

# PROJECT STATUS REPORT (FINAL)

JULY 2018 - DECEMBER 2018

## SECTION 1: PROJECT SUMMARY

**PROJECT NAME:** Rural finance partnership for Latin America and the Caribbean

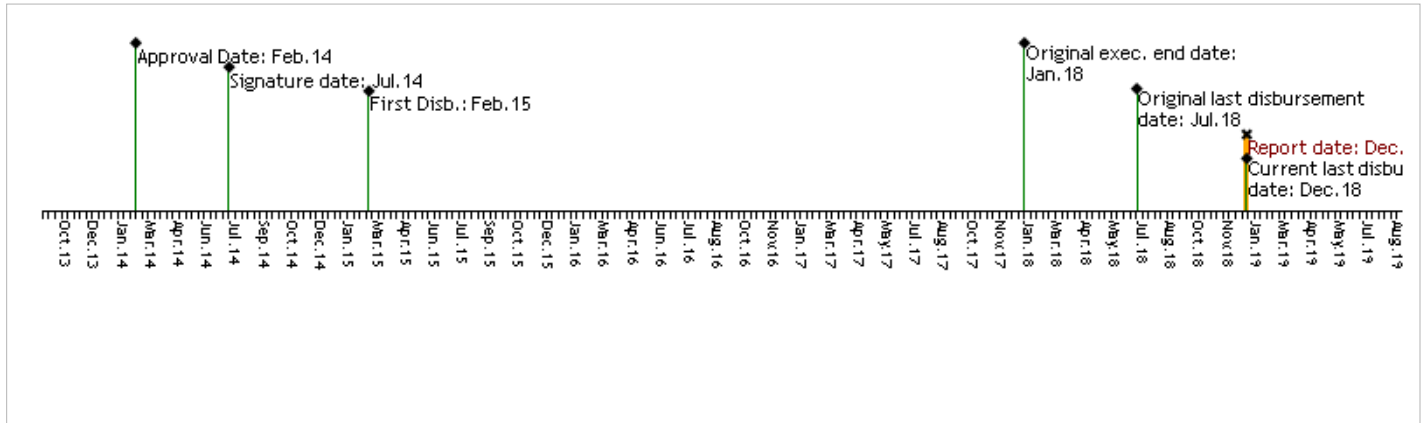
Project Number: RG-M1230 - Project Num.: ATN/ME-14307-RG

**Purpose:** Increase outreach and improve the capacity (operational and financial) of selected MFIs in LAC to provide adequate sustainable financial services catering the needs of rural poor and low income population

Country Admin	Country Beneficiary	Group	Subgroup
UNITED STATES	COLOMBIA, ECUADOR, GUATEMALA, MEXICO, PERU	MIC - Microenterprise Development	MFIN - Microfinance

**Executing Agency:** INCOFIN INVESTMENT MANAGEMENT COMM VA **Design Team Leader:** GABRIELA TORREZ  
**Supervision Team Leader:** GABRIELA TORREZ

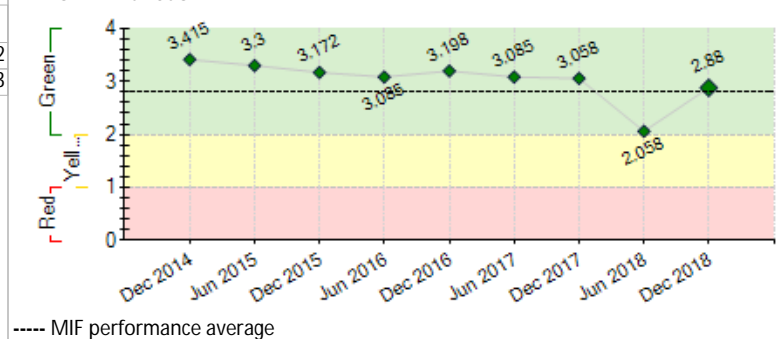
### PROJECT CYCLE



### FUNDS

	Approved	Cancelled	Disbursed
FOMIN	\$1,000,000.00	\$97,009.98	\$902,990.02
Counterpart	\$820,000.00	\$0.00	\$720,648.13

