



pro mujer

2010/2011
ANNUAL REPORT

CREATING OPPORTUNITIES. EMPOWERING WOMEN





dear friend,

Over the course of 2010 and 2011, we continued to make tremendous strides in streamlining, centralizing and strengthening all levels of our organization, a process that has resulted in numerous pivotal achievements.

Most importantly, we reached a major milestone having cumulatively disbursed more than US\$1 billion dollars in small loans and reached 1.6 million women and 6.4 million children and family members. We made this announcement at our annual "Giving Women Credit" benefit in October of 2011, an event that has both raised our organizational profile, and is a key source of funding to support our work.

We honor and thank all of you - the extended community of Pro Mujer supporters, Board members and staff who are all committed to the empowerment of women and the alleviation of poverty.

Going forward, we have ambitious growth plans. In late 2011, the Board adopted a three-year strategic plan that will enable us to expand the depth and breadth of our services. Our goal is to double the number of strong and hardworking women we serve by 2014. Specifically, we will: deepen the close relationships we have with our clients and employees; develop new and innovative products and services particularly within our health and financial services; expand our reach across the region, especially within Mexico and Peru; and continue to build capacity and strengthen our corporate structure.

The goal of all of these efforts is to provide more women in Latin America - women like Luisa Daniel Pérez, whose inspiring story you will read in the next few pages - with the tools they need to become agents of change. Luisa is a shining example of what is possible when women have access to vital financial, health and human development services that are typically out of their reach, but essential to breaking the cycle of poverty.

Your steadfast support has been instrumental in helping us work towards our vision - a world in which all women realize their value and have the opportunities they need to transform their lives and those of their families. We thank you for your support and ask that you continue to join us for the incredible journey that lies ahead.

Sincerely,

Gail Landis

Chair, Board of Directors

Rosario Pérez

President and Chief Executive Officer

our mission

Pro Mujer provides poor women in Latin America with the means to build livelihoods for themselves and futures for their families through microfinance, business training and health care support.

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Credits

*Editorial Team: Josh Cramer-Montes, Ariel Slaton, Cynthia Maloney
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The view of La Paz from El Alto.



pro mujer

pioneers in women's empowerment in latin america

Dusty, cold, windswept...a whirlwind of color and sound meets the eye. An endless throng of people stroll past countless roadside stands selling everything imaginable under the altiplano sun. Cars, trucks and motorcycles zoom past dilapidated buildings, their tailpipes churning out thick, black smoke.

This is El Alto, Bolivia, where Lynne Patterson, an American, and Carmen Velasco, a Bolivian, founded Pro Mujer in 1990. The two visionary school teachers first crossed paths in 1989 in La Paz, Bolivia, the capital of what remains to this day as one of the poorest countries in Latin America. Both women believed that education and easy and convenient access to basic human services were paramount to helping women break the cycle of poverty. Lynne and Carmen saw that these women were strong and hardworking. They aspired to improve their lives and those of their families. They only needed the right opportunities to do so.

Lynne and Carmen's initial projects helped women develop invaluable life skills in business, health and leadership. They also provided a space where women could connect with one another for mutual support and encouragement. They soon discovered that these women desperately needed access to capital in order to put theory into practice. With a small grant from USAID, Lynne and Carmen added financial services to their health and human development methodology. These services would become Pro Mujer's holistic platform for helping women break the cycle of poverty.

The microfinance movement was burgeoning at that time. Industry leaders told them to forget about the health and human development components and focus solely on microfinance. The two women did not heed this advice. Instead, they replicated their approach in Nicaragua in 1996, established Pro Mujer's international headquarters in New York City in 1997 and continued to enter new countries in an effort to reach

impoverished women in Peru (1999), Mexico (2001) and finally Argentina (2005). With each entry into a new country, Pro Mujer refined and adapted its programs to meet local needs.

As a result of Lynne and Carmen's vision, Pro Mujer is today one of Latin America's premiere development and microfinance organizations for women. Pro Mujer continues to lead the way with its innovative and holistic services, delivered in a safe and supportive social space that provides women with respite from the difficulties they face every day.

