Philippines | What **Cherry Mae** (right) likes most about being a Grameen Community Agent is saving neighbors like **Emma** the time and money they'd spend commuting to a distant bank. Cherry Mae says the extra income she earns as an agent is also a "huge help" for her family in lean times.



Ghana | Community Agent **Selasse** (left) advises fellow agent and Farm Development Plan Farmer **Saara Ahmed** on techniques to increase the yield on his cocoa farm.

The Grameen Foundation Model to fight poverty: technology with a human face.



Where we work.



Grameen works in countries across the globe, focusing on large rural populations where disparities in wealth and gender inequality marginalize many. Headquartered in Washington, D.C., and with regional offices in the U.S., Africa, Asia, and Latin America, Grameen builds partnerships and programs in neighboring countries to connect poor communities, particularly women, to a range of financial, farming, and health services.



Financial Inclusion: Transactions that transform lives.

Globally, 1.6 billion people do not have access to financial services. Seventy percent are very poor women in underdeveloped countries. Gender inequities, limited education, remote locations and restricted travel contribute to poor women being denied access to savings, loans and insurance—the basic services they need to manage seasonal income, cope with emergencies and invest in education and small businesses to break the cycle of poverty.

Grameen Foundation develops networks of mostly female Community Agents in rural areas to bring financial services to neighbors right in their own communities. Using digital tools, Grameen trains the agents in their own languages, regardless of their level of literacy, and equips them with mobile and biometric devices. Community Agents are then able to provide doorstep or corner store financial services to their primarily female clients.

To those of us accustomed to an ATM on every corner, that might not sound like a big deal. Customers at Jenny Gramo's sari sari shop—the neighborhood convenience store—in Iloilo City, Philippines would tell you it is. From the time Jenny opened her shop, neighbors have relied on her for canned goods, cooking oil, and the latest news. When Jenny became a Grameen Community Agent, offering financial access in her store, her impact on the community became life changing.

Jenny's neighbors no longer spend time and money traveling long distances for basic financial services, like paying bills or borrowing money. Families who pay their bills through Jenny save at least PHP 80 per month or PHP 960 (19 USD) in a year, enough to cover school supplies, or create an emergency fund. Multiply that by all the families Jenny serves, and it's easy to understand how one Agent can lift an entire community.

Since 2016, Grameen has trained nearly 2,700 mobile money Community Agents, bringing critical financial services to more than 1.3 million people.

Philippines | By offering financial access in her sari sari shop, Grameen Community Agent Jenny is earning criticalneeded income, saving her customers money and lifting her entire community.







India | Community Agent Komal helps her neighbor and customer **Madhuri** make a financial transaction using a thumbprint reader and mobile device.

Women Link | Supported by **Wells Fargo**, Grameen continued its work in the Philippines and India to promote financial literacy among low income women. Grameen expects to train and deploy as many as 950 Community Agents, reaching a total of 165,000 clients in the two countries combined.



WAGE | As part of a consortium led by the **American Bar Association Rule of Law Initiative** (ABA ROLI), Grameen continued work to advance the status of women in El Salvador and Honduras by reducing the barriers female entrepreneurs face in accessing finance and growing their businesses. WAGE provides direct assistance to women and girls, including information, resources, and services they need to succeed as active and equal participants in the global economy.



Digital Inclusion Via Education (DIVE) | In 2019, Grameen continued its work in India on the DIVE program, supported by **Citi Foundation**. To date, Grameen has trained 240 low-income women as Grameen Community Agents, called "Mittras" in India, which translates as "Friends of the Village." Equipped with a smartphone and a biometric identification device, Mittras have connected 250,000 people with digital financial services. Phase II of DIVE is designed to scale the Mittra network to bring financial inclusion to 500,000 additional people.





Digital Farming: Growing higher quality crops and lives.

Smallholder farmers produce 70 percent of the world's food. Yet, 70 percent of those farmers live in poverty. Comfort Appiah of the Jerusalem village in Ghana was once one of them.

Comfort's parents died while she was in basic-level school. To survive, she married and had children with a man who later abandoned the family. Comfort often could not feed her children and said the people in her village treated her as if she wasn't human.

Determined to care for her family, Comfort began working the small cocoa farm left to her by her parents. With no knowledge of agricultural best practices, she had little success. Then Comfort remembered the Grameen Farm Development program she had heard about and, in 2018, reached out for help.

Across the globe, Grameen's digital farming programs are helping smallholder farmers break the cycle of poverty. Grameen Community Agents use hyper-localized, satellite data and farmer profiling data to help farmers make and follow 7-year plans to increase productivity, access markets, address crop pests and diseases, and ultimately increase the sustainability of their farms. Farmers also listen to call-in radio shows and receive voice and text messages to help them reach their Farm Development Plan goals.