### PERFORMANCE SCORE



## SECTION 2: RESULTS AND ACHIEVEMENTS

### Performance once project is completed

15 Institutions involved in 12 projects are currently benefiting from the RFP. 12 MFIs: Crezcamos (Colombia); Ed. Alternativa and Fondesurco (Peru); FUNDEA (Guatemala); Fundeser, FDL, Fundenuse and Micrédito (Nicaragua); Enlace and SAC Integral (El Salvador); Sembrar Sartawi (Bolivia); Insotec (Ecuador) and 3 Producer Organizations (POs): COCAFELOL and COCAFAL (Honduras); UCA San Juan (Nicaragua). These Institutions serve 444k clients through a 695M USD loan portfolio. Out of the total MIF committed budget, USD 833k has been allocated as follows: 44% to product development, 15% to SPM, 13% to ADC, 9% to knowledge sharing and 19% to org. development. Main challenges include: i) ensuring timely implementation, ii) identifying innovative and impactful projects, iii) involving other actors, such as POs and tech. and insurance companies to explore new paths to financial inclusion. 10 of the 12 projects have been finalized. 7 MFIs have designed/piloted new products to reach rural and agricultural clients. 3 MFIs are exploring new delivery channels to attend rural areas and 6 MFIs are improving their SPM and outcomes measurement practices. 2 MFIs have strengthened risk management frameworks and 3 POs have revised their lending methodology to provide greater access to finance to their members. 3 regional workshops have been held to showcase RFP achievements and share best practices. The Executing Agency will continue working to successfully finalize the 2 ongoing projects and disburse the remaining counterpart contributions.

2 projects remain ongoing: i) **Fundeser, Insotec and Sembrar Sartawi** will undertake independent social ratings to measure improvements in SPM; ii) **SAC Integral** is developing a mobile application to increase operational efficiency and maximize outreach to rural clients.

**Comments from the Supervision Team Leader**

The purpose of the project has been achieved satisfactorily. According to the final evaluation, 21000 rural clients benefitted with new financial products, 7 MFIs improved risk management, 5 MFIs improved Social Performance, 4 MFIs improved client protection/over-indebtedness practices, 4 MFIs tried innovative channel strategies. These outcomes clearly allowed to increase outreach and improve the capacity of selected MFIs in LAC to provide adequate sustainable financial services in rural areas.

Related to the achievement of the goal, as of the end of the project, out of the 6 new products developed in the project, only 1 was scaled up: the agricultural insurance program which covers three MFIs and indirectly insures 17.800 farmers in Nicaragua. The target was that 40% of new products developed were going to be scaled up (2.4 out of 6). Regarding rural clients growth rate the target was 30% and achievement was 19% meaning a slow pace of growth, although in absolute terms the number of clients grew from 130K to 303K. The partial achievement of outcomes has led to two important lessons learned:

1. Innovation vs. Scale: The final evaluation affirms that there are two distinct pathways MFIs can take to achieve success in financial inclusion, one which aims for innovation and a different pathway that aims for scale. The RFP program's focus on Innovation was more relevant to smaller MFIs as a pathway to differentiation and value creation, whereas scale was achieved by providing a commoditized product through a large or ambitious MFI.

2. Growth rate targets are influenced by a series of factors including market behaviour, climatic disasters, political and economic conditions of each country and did not reflect accurately the goal intended in the project.

The partner INCOFIN Management was evaluated as effective in achieving projected activities and most expected outputs. There were advantages of INCOFIN over IDB managing the program, including its execution capacity and outreach. One-third of MFIs reached had never worked with the IDB.