Over its more than 20-year history, Pro Mujer has disbursed more than US\$1 billion dollars in small loans that averaged \$407 at the end of 2011. In addition to financial services, such as savings, loans and insurance, Pro Mujer has provided business and empowerment training, preventive health education and primary healthcare services to approximately 1.6 million women and their 6.4 million children and family members.

why we invest in women

Latin America has one of the highest rates of gender inequality and income disparity in the world. Approximately 200 million people—almost one-third of the population—live below the poverty line. Of these, 70% lack access to health services. Almost half of the women over the age of 15 have no income of their own.

Traditional gender roles, discrimination and violence, a lack of access to capital, education, employment and healthcare are inextricably linked and perpetuate poverty. Such inequality is exacerbated by major events such as an economic downturn, political instability or sudden disaster. Despite these challenges, we believe that given access to the right opportunities, women can

become powerful agents of their own success.

Empowering women has a multiplier effect and enormous socioeconomic ramifications. Studies show that women reinvest 90% of their income in the general well-being of their families. When women unlock their potential, families become healthier, better fed and more educated. In-

come grows and savings increase. For these reasons, approximately 97% of our clients are women.

What is true for families is also true for communities and, in the long run, for entire countries. Women are truly a worthy investment—when women thrive, all of society benefits and succeeding generations enjoy a better start in life.



credit alone does not overcome poverty

Poverty is a complex issue. We believe it requires a range of solutions to help women become agents of change at home and in their communities. Our multidimensional approach provides clients with vital tools and services in three key areas:

Financial Services

- Small, general and seasonal business loans
- Education and housing loans
- Savings accounts
- Life insurance

Each primary loan is tied to an income-generating business. To protect clients from taking on too much debt, Pro Mujer offers clients “step loans.” Each step has an average term of 4 to 6 months and a minimum and maximum amount. Once clients complete their first loan cycle and establish good repayment records, they can advance to the next step for higher loan amounts.

Business and Empowerment Training

Capacity-building workshops provide clients with the knowledge to become more economically independent and informed decision-makers.

- **Business Skills, Financial Literacy and Vocational Training:** Clients learn the fundamentals of how to run and grow a business and how to assess and keep track of the competition, so they can make sound financial decisions.

- **Empowerment:** Domestic violence, communication and leadership skills and gender issues are just some of the subjects we address to help clients build self-esteem and confidence.

High-Quality, Low-Cost Primary Health Care

Preventive health education and primary healthcare are crucial for our clients. An illness can be detrimental not only to their health, but also to their businesses and savings. Nutrition and hygiene are just some of the topics discussed in preventive health education workshops. Unaddressed, preventable or treatable health problems reduce client's incomes and make it more difficult for them to care for their children. In worst case scenarios, their lives are on the line.

To help prevent and diagnose health problems, Pro Mujer runs stationary and mobile clinics, staffed by doctors and/or nurses. We also partner with local healthcare organizations to ensure that clients have immediate access to care when they need it. Pro Mujer staffers provide support by being there every step

of the way. The services we provide, which focus on the five most prevalent conditions affecting women include:

- Pre- and post-natal monitoring
- Family-planning counseling
- Sexual and reproductive health services
- Screening for early detection of cervical and breast cancers
- Screening for early detection of asymptomatic chronic diseases as well as treatment and follow-up
- Medical referrals for specialized needs
- Mental health services and support groups
- Dental care
- Vaccinations

These services help women establish and invest in their businesses, become more economically independent and provide their children with educational opportunities. They gain self-confidence and self-esteem, learn to solve problems and communicate effectively and become leaders.

In short, knowledge is power.



beyond a transaction — a transformational experience

When clients first come to Pro Mujer, many are anxious to take out a loan. Most work in the informal sector. Lacking collateral, a guarantor and a credit history, they are usually denied access to traditional forms of credit. Local health clinics are overburdened, and the high opportunity cost—time away from their businesses and loss of income as a result—discourages them from seeking medical care. Many are heads or de-facto heads of household caring for children or other family members. More often than not, they are in crisis mode and struggle to keep their heads above water.

We don't ask our clients for collateral, a guarantor or a credit history before giving them a loan. Instead, we take them at their word that they will pay it back. Few clients have ever experienced this kind of trust from an organization before.