Additionally, farmer profiling data is used to facilitate access to finance through partnerships with a local bank. The bank's ability to access a farmer's credit worthiness is enhanced by data, shared with the farmer's permission.

Comfort has been so successful following her Farm Development Plan that she was able to use the additional income to invest in two small businesses: cold storage and selling rice and Banku in the local town. She no longer struggles to feed her children or send them to school. Now she is called a "rich woman" in her village and she proudly says, "I am a power woman, in the sense that what men are able to do, I have the capacity of doing the same."

Ghana | Farm Development Plan cocoa farmer **Comfort** learns new technique from her Grameen Community Agent, **Bismark Dzineku**. Comfort's plan has increased her farm's yields so much that she now considers herself a "Power Woman."







Ghana | Comfort takes a break from business with her two daughters. The girls have seen their mother progress from struggling smallholder cocoa farmer to a successful entrepreneur with a farm and two businesses.

SAT4Farming | In 2019, Grameen, in partnership with **UTZ and Rainforest Alliance**, continued its work on SAT4Farming, a three-year program designed to help 240,000 smallholder cocoa farmers across Ghana increase their yields by more than 300 percent. The program builds on the digital Farm Development Plan first deployed for cocoa farmers in Indonesia. As many as 56 percent of Ghanaian cocoa farmers are over the age of 50 and women have long been marginalized in the cocoa supply chain. Grameen in working to include female farmers who are traditionally excluded from farm extension services.

Certified



Farmer to Farmer | In the Philippines, Grameen launched its Farmer to Farmer program focused on improving productively, profitability, and resilience of small-holder coconut farmers and entrepreneurs through volunteer technical assistance in good agriculture practices and technologies, and increased access to financial services and market opportunities. Funded by **USAID**, the program is expected to impact 25,600 farmers and entrepreneurs.





Mobile Money Ecosystems: How refugee camps open for business.

The Bidi Bidi Refugee Settlement in northwestern Uganda is the second largest in the world, hosting 220,000 refugees who fled the devastation and humanitarian crisis of the protracted civil war in South Sudan. The inhabitants of Bidi Bidi are newcomers, all arriving since the 2016 "July Crisis" in South Sudan with the clothes on their backs and few assets.

In contrast to long-established refugee settlements elsewhere in the country, arrangements among people that create an active economy haven't yet developed in Bidi Bidi. Economic activity remains low, and nearly 72 percent of the primarily female population exists on less than \$14 per month. Because most are unlikely to have a digital footprint, much less a national identity in their country of asylum, they struggle to establish themselves and to supplement the limited support NGOs and the U.N. can provide.

After visiting and assessing the Bidi Bidi settlement, Grameen Foundation determined that mobile phones and mobile money held enormous potential for generating economic activity there. In 2019, Grameen undertook several interconnected projects designed to build a mobile money ecosystem to deliver financial services to meet a variety of refugee needs.

Uganda | With over 220,000 South Sudanese refugees fleeing the ongoing civil war, the Bidi Bidi Refugee Settlement is the second largest in the world, covering more than 250 square kilometers.



Smile 4Refugees Program | Supported by FSD Uganda, Grameen launched the Savings Mobilisation Initiative and Lending Efforts for Refugees (SMILE4R) Program. The goal of the program is to increase access of savings groups in Ugandan refugee settlements in Koboko, Morobi, and Adjumani to formal savings and credit services.

SMILE4R is a combination of two products. The first is a digital savings product using Grameen's Ledger Links solution. Each savings group will own a phone on which they make and record all their transactions. The system will also create credit scores which will allow Rural Finance Initiative (RUFI) to process a loan application in real time. Through the lending component of the program, refugees interested in specific entrepreneurial activities are trained and, upon graduation, their enterprises financed.



Grameen Foundation Digital Literacy Program

With support of the **GSMA** and in partnership with MTN Uganda, Grameen developed a digital literacy training program tailored to the needs of refugees. The curriculum was designed to help people with very low digital literacy learn to use mobile and Internet services as tools to improve their income, health, and education outcomes. The project complements related initiatives aimed at increasing recruitment of female mobile money agents, and refining agent training curriculum to improve agent services available in the refugee settlements. Kiernan Ledger Link Program | Because only 13 percent of refugees in the Bidi Bidi settlement can access formal credit, the majority depend on informal community-based savings groups to meet all their financial needs.

The savings groups, however, face two substantial limitations. They operate on a cash-based system in which members' savings are kept in lock boxes that are vulnerable to theft, especially in the insecure refugee settlement environment. Additionally, because they have limited funds for lending, loans provided by the groups are usually too small to allow members to make significant business investments.