#### Final evaluation

RFP Program filled a grant funding gap during 2015-2018 to catalyze financial inclusion innovation

Project made a strong impression on participants that social performance and consumer protection matter greatly to investors—and can be a company's differentiating factor with positive bottom-line financial impact

Working through investors is a viable option

Further innovative strategies for project cost-effectiveness could have been considered

In an era of greater industry consolidation and the emergence of new digital-first players, the project showed that small MFIs still matter for financial inclusion

By clustering, small MFIs can be part of delivering innovative solutions at scale

#### Comments from the Supervision Team Leader

Agree with the Evaluators comments

[Final evaluation](#)

<http://mif.iadb.org/file.aspx?DOCNUM=EZSHARE-1790059880-6>

### SECTION 3: INDICATORS

Indicators		Baseline	Planned	Achieved	Percentage
<b>Purpose:</b> Increase outreach and improve the capacity (operational and financial) of selected MFIs in LAC to provide adequate sustainable financial services catering the needs of rural poor and low income population  <b>Classification:</b> High Satisfactory	R.1	Number of MFIs participating in the RFP			
	R.2	0	10	16	0 %
	R.3	0	130000	303826	0 %
	R.4	0	250	452	0 %
	R.5	0	6	2	0 %
		10	10	6.8	0 %
<b>Component 1:</b> Product Development  <b>Weight:</b> 35%  <b>Classification:</b> Satisfactory	C1.1	Number of rural clients of the participating MFIs using new financial products developed by the RFP at the end of reporting period			
	C1.2	0	2500	4619	0 %
	C1.3	0	6	7	0 %
	C1.4	0	2	9	0 %
<b>Component 2:</b> Exploring delivery channels  <b>Weight:</b> 10%  <b>Classification:</b> Satisfactory		0	100	168	0 %
	C2.1	Number of MFIs conducting a feasibility study for innovative delivery channels			
	C2.2	0	3	3	0 %
		0	3	3	0 %
<b>Component 3:</b> Social Performance Management  <b>Weight:</b> 25%  <b>Classification:</b> Very Unsatisfactory	C3.1	Number of RFP MFIs who have developed a SPM/ CPP action plan			
	C3.2	0	6	6	0 %
	C3.3	0	4	4	0 %
	C3.4	0	5	5	0 %
		0	4	4	0 %

**Component 4:** Capacity building in specific areas**Weight:** 15%**Classification:** Satisfactory

<b>C4.11</b>	Number of RFP MFIs that adopted and/or adjusted risk management practices	0	3	4	0 %
<b>C4.12</b>	Number of RFP MFIs that adopted new human resources best practices/ governance practices	0	3	3	0 %

**Component 5:** Knowledge Management and Strategic Communication**Weight:** 15%**Classification:** Satisfactory

<b>C5.11</b>	Number of Regional workshops	0	3	3	0 %
<b>C5.12</b>	External event of dissemination	0	1	1	0 %
<b>C5.13</b>	Number of people attending the events	0	50	122	0 %

Milestones	Planned	Due Date	Achieved	Date of achievement	Status
<b>M1</b> Conditions Prior	1	Jan 2015	1	Jul 2014	Achieved
<b>M1</b> Signature of 2 TA agreements	2	Jul 2015	4	Apr 2015	Achieved
<b>M2</b> Signature of 5 TA agreements (cumulative)	5	Jul 2016	5	Aug 2015	Achieved
<b>M3</b> Participant MFI actively implementing the SPM action plan	1	Jul 2016	3	Jun 2016	Achieved
<b>M4</b> Participant MFIs that adopted and /or adjusted risk management practices/department	1	Jul 2016	1	Jun 2016	Achieved
<b>M5</b> Three pilot testing of products launched	3	Jan 2017	3	Jun 2016	Achieved
<b>M6</b> Signature of TA Agreements (cumulative)	9	Jul 2017	15	Dec 2016	Achieved
<b>M7</b> Number of rural clients using the new financial products developed	375	Jul 2017	375	Jun 2016	Achieved
<b>M9</b> Number of participant MFIs that are actively implementing the SPM action plan	3	Jan 2018	6	Dec 2017	Achieved
<b>M10</b> Number of participant MFIs that improved at least one level in the ECHOS tool assessment	4	Jan 2018	4	Dec 2017	Achieved
<b>M12</b> Number of clients benefitted of the new products rolled out	2000	Jan 2018	4619	Jul 2018	Achieved
<b>M8</b> [*] Number of regional workshops with the RFP participant MFIs	2	Jan 2018	2	Oct 2017	Achieved
<b>M11</b> Number of participant MFIs with social rating completed	2	Jul 2018	2	Jan 2017	Achieved

[\*] Indicate that the milestone has been reformulated

**CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE***[None reported in this period]***SECTION 4: RISKS****CRITICAL RISKS MANAGED DURING IMPLEMENTATION**

1. External risks in terms of political, economic and financial downturns might be an issue of concern, including changes in the microfinance business enabling environment (new Laws, regulation procedures relating to the microfinance industry), financial crisis that affect liquidity/returns/portfolio quality in countries, as well as economic crisis in the real sector affecting agro related or rural markets and lack of security in rural areas.