One-Stop Shopping

Using Communal Banks as a Way of Delivering Integrated Services

Clients are invited to form communal banks. These are groups of approximately 30 women who guarantee one another's loans. They name their groups and elect a president, secretary and treasurer for the duration of a loan cycle. These positions then rotate so that each member has the opportunity to take on a leadership role.

Each client works closely with a credit officer to develop an informal business plan showing how she will invest her first loan, typically US\$100. Once loans are disbursed, communal bank members meet every 14 days for 2 hours to participate in capacity-building programs given by Pro Mujer's credit officers and make payments toward their loans. In the event that one member cannot make a payment, the group covers the difference.

The shared responsibility and camaraderie fostered by communal banks, combined with the supportive learning process of our programs, creates a powerful support system. Clients can then bring what they've learned into their homes and communities.

At the end of 2011, Pro Mujer delivered its services through 21,855 communal banks, an increase from 16,748 banks the previous year. The average client repayment rate was more than 98% across all five countries where Pro Mujer operates, underscoring the effectiveness of peer group guarantees.

Pro Mujer Centers

Safe and Supportive Environments Designed for Women

Communal bank meetings are hosted in Pro Mujer centers across Latin America, which provide much needed social space where women can exchange ideas and experiences freely while developing close relationships with their peers and staff. By bringing

multiple services to clients under one roof, we help our clients avoid time away from their families and businesses. For Pro Mujer, delivering multiple services in one place is more efficient, less costly and fosters a special bond between clients and staff members.

Pro Mujer opened 9 new centers between 2010 and 2011, bringing the total to 176.

“I feel very proud and grateful to Pro Mujer because I became a business owner, my children are studying and my businesses are going really well. I tell other women who struggle to take advantage of the support that Pro Mujer gives, that they should move themselves forward because if they don’t fight, they won’t achieve anything. I don’t know how to read but my mother taught me to fight for life and not being able to read hasn’t been a limitation for me to progress. Now I know that I can and will go as far as God and Pro Mujer give me the opportunity to do so.” — Juana de los Santos Picado, Peru





meet luisa daniel pérez

COMMUNITY LEADER AND BANAMEX'S 2010 "MICROENTREPRENEUR OF THE YEAR"

Luisa is a 33-year-old married mother of two from Taxadho, a rural indigenous community in Hidalgo, Mexico. In this village, women traditionally have had few rights and even fewer opportunities for employment. Many produce artisan goods using ixtle, a fiber from the maguey plant. Because of their rural location, family duties and lack of business training, they sell their products to intermediaries who resell them at higher prices, leaving them with very little profit.

Prior to joining Pro Mujer in 2005, Luisa had no income of her own. She depended on what her husband could give her to run the household and care for their two children: Luis Enrique, 12, and Maria de los Angeles, 4. Their home had dirt floors, the walls were incomplete and 4x4 plywood boards and sandbags provided the only protection from the elements and intruders.

A friend invited her to join her communal bank, *Diamante* (Diamond). An initial loan of \$168 allowed her to start her own ixtle business. She created first-of-its-kind bath kits that included soap and loofahs. She later diversified her range of products to include jewelry, table runners and purses incorporating recycled and/or biodegradable materials.

Encouraged by Pro Mujer staff and other women in her communal bank group, Luisa began to network and sell her products at important expos in Hidalgo and in Mexico City.

“Pro Mujer has been like a pillar or a support base that has pushed us forward and that has believed in our word, because no one will give you a loan... they say, ‘give me the deed for your car, give me the deed for your property, give me the deed for your furniture’... goodness knows what....Pro Mujer says ‘just give me your personal information and nothing more.’”

Within her community, Luisa’s behavior is considered radical and unacceptable. Outside of Taxadho, Luisa faces additional challenges.

“The indigenous woman is very discriminated against... But these are our origins, and we can’t forget them.”

Despite these seemingly insurmountable odds, Luisa’s long list of achievements continues to grow. Today, Luisa bypasses the intermediaries and manages all aspects of the production, sales and distribution of her products. She sells directly to the public and employs 13 relatives to help run three small businesses—a convenience store, her ixtle business and a roadside café.