Supported by the **Keith V. Kiernan Foundation** and in partnership with Rural Finance Initiative (RUFI), a microfinance institution based in Uganda, Grameen began work on the Kiernan Ledger Link Program, designed to increase access and usage of savings and credit to women in refugee settlements. The program promotes digital linkages between savings groups and RUFI using Grameen's proprietary Ledger Link platform. The goal is to provide savings groups a digital savings wallet and access to formal savings accounts and loans to support refugee's income-generating activities.

Keith V. Kiernan



Our Partners: Together we give people the way.

To deliver sustainable solutions that address problems affecting millions of poor households, Grameen Foundation worked in 2019 with 63 partners across industries and sectors. Together, we identify, incubate, and grow products and services from early promise to wide-scale impact so they continue to support our partners long after a program concludes.

In recent years, Grameen Foundation has developed an array of products and services originally designed for our own use—to strengthen organizations with similar missions, including, **TaroWorks**,[™] **Bankers without Borders**,[®] and **Poverty Probability Index**[®] (PPI[®]).

90 organizations in 43 countries

have used our TaroWorks mobile application to efficiently collect, analyze, and act on the data from more than 5,000 digitally-enabled field agents to benefit

4 million people.



Volunteers

in our Bankers without Borders program have provided

\$27.5 million

in in-kind services to

278 social enterprises

around the world since 2008.



More than 600 organizations

have used the Poverty Probability Index (PPI) to measure household poverty, allowing them to track and improve their services

since 2006.







Ghana | Augustina Twenewaa and her son Ampabene in their village.





Type of funding

Contributions and grants	54.6%
Program revenues	15.6%
Government grants	20.3%
 Interest and investment income 	0.9%
In-kind contributions	7.9%
Other income	0.7%



Total expenses

Programs	66%
 Management and general 	30%
Fundraising	4%



Program expenditures

Financial services	42%
 Health & agricultural services 	20%
Strengthening organ	izations 17%
Regional programs	13%
Public education	8%

Consolidated Statement of Activities

(July 2018 - June 2019)

Support and revenue

otal support & revenue	8,921,976
ther income	60,842
-kind contributions	704,893
terest and investment income	82,176
overnment grants	1,809,410
rogram revenues	1,390,525
ontributions and grants	4,874,130

Expenses

Program services

Financial services	3,095,533
Health & agricultural services	1,503,975
Strengthening organizations	1,254,856
Regional programs	972,194
Public education	616,545
Total program services	7,443,103

Supporting services

Management and general	3,448,078
Fundraising	438,928
Total supporting services	3,887,006
Total expenses	11,330,109
Changes in net assets before other items	(2,408,133)

Other items

Program related investments gain	140,827
Foreign exchange rate loss	(48,851)
Total other items	91,976
Change in net assets	(2,316,157)

Grameen Foundation Leadership

Executive Officers

Steve Hollingworth President and CEO

Lauren Hendricks Executive Vice President, Program Strategy and Institutional Relations

Jeanne Schwartz Vice President, Fundraising, Marketing and Communications

Conan Wickham Director, Finance

Mary Soper CFO

Foundational Leadership

Muhammad Yunus Inspiration for the Grameen Foundation and founding member of the Board of Trustees

Alex Counts Founder of Grameen Foundation

Board of Directors

Officers

Peter Cowhey Chairman of the Board

Ellen Breyer Treasurer Former President and CEO, Hazelden Foundation

Elisabeth Rhyne Secretary Managing Director of the Center for Financial Inclusion, Accion

Directors

Shantanu Agrawal President & CEO, National Quality Forum

Beverly Morris Armstrong CFO, Atlantic Council

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Carlos Fonseca Senior Vice President of Sales Strategy and Solutioning, Financial Institutions, Insurance, Mastercard

Vikram Gandhi Founder and CEO, VSG Capital Advisors

Art Goshin Founder/President/CEO, HealthyWorld Foundation

William G. Hamm Managing Director, Berkeley Research Group

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Ed Michael Reggie Founder and Managing Director, Future Factory

Grover Thomas Chairman of the Board of Stemlab-Crioestáminal

Marianne Udow-Phillips Director of the Center for Healthcare Research & Transformation, University of Michigan

Juan Vallarino Former Senior Vice President, Employer & Payer Engagement, Hospital Corporation of America

Daniel B. Wolfson Executive Vice President and COO, ABIM Foundation

Emeritus Board Members

Muhammad Yunus Edwin T. Baldridge Peter Bladin Susan Cleary Garratt Susan Davis Bob Eichfeld Paul Maritz David Russell Weldon Wasson Lawrence Youngblood



Philippines | Grameen CEO **Steve Hollingworth** (seated far right) observes a demonstration of how Grameen Community Agents and smallholder coconut farmers discuss data and how to use it to improve their tree's yields.