**Level:** Low**Responsible:** Project Guest**Status:** In effect

**Comments:** The risk of economic and financial downturns continues being relevant in the region. As outlined in the IMF website, uncertainties dominate across Latin America and the Caribbean. Regional growth is projected at just 1½ percent, about the same low rate as in 2014 and almost 1 percentage point below IMF projections. Investment. In the case of Peru, weak exports and investment have driven a sharp recent slowdown. Nonetheless, the outlook for Central America has improved as a result of lower oil prices and the robust U.S. recovery. As outlined by the IMF, growth in Latin America and Caribbean dropped below 1 percent in 2015 and modest recovery is expected in 2016.

**PROJECT RISK LEVEL:** Low **TOTAL NUMBER OF RISKS:** 5 **IN EFFECT RISKS:** 1 **NOT IN EFFECT RISKS:** 0 **MITIGATED RISKS:** 4**SECTION 5: SUSTAINABILITY****Likelihood of project sustainability after project completion:** P - Probable

According to the final evaluation, eleven of the 15 participating institutions (73 percent) said one of the biggest benefits of participating in the RFP project was that it helped them acquire new technical capacity at their institution. Even for institutions that did not deliver short-term results, the technical capacity they acquired is a sustainable investment that will pay off, but there's a risk some projects won't be sustainable if the MFIs themselves don't survive. Smaller MFIs face difficult competitive environments and may not all survive. Sixty percent of the institutions that participated in the project were small, with loan portfolios under US\$50 million. These smaller MFIs saw the TA as essential to their survival strategy, given that they are competing with larger players. It was the very smallest MFIs in the project that were most likely to receive TA under Component #4: Organizational Strengthening, which delivered needed capacity-building to help these MFIs.

**CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY***[None reported in this period]***Actions related to sustainability which have been implemented:**

Main actions to assure the sustainability of the RFP program include:

- Accurately select expert consultants who are attuned to the realities of MFIs and POs.
- Devote a great focus on learning, knowledge sharing, training and coaching on the job to empower beneficiary staff and build their capacities.
- Promote a collaborative environment between the beneficiary staff and consultants in order to assure a fruitful cooperation and high quality, practical outputs that fit beneficiaries' strategy and operations.
- Understand the experience of TA beneficiaries and share with a broader audience.
- Focus on projects that truly impact beneficiary performance and capacity to better serve clients.
- Focus on projects that are highly innovative and can effectively respond to changing trends in the industry.
- Involve different types of actors, such as POs and technology and insurance providers and explore different channels to promote financial inclusion in the rural and agricultural sectors.

[Sustainability Plan](#)

