

**CGAP** advocates networks as an effective means for donors to engage in microfinance. Donors with limited staff or technical capacity can leverage their time and funds by investing in well-managed networks that may be in a better position to provide direct financial and technical assistance to MFIs. Networks have played a critical role in developing standards, practitioner exchange, mutual accountability, wholesaling funds and providing technical services. But the term “network” encompasses organizations with as many differences as similarities, and many people are confused by the variety and diversity of networks. The network support organization self-profile highlights key dimensions of network operations and then differentiates the features by charting them along a series of spectrums. The profile was developed with network leaders in a consultative process launched at a workshop sponsored by SEEP and CGAP in October 2002 and continuing through June 2003.

**PRO MUJER**

**I. Overview**

(Fiscal year 2002\*)

|  |  |
|--|--|
| <p><b>A. Mission Statement for network support organization (NSO)</b><br/> <i>(Please include gender, target clients and geographic scope)</i></p>   | <p>To empower women in Latin America to break the cycle of poverty and to become more effective in their multiple roles as mothers, wives, income earners and community members.</p>   |
| <p><b>B. Description of partners/members/affiliates</b><br/> <i>(Depending on the relationship between the network and the organizations it works with, different terms are used to describe this relationship. For the purposes of this profile, partner will represent all of these relationships including members and affiliates.)</i></p> | <ul style="list-style-type: none"> <li>- PRO MUJER Bolivia (PMB) is the founding program, established in 1990. It has operations in six departments of Bolivia. It plays a key role in providing technical assistance to new Pro Mujer programs.</li> <li>- PRO MUJER Nicaragua (PMN) is Pro Mujer’s first replication outside of Bolivia, established in 1996. PMN operates in four departments of Nicaragua.</li> <li>- PRO MUJER Peru (PMP) was established in 1999 and is incorporated as a Peruvian NGO in 2002. It operates in three cities and the south of Peru.</li> <li>- PRO MUJER Mexico (PMM) was incorporated as a Mexican NGO in 2001 and began operations in April 2002 in the city of Tula (State of Hidalgo).</li> </ul> |
| <p><b>C. Number of partners</b></p>  | <p>4</p>   |
| <p><b>D. Number of full-time staff of the network support organization</b></p>   | <p>5</p>   |
| <p><b>E. Percentage of partners with positive Return on Assets (ROA)</b></p>   | <p>75% as of December 2002 (PMB: 1.3%; PMN: 0.8%; PMP: 4.36%; PMM: -32%)</p>   |
| <p><b>F. Total active clients of partners</b></p>  | <p>74,259 as of December 2002 (PMB: 41,609; PMN: 15,731; PMP: 14,352; PMM: 2,537)</p>  |

\*Networks will have the option to update their own profiles on the MIXMarket in early 2004. Go to <http://www.mixmarket.org/en/partners/partners.quick.search.asp> for the latest information.

## II. CORE BUSINESS MODEL

### A. ORGANIZATIONAL FOCUS



### B. OWNERSHIP/GOVERNANCE ROLE of network support organization with its partners



### C. GOVERNANCE of the network support organization and partner involvement



### D. STATUS OF PARTNERS AT ENTRY



## III. OPERATIONS

### A. GEOGRAPHIC FOCUS



### B. REGIONAL PRESENCE: Areas where the network support organization operates and/or has partners

(Indicate number of partners in each region)

| Sub-Saharan Africa | Asia | Latin America | Eastern Europe, Central Asia, NIS | Middle East, North Africa | North America Western Europe |
|--------------------|------|---------------|-----------------------------------|---------------------------|------------------------------|
|                    |      | 4             |                                   |                           |                              |

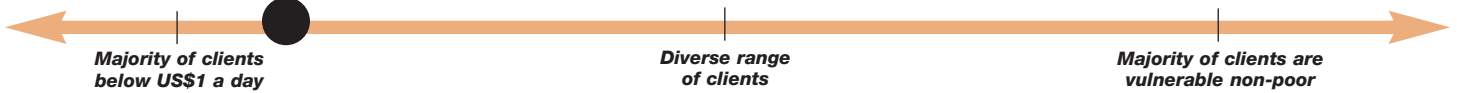
### C. PARTNER LEGAL STATUS

(Indicate number of partners in each category and differentiate between regulated and unregulated)

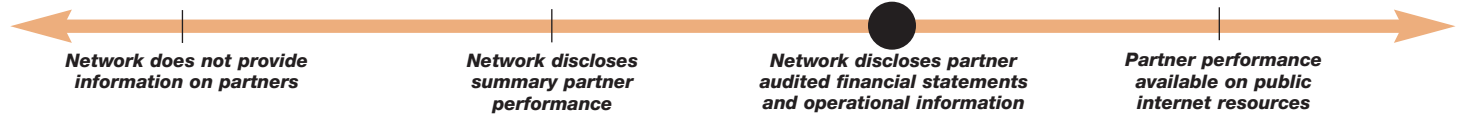
| Project/informal |             | Foundation & NGO |             | Cooperative |             | Non-bank finance inst. |             | Bank (mf focus) | Bank (traditional) |
|------------------|-------------|------------------|-------------|-------------|-------------|------------------------|-------------|-----------------|--------------------|
| Regulated        | Unregulated | Regulated        | Unregulated | Regulated   | Unregulated | Regulated              | Unregulated |                 |                    |
|                  | 2           |                  | 2           |             |             |                        |             |                 |                    |