In 2010, Banamex named Luisa “Microentrepreneur of the Year,” taking first place in the “Urban Microbusiness” category for young development enterprises. Not only is she a savvy businesswoman, she is a leader. Luisa has mobilized a group of 31 women artisans who will help her continue the production, sales and distribution of her bath kits as well as their own products. She petitioned her municipality and secured a plot of land. They received a donation of approximately US\$12,500 from Ernst & Young to build an ixtle workshop. The artisans

pooled the remaining amount, and together they were able to make their dream of housing their ixtle workshop a reality.

Considering all of her hard-fought victories, it’s hard to believe that when Luisa first came to Pro Mujer, she was afraid.

“Thanks to Pro Mujer and its workshops, our self-esteem, or at least mine, rose... People that meet me now say, ‘How is it possible?’ We know that we are the hands of production. We form a team, and that team has to advance. For me, Pro Mujer has been the door to success. That’s what Pro Mujer has been for me—success.”

She is optimistic about the future. She hopes to expand her business to new regions, provide more employment opportunities for her family and community and one day export her products internationally.

“Building my business has been difficult because I started working out of a little suitcase, knocking on door after door trying to sell my products. I have many memories of working at expos, for example, of walking miles to get home in the middle of the night, with two small children.”

Her hard work has allowed her to provide a better education for her children and help her community. Today, each of her children has a bed, the house has cement floors, and it is one of the few houses in her village that has been finished and painted. The bright orange paint on the outside of her house is symbolic of the pride in her many achievements.

“We’re the ones who put our hearts and souls into assembling our products. Intermediaries come and pay you the minimum, and we say, why not us? Why don’t we produce, sell and market the products ourselves?” — Luisa Daniel Pérez.

more than just a job, a commitment to a cause

Pro Mujer not only helps women living in impoverished communities, it also generates employment for nearly 1,700 women and men across the region. Many of our employees are from the very same communities as the clients they serve, another key to the close relationship between staff and clients. In addition, approximately 10% of Pro Mujer staff—from credit officers to center and regional managers—were once clients themselves.

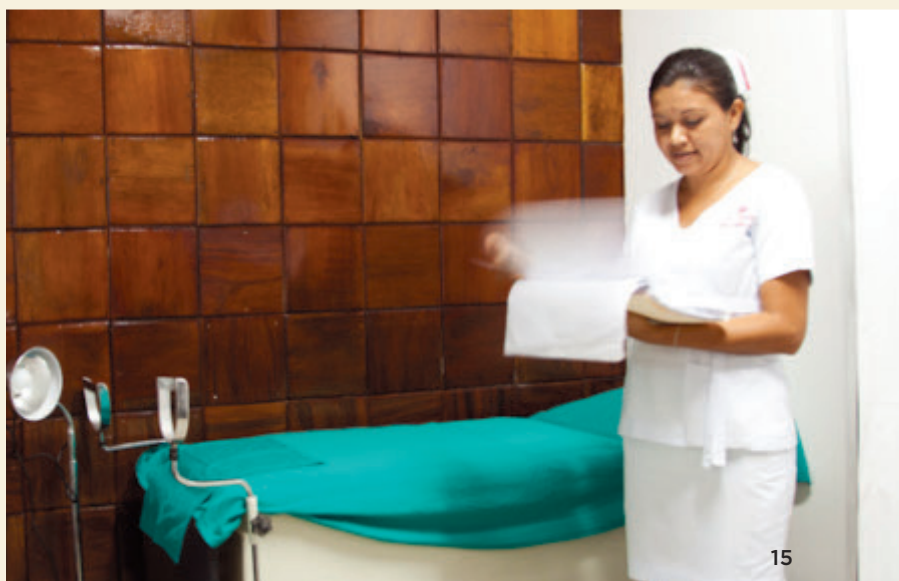
Women make up about 70% of Pro Mujer's staff. Nearly 67% of all leadership positions, including supervisors, managers, senior management and country director positions are held by women.

Pro Mujer's human resources team has provided training to loan officers, health staff and managers in various topics including ethics, domestic violence prevention, leadership technology and risk management. In 2011, Pro Mujer delivered 18,698 hours of professional development education.