## SECTION 6: KNOWLEDGE

Lessons learned	Relative to Design	Author
1. Both innovation and scale can be achieved together by grouping MFIs into clusters. Some innovations require too much investment for small MFIs. Additionally, when partnering with third-party vendors or underwriters, small MFIs often have limited leverage and may be excluded from partnership opportunities. However, much innovation today in financial inclusion comes from partnering with mobile phone companies, payment channels, insurers, and others to offer low-income households convenient, useful and competitively priced products. Small MFIs can be grouped together for high-scale impact. In the case of the agricultural insurance project in Nicaragua, which required scale to engage insurers and reinsurers, offering a product through multiple MFIs was most effective. Other similar interventions might include the development of digital channels or shared apps or infrastructure.	Design	Torrez, Gabriela [MIF]
2. Projects with smaller institutions should focus on increasing profitability by delivering customized, client-centric projects. These innovations will be frustrated by a focus on scale, but could drive profitability, client value, and innovation lessons. A major lesson from the RFP program is that in mature microfinance markets, small institutions cannot compete with the same commoditized products as Tier I MFIs. Instead, they need to differentiate themselves in a niche market with a unique value-added offering, such as integrating new financial and non-financial services, focusing on profitability, not scale, often with higher margin products. These can only be effective if they are valued, and thus must allow for customers' own progress out of poverty. Small MFIs are well-suited to do this kind of innovation, because they have more staff per customer, are typically closer to customers in their niche markets than large Tier I MFIs, and are less likely to effectively reach scale.	Design	Torrez, Gabriela [MIF]
3. Technical assistance objectives should be tailored to scalable solutions for those larger, ambitious players that need to work on the most effective levers to drive scale. Greater segmentation and sophistication in matching projects to MFI strategies would be useful. Until technology further develops to allow greater customization with scale, these two approaches conflict with each other strategically and should be targeting two different groups of MFIs. Larger MFIs seeking scale will be distracted and resource constrained by projects to develop niche products such as Crezcamos' housing loans. Projects aiming for scale, such as Alternative Delivery Channel projects, speak more to the cost structure and ambitions of these larger Tier II MFIs (see case study on Crezcamos). Thus, larger MFIs seek to deliver simple, commoditized products, not niche innovations.	Design	Torrez, Gabriela [MIF]
4. Working with investors can be an effective and efficient approach to supporting MFIs, in the absence of resources and infrastructure at IDB Lab to manage these programs. Incofin's role managing the RFP program showed there are some specific advantages to having an investor manage a TA facility	Implementation	Torrez, Gabriela [MIF]
5. - Continuity in the project coordinator is a challenge both at the MFI/PO and Executing Agency levels. Having a steering committee that follows-up on the project or fall-back champion to provide support can be beneficial. - Payments to the consultants should be conditional to the approval of the deliverables in order to assure outputs of sufficient quality and utility for the MFI/PO. - During the procurement process, conducting interviews with new consultants is recommended. Expanding the database of experts with references to past projects can help to guide future procurements. - External market conditions, the socio-economic/political situation of clients and new issues such as climate changes could affect the success and results of the program. The design of new financial products and services should take these variables into account, integrating risk assessment and mitigation measures to support the beneficiaries to cope with unpredictable events.	Risk	Amatucci, Ludovica
6. - Design TA projects that fit within the strategy and operations of the MFI/PO, positioning them to better serve clients and respond to market trends (evaluate whether to pursue the strategy of innovation vs. scale based on the profile of the MFI and their growth strategy). - It is key that the MFI/PO perceives the TA project as highly useful to improve its overall performance. This will entail full commitment throughout the project cycle and will imply a practical use of the deliverables developed. - Determine whether the MFI/PO has the necessary financial and human resources not only to endorse the project, but also to roll it out. - The Consultants should focus on transferring key knowledge through a participative process, thus transferring competences and skills which might be used by the MFI/PO to replicate similar assignments. Moreover, the consultants should involve staff at all institutional levels, from Management to field staff in order to facilitate sustainable improvement	Sustainability	Amatucci, Ludovica
7. - It is fundamental to have a prepared and grounded project champion within the MFI/PO who properly manages the relationship with the consultants. The project champion should centralize feedback and decision-making for the approval of the deliverables. - Close monitoring is essential. It is important to put in place a monitoring plan, have monthly calls, update the work plan on a regular basis, assure the involvement of the investment manager, and follow-up on progress of the log frame. - The consultants and the beneficiary should maintain open communication, allowing them to closely collaborate and exchange information in a timely manner. - It is essential to secure buy-in from BOD and management from the outset of the project so that all parties are aligned and to facilitate decision making at critical junctures (esp. for product development and SPM). Establishing and communicating the "business case" for the intervention also helps in this regard.	Implementation	Amatucci, Ludovica
8. - Designing projects involving several MFIs/POs can be an effective strategy to: i) share experiences and best practices, ii) grasp lessons learned and insights from different institutional and country contexts, iii) create economies of scale. - Projects that seek to implement new products or delivery channels take more time. Work plan estimates should be more conservative and allot time for conducting workshops with various stakeholders to ensure all fully understand the implications and are aligned. - It might be beneficial to finance a standalone diagnostic exercise carried out by an external expert to ensure feasibility of the project and/or have more flexibility to course correct later in the project. - Clustering smaller MFIs together into 1 project can help achieve both innovation and scale.	Design	Amatucci, Ludovica

Indicate which are the main products of the project, where they can be found, and how they could be "shared" with other entities or similar projects.