Philippines | Grameen Community Agent **Melisa** (right) discusses one of the text advisories her client, **Edna**, regularly receives as part of her Grameen digital farming plan.

Bankers without Borders: A shout out to skillanthropists.

Thank you to the volunteers who contributed their time and talent between July 1, 2018 and June 30, 2019.

Amanda Adaire Zarin Ahmed Shiuly Akhter Olufemi Akinpetide Rubayet Alam Nasreen Ali Seun Alowoesin Aaron Anderson Morshadul Arefin Md. Ashaduzzaman Anju Asopa Xan Avendano Jordan Baer Sukumar Barua Naveen Bennur Lianne Berne Segun Bewaji Indrajeet Bhattacharjee Bennett Blancaflor Kristi Bodnaruk Amanda Brown Hannah Cameron Tunisha Chakma Nika Chopra Farhan Choudhury Scott Christensen Colleen Cooke Antoine Daccache Max de la Fargue Joe Donaghue Adebimbola Faminu

Evan Fox Eric French Vishal Gandhi Alejandro García-Salmones Martínez Allison Garman Scott Graham Laura Griffin Madhu Gumballi Karan Gupta Md Mahfuzul Haque Doreen Huang Nicholas Humann Kathy Hunt Zebradedra Hunter Chinelo Ifeji Katya Johns Daniela Kaegi Felicia Kelly Minhajur Rahman Khan Md Saifur Rahman Khan Carlton Klein Michael Kohn Miroslava Kovacova Stacey Kruckel Sid Lahiri Janavi Lakshmi Narasimhan Joshua Lau Vivian Li Alex Liao

Jessica Lin Tony Lo Peter Lu Faria Mahbub **Dmitry Manning-Coe** Darnell Marescot Selena Martin **Cooper Meeks** Jessica Menelon Md. Sharif Mia Lily Milisits **Cheryl Miller** Rolf Moes Jonny Mowlem Oliwia Nadarzynska Balamurali Nandhi H M Neazi Maiko Nicklos Larissa Oliphant Clifford Oliver Julia Orlando Paola Pacheco Kyle Pahowka Rajesh Palaria Pranav Pandit Cara Parrella Yasara Perera Marsine Perry Shamima Pervin Amanda Potter Chaka Purdie

Raghavendra Rachamadagu Andrea Ranton Kara Rosas Robert Rout Marco Rudin Burcu Sagiroglu Jocelyn Sandberg Sylvia Sedrak Michael Shafer Md. Shaon Shahid Dipa Sharif Vaishant Sharma Samantha Shimer Steve Shin Aarthi Shivakumar Luke Sifleet Clara Steiner Tim Stevens Kelly Sullivan Ayesha Tahir Md Nahid Tanveer Windi Tapawan **Nicole Thomas** Tony Timmons, MBA James Tsim Princia Calida Vas Abhilash Vishwanathula Daniel Wang Samina Yasmin Amber (Ying) Zhang

With your help, we can do more.

Thanks to our donors and partners, Grameen Foundation has, since 2016, impacted more than 12 million people living in poverty. With 600 million people still struggling in extreme poverty, there's much work yet to do. Here are ways you can help us develop and deliver solutions to give them the tools they need to lift themselves, their families, and their communities from poverty.

Give Today

Visit GrameenFoundation.org to make a gift in support of our fight against poverty. Your gifts are fully tax-deductible to the extent allowed by law.

Give at Work

Many companies generously support their employees' philanthropic causes. Learn how you can designate Grameen Foundation in your workplace matching gifts program at GrameenFoundation.org.

Grameen Foundation Legacy Society

Make a planned gift by designating Grameen Foundation as a beneficiary in your will, retirement plan or life insurance policy. You'll help poor families build new futures, while simultaneously reducing your estate and income taxes. For more information, visit GrameenFoundation.org.

Volunteer

Join our Bankers without Borders® volunteer corps and use your professional skills (regardless of your field of expertise) on projects to help the world's poorest-whether on location or from your desk. Learn more at BankerswithoutBorders.com.



Join us on our social networks.

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Grameen



YouTube





Grameen goal set in 2016 to empower

25 million people by 2025 With help of our partners, Grameen has reached

12,910,652 since 2016 Grameen has worked with

155 partner organizations since 2016

About Grameen Foundation.

Grameen Foundation is a global nonprofit whose mission is to enable the poor, especially women, to create a world without poverty and hunger. In collaboration with our partners, we harness the power of digital data to create tech-forward tools for self-sufficiency and deliver them through local Community Agent networks. The Grameen Foundation Model is transformational regardless of Internet access, smartphone ownership or the ability to read.

Visit GrameenFoundation.org. Follow us on Twitter, Instagram, YouTube. Like us on Facebook.