III. OPERATIONS CONT.

**D. TARGET CLIENTS of Partners at time of initial entry**



**E. INFORMATION ABOUT PARTNERS including financial performance and outreach**



**F. NETWORK-WIDE STANDARDS on performance including membership criteria and minimum standards of performance**



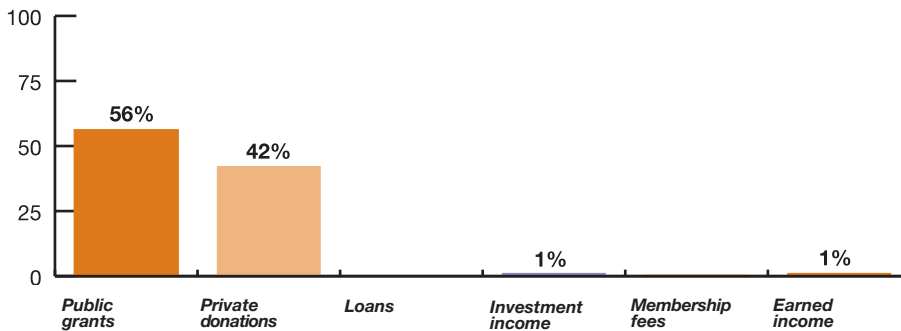
**G. IMPLEMENTATION OF STANDARDS**



**H. CONCENTRATION OF RELATIONSHIP**

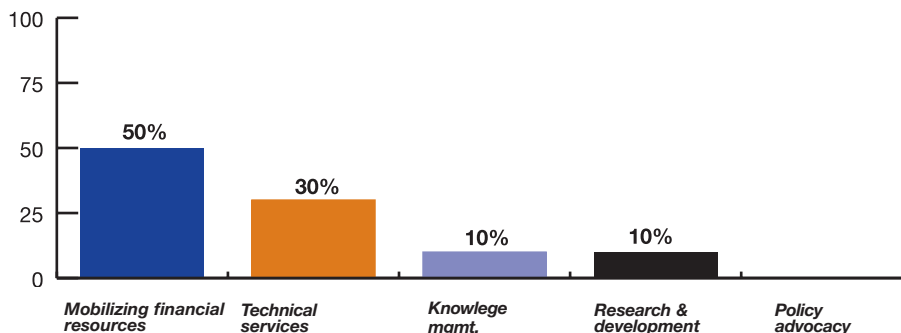


**I: NETWORK SUPPORT ORGANIZATION SOURCE OF FUNDS**



IV. SERVICES

**A. LEVEL OF EFFORT committed directly by the network support organization to its partners**



IV. SERVICES CONT.

**B. MOBILIZING FINANCIAL RESOURCES FOR PARTNERS**



**C-1. TECHNICAL SERVICES: Types of technical services offered to network partners. Technical services refers to consultancy, training, advisory services etc. (Indicate percentage of effort per topic for last FY)**

| Institution Start-ups | Transform to FFI | Product dev. & roll out | Human Resource Development | Information Technology | Strategic Planning | Efficiency & Re-engineering | Financial Analysis & Rating | Other |
|-----------------------|------------------|-------------------------|----------------------------|------------------------|--------------------|-----------------------------|-----------------------------|-------|
| 40                    |                  | 20                      |                            | 10                     | 10                 |                             | 20                          |       |

**C-2. COST COVERAGE FOR TECHNICAL SERVICES**



**C-3. TECHNICAL SERVICES (TS) DELIVERY:**



**D. KNOWLEDGE MANAGEMENT: Opportunities for transferring lessons learned within the network to other network partners and the broader microfinance industry (Check all the appropriate boxes)**

| Task Force/ Working Group | Case studies | Technical guides | Staff exchanges | Listserve/ virtual mtg. | Website-external | Newsletter | Other |
|---------------------------|--------------|------------------|-----------------|-------------------------|------------------|------------|-------|
| X                         |              |                  | X               |                         | X                | X          |       |

**E. RESEARCH AND DEVELOPMENT: innovation, research and piloting new products (Check all the appropriate boxes)**

| Clients | Products | Operations | Technology | Other |
|---------|----------|------------|------------|-------|
|         | X        |            | X          |       |

**F. POLICY ADVOCACY: Engagement of network support organization staff and partners in policy advocacy with national governments and bank supervisors.**