Project Summary Agroclimatic Insurance Nicaragua, included below can be shared with IDB and publicly.

### Main products of the project

[Jul 2014] RF-M 1230- Lineas Directrices PPT (Marketing materials/communication)

**Author:** Incofin IM

[Jan 2015] RG-M1230-Reglamento Operativo Programa ADEFIR (Handbooks/Procedure guides)

**Author:** Incofin IM

[May 2015] Crezcamos CRM Presentacion diagnostico (Handbooks/Procedure guides)

**Author:** SYGOES

[Jun 2015] ATN/ME-14307-RG-1 1 Reporte de Diagnostico Proyecto de Relacionamiento y Fidelización de Clientes Crezcamos (Methodologies/training materials)

**Author:** SYGOES

[Jul 2015] ATN/ ME 14307-1 Formulario de Solicitud (Handbooks/Procedure guides)

**Author:** Incofin IM

[Jul 2015] Estrategias de Relacionamiento Proyecto de Relacionamiento y Fidelización De Clientes (Handbooks/Procedure guides)

**Author:** SYGOES LLC

[Jul 2015] Informe de visita preliminar (Handbooks/Procedure guides)

**Author:** Carlos I. Membreño, Gerardo Mendieta,, Jose Luis Agüela Palmieri

[Jul 2015] Estudio de diagnóstico de la Oferta (Handbooks/Procedure guides)

**Author:**

[Aug 2015] ATNME-14307-1-2- 1 Informe de Diagnóstico Proyecto de Desarrollo del Programa de Educación Financiera (Methodologies/training materials)

**Author:** Business Improvement SAC

[Aug 2015] Metodología para la Pre – identificación de Cadenas de Valor - FUNDEA (Methodologies/training materials)

**Author:** PARITY CONSULTORES BOLIVIANOS S.R.L.

[Aug 2015] Pre-Identificación de Cadenas de Valor Agrícolas para el Desarrollo de Productos Financieros Rurales (Methodologies/training materials)

**Author:** PARITY CONSULTORES BOLIVIANOS S.R.L.

[Sep 2015] REPORTE DE ESPECIFICACIONES FUNCIONALES (Handbooks/Procedure guides)

**Author:** SYGOES LLC

[Sep 2015] MEDIDORES DE RELACIONAMIENTO Y RETENCION PARA EL PROYECTO CRM (Handbooks/Procedure guides)

**Author:** SYGOES LLC

[Sep 2015] INFORME EJECUTIVO Estudio de Demanda cuantitativo y cualitativo (Handbooks/Procedure guides)

**Author:**

[Sep 2015] Diagnostico Institucional (Handbooks/Procedure guides)

**Author:** PARITY CONSULTORES BOLIVIANOS S.R.L.

[Sep 2015] Diez estudios de factibilidad para la apertura de nuevas agencias (Handbooks/Procedure guides)

**Author:** Consorcio de Organizaciones Privadas de Promoción al Desarrollo de la Micro y Pequeña Empresa COPEME

[Oct 2015] Analisis Comparativo de la Cadena de Valor del Cafe, Brocoli and (Methodologies/training materials)

**Author:** PARITY CONSULTORES BOLIVIANOS S.R.L.

[Oct 2015] REPORTE DE ESPECIFICACIONES FUNCIONALES Matriz de Segmentación (Methodologies/training materials)

**Author:** SYGOES LLC

[Oct 2015] Calificación Institucional de Edpyme Alternativa (Technical publications)

**Author:** Microrate

[Oct 2015] Calificación Social de Edpyme Alternativa (Technical publications)

**Author:**

[Oct 2015] HALLAZGOS FINALES del Estudio de Mercado y estrategias para el desarrollo de producto (Handbooks/Procedure guides)