In 2011, Pro Mujer also developed a new loan officer training program designed to provide continuing education to new and current loan officers. This pilot program began in Hidalgo, Mexico and is being rolled out to more regions in the country, and soon, to all of our countries of operation.

This program gives credit officers the tools to educate and advise their clients in matters related to financial management, business development, health care and personal empowerment. The course has 45 subjects that correspond to five areas of development: Mission and Institutional Philosophy, Development of Personal Potential, Commercial Abilities, Service Vocation and Technical Abilities.

Between 2010 and 2011, we added more than 300 new staff members, 152 of whom are credit officers who are the faces of Pro Mujer to the women we serve. We now have 1,668 employees in Latin America, including 677 credit officers and 155 health and human development professionals.



seeking input and counsel, then rapid implementation

Pro Mujer monitors and evaluates the performance of our local operations through regular internal progress reports, site visits and frequent communication. We also conduct externally-funded impact evaluations.

Each quarter, local operations submit reports detailing accomplishments, challenges and technical assistance needs. These reports cover more than 40 indicators, ranging from client retention rates to borrowers per loan officer, and provide data on health and other non-financial services.

Pro Mujer's internal auditor regularly monitors, strengthens and implements internal control policies. An independent accounting firm also audits operations in each of the five countries.

Pro Mujer conducts regular client satisfaction surveys and uses internal and external studies to evaluate which services are in demand and whether they are meeting clients' needs.

External organizations conduct evaluations, ranging from CGAP, a consortium of microfinance donors under the auspices of the World Bank to FINRURAL, an association of Bolivian microfinance organizations.

global operational highlights

In 2011, Pro Mujer provided more than 254,307 women in Argentina, Bolivia, Mexico, Nicaragua and Peru with access to credit, business and empowerment training, preventive health education and primary health care—an increase of 50,120 from 2010.

Key Financial Performance Indicators for All Five Countries

This 25% increase in clients generated a 52% increase in Pro Mujer's loan portfolio, from US\$68,107,000 (2010) to US\$103,446,000 (2011), enabling the organization to disburse US\$502,495,000 through 1,239,028 small loans averaging approximately \$369. The combined average repayment rate for both years in all five countries was 98.9%. Savings, which provide clients with a vital financial safety net against life's unforeseen emergencies, also grew from more than \$18.1 million in 2010 to over \$20.8 million in 2011.

During 2011, Pro Mujer disbursed 683,568 small loans totaling \$298,395,000 with an average loan size of \$407. Another substantial achievement is the portfolio-at-risk index, which has fallen each year of the global financial crisis. Portfolio at risk (defined by the microfinance industry

as the percent of loans which have been delinquent for 30 consecutive days) dropped from 1.29% to just 0.89%. Based on industry information published on the MIX Market website, the Latin American average is close to 4%. The decrease also reflects rapid growth in the loan portfolio as we increase our outreach.

We achieved this significant increase in clients and size of our loan portfolio while only opening nine new neighborhood centers—a substantial improvement in the efficient use of these sites.

By the beginning of 2011, all five of our country operations became fully sustainable including Argentina, our newest operation.

INDICATOR	2010	2011	% CHANGE
NUMBER OF CLIENTS	204,187	254,307	25%
Average Loan Balance per Borrower	\$334	\$407	22%
Number of Communal Banks	16,748	21,855	31%
Gross Portfolio	\$68,107,000	\$103,446,000	52%
Centers	167	176	5%
Number of Staff Members	1,358	1,668	23%
Client Savings	\$18,108,000	\$20,848,000	15%
Portfolio at Risk > 30 Days	1.29%	0.89%	-31%
LOAN REPAYMENT RATE	98.71%	99.11%	0.41%

Medical consultations increased across all five countries by 22.6% from 222,582 in 2010 to 272,806 in 2011. Clinical breast examinations increased by 381.6% from 13,734 to 66,146. In addition, diabetes testing increased by

278% from 10,154 to 38,374; gynecological consultations increased by 99.9% from 30,493 to 60,946; and sick-child consultations increased from 27,911 to 35,576.