**Author:** Carlos I. Membreño, Gerardo Mendieta, Jose Luis Agüela Palmieri

[Nov 2015] Estrategia de Asistencia Técnica e Ingreso a Nuevos Mercados en el Contexto del Fortalecimiento de la Cadena de Valor de Papa en Sololá (Handbooks/Procedure guides)

**Author:** PARITY CONSULTORES BOLIVIANOS S.R.L.

[Nov 2015] Resultados de la Investigación de Mercado -Cadena de valor del Café (Methodologies/training materials)

**Author:** PARITY CONSULTORES BOLIVIANOS S.R.L.

[Nov 2015] Resultados de la Investigación de Mercado del Brócoli (Methodologies/training materials)

**Author:** PARITY CONSULTORES BOLIVIANOS S.R.L.

[Nov 2015] Crezcamos - Programa EF (Handbooks/Procedure guides)

**Author:**

[Dec 2015] Estrategia de Producto y Plan de Marketing para Crédito de Cadena de Valor de Brócoli (Handbooks/Procedure guides)

**Author:** PARITY CONSULTORES BOLIVIANOS S.R.L.

[Dec 2015] Estrategia de Producto y Plan de Marketing para Crédito de Cadena de Valor del Café Organico (Handbooks/Procedure guides)

**Author:** PARITY CONSULTORES BOLIVIANOS S.R.L.

[Dec 2015] Estudio de Segmentación de Mercado para la Cooperativa de Ahorro y Crédito Fondesurco (Handbooks/Procedure guides)

**Author:** AURUM S.A.C.

[Dec 2015] Lanzamiento del Proyecto de captaciones de FUNDESER (Handbooks/Procedure guides)

**Author:** Susana Barton

[Dec 2015] Avance de Resultados Estudio de Mercado de Captaciones (Handbooks/Procedure guides)

**Author:**

[Dec 2015] Prototipos de Dos Nuevos Productos Financieros para Cadenas de Valor (Handbooks/Procedure guides)

**Author:** PARITY CONSULTORES BOLIVIANOS S.R.L.

[Jan 2016] Análisis de Género en las Cadenas de Valor de Brócoli y Café Orgánico en Guatemala dentro el Contexto del Proyecto de Financiamiento de Cadenas de Valor (Methodologies/training materials)

**Author:** Parity Consultores Bolivianos S.R.L.

[Jan 2016] PRODUCTOS FINANCIEROS PARA CADENAS DE VALOR AGROPECUARIAS. CAPACITACIÓN PARA EL LANZAMIENTO Y COMERCIALIZACIÓN (Methodologies/training materials)

**Author:** PARITY CONSULTORES BOLIVIANOS S.R.L.

[Jan 2016] Manuales de Procedimientos para Dos Productos Financieros para Cadenas de Valor Agropecuarias (Café Orgánico y Brócoli) (Handbooks/Procedure guides)

**Author:** PARITY CONSULTORES BOLIVIANOS S.R.L.

[Jan 2016] Rural finance partnership for Latin America and the Caribbean (Project Fact Sheet)

**Author:** Milena Leoni

[Feb 2016] Crezcamos - CANALES ACTUALES (Handbooks/Procedure guides)

**Author:**

[Apr 2016] Crezcamos - Diagnostico Institucional AFMV (Handbooks/Procedure guides)

**Author:**

[Apr 2016] Crezcamos - CRM Guia para Manejar la Experiencia del Cliente (1) (Methodologies/training materials)

**Author:**

[Apr 2016] Crezcamos - CRM Guia para Manejar la Experiencia del Cliente (2) (Methodologies/training materials)

**Author:**

[Apr 2016] Crezcamos - CRM Guia para Manejar la Experiencia del Cliente (3) (Methodologies/training materials)

**Author:**

[Apr 2016] Crezcamos - CRM Guia para Manejar la Experiencia del Cliente (4) (Methodologies/training materials)

**Author:**

[Apr 2016] Crezcamos - CRM Taller de Experiencia del cliente (Methodologies/training materials)

**Author:**

[May 2016] Fundeser - Propuesta de estructura recomendada para la oferta de products de captación y estimacion preliminar de impactos (Handbooks/Procedure guides)

**Author:**

[May 2016] Fundeser - Propuesta de los prototipos de productos de captación (Handbooks/Procedure guides)

**Author:**

[May 2016] Fundeser - Reporte de calce financiero actual (Handbooks/Procedure guides)

**Author:**

[May 2016] Fundeser - Reporte de tasas pasivas internas y externas (Handbooks/Procedure guides)

**Author:**

[May 2016] Fundeser - Diagnóstico de los products de captación en el entorno (Handbooks/Procedure guides)

**Author:**

[May 2016] Fundeser - Diagnóstico integral (Handbooks/Procedure guides)

**Author:**

[May 2016] Edpyme Alternativa - Plan Estrategico 2016-2018 (Handbooks/Procedure guides)

**Author:**

[May 2016] Crezcamos - Sondeo de Mercado del proyecto AFMV (Other)

**Author:**

[May 2016] Crezcamos - Sondeo de Mercado del proyecto AFMV (Other)

**Author:**

[May 2016] Crezcamos - Sondeo de Mercado del proyecto AFMV (Other)

**Author:**

[Jun 2016] Fundea - Reporte sobre el grado de adopcion de la metodologia para llevar a cabo un analisis de cadenas de valor y el desarrollo de (Handbooks/Procedure guides)

**Author:**

[Jul 2016] Fundea - Diagnostico de capacidades (Handbooks/Procedure guides)

**Author:**

[Aug 2016] Crezcamos - EF Guía de capacitación (Methodologies/training materials)

**Author:**

[Aug 2016] Crezcamos - EF PLAN PARA LA MASIFICACIÓN DEL PROGRAMA (Handbooks/Procedure guides)

**Author:**

[Aug 2016] Fundea - Informe final sobre cumplimiento de actividades, objetivos del proyecto (Handbooks/Procedure guides)

**Author:**

[Aug 2016] Fundeser - Guia Técnica de Proceso de Desarrollo de Productos (Methodologies/training materials)

**Author:**

[Aug 2016] Fundeser - PPT Desarrollo de Productos (Handbooks/Procedure guides)

**Author:**

[Aug 2016] Crezcamos - CRM Final Report (Handbooks/Procedure guides)

**Author:**

[Aug 2016] CREZCAMOS - Diseño y formulacion del Modelo de Distribución (Handbooks/Procedure guides)

**Author:**

[Aug 2016] Crezcamos - ESTUDIO DE MERCADO ACTUAL Y POTENCIAL (Handbooks/Procedure guides)

**Author:**

[Oct 2016] Crezcamos - PROTOTIPO AF (Handbooks/Procedure guides)

**Author:**

[Oct 2016] Crezcamos - PROTOTIPO MV (Handbooks/Procedure guides)

**Author:**

[Oct 2016] Fundeser - Informe con los principales resultados de taller de definición del Modelo de Negocio (Handbooks/Procedure guides)

**Author:**

[Oct 2016] Fundeser - Estructura propuesta de fondeo (Handbooks/Procedure guides)

**Author:**

[Oct 2016] Fundeser - Evaluacion de los prototipos en el mercado; Informe de los principales hallazgos y recomendaiones (Handbooks/Procedure guides)

**Author:**

[Nov 2016] Crezacmos - EF Informe FINAL (Handbooks/Procedure guides)

**Author:**

[Nov 2016] Crezcamos - CAPACITACION AFP (Methodologies/training materials)

**Author:**

[Nov 2016] Crezcamos - CAPACITACION MV (Methodologies/training materials)

**Author:**



[Nov 2016] Crezcamos - Protocolo Piloto AFP (Handbooks/Procedure guides)

**Author:**

[Nov 2016] Crezcamos - Protocolo Piloto MV (Handbooks/Procedure guides)

**Author:**

[Nov 2016] Crezcamos - Alternativas y Hoja de Ruta (Handbooks/Procedure guides)

**Author:**

[Nov 2016] Crezcamos - CRM Estrategias de R CRM (Handbooks/Procedure guides)

**Author:**

[Dec 2016] Fundea - Plan de replicacion (Handbooks/Procedure guides)

**Author:**

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