Consolidated Health Indicators for all Five Countries

INDICATOR	2010	2011	% CHANGE
PAP SMEAR EXAMINATIONS	24,642	38,684	56.9%
BREAST EXAMINATIONS	13,734	66,146	381.6%
PRE-NATAL CONSULTATIONS	8,682	9,416	8.5%
FAMILY PLANNING CONSULTATIONS	52,756	72,038	36.5%
GYNECOLOGICAL CONSULTATIONS	30,493	60,946	99.9%
CHILD GROWTH MONITORING	40,028	33,102	-17.3%
SICK-CHILD CONSULTATIONS	27,911	35,576	27.4%
DIABETES TESTS	10,154	38,374	278%
BLOOD PRESSURE EXAMS	65,791	173,790	164.2%
BODY MASS INDEX MEASUREMENTS	40,718	153,087	276%
CLINIC VISITS	222,582	272,806	22.6%



Breaking Barriers And Reaching 15,000 Women

Pro Mujer began operations in Argentina in November of 2005 in Salta, a northern city close to the border with Bolivia. It established three centers in remote areas where poverty is especially prevalent. Pro Mujer was welcomed with enthusiasm, and in its first three months provided small loans that averaged 300 pesos (US\$68) to 513 women. This generated a credit portfolio of 155,000 pesos (approximately US\$35,400).

In 2006, the organization expanded into the northern province of Jujuy and later into San Miguel de Tucuman in August of 2008. The spectacular 80% growth in our portfolio in only one year despite political and economic turmoil validates the strength of our model and the commitment and professionalism of our local staff.

By the end of 2011, just six years after beginning operations, Pro Mujer served 15,868 women, making it the first and largest women's development organization of its kind in Argentina to reach this milestone. In a 2011 study,

RADIM, the national network of microfinance institutions in Argentina, found that while Pro Mujer represented only 4% of the country's loan portfolio of US\$57.9 million, we served nearly 20% of the 63,000 clients. The study also highlighted Pro Mujer for its low loan default rate, low average loan size and for being one of only three organizations that operate in the northern part of the country. These points demonstrate our commitment to serve the poorest in the region.

"I've always wanted to have my own business... I took part in a two-week training program, got involved with Pro Mujer, and thanks to that, I am happily providing for my home. I feel independent. I work. I make my own money and support my family... If you set your mind to it, you can do anything."
- Elena Quiroga, fruit and vegetable vendor, Argentina

Operational Overview

INDICATOR	2010	2011	% CHANGE
GROSS PORTFOLIO (US\$ MILLIONS)	\$2,429,000	\$4,367,000	79.8%
Clients	11,011	15,868	44.1%
Communal Banks	648	875	35.0%
Centers	11	15	36.4%
Average Loan Size	\$221	\$275	24.4%
Regions	3	4	33.3%
Overall Staff Members	75	100	33.3%
Loan Officers	33	42	27%
Health & Human Development Staff	3	6	100%
Portfolio at Risk > 30 days	0.64%	0.20%	-68.8%
AVERAGE REPAYMENT RATE	99.36%	99.8%	0.4%

Health and Human Development Indicators

INDICATOR	2010	2011	% CHANGE	AS % OF 2011 CLIENTS
PAP SMEAR EXAMINATIONS	1,127	1,404	24.6%	8.8%
BREAST EXAMINATIONS	511	781	52.8%	4.9%
PRE-NATAL CONSULTATIONS	114	105	-7.9%	0.7%
FAMILY PLANNING CONSULTATIONS	170	280	64.7%	1.8%
GYNECOLOGICAL CONSULTATIONS	2,539	2,626	3.4%	16.5%
CHILD GROWTH MONITORING	948	715	-24.5%	4.5%
SICK-CHILD CONSULTATIONS	2,518	3,240	28.7%	20.4%
DIABETES TESTS	941	1,439	52.9%	9.1%
BLOOD PRESSURE EXAMS	2,956	4,728	59.9%	29.8%
BODY MASS INDEX MEASUREMENTS	-	2,242	100%	14.1%
CLINIC VISITS	14,393	17,299	20.2%	109%

Pro Mujer has centers in every region in Bolivia. This year we increased our clients by 13% to end the year with more than 100,000 clients in total.

New Governmental Regulations in Bolivia

The Bolivian government's financial regulators are working on new standards for all non-governmental and nonprofit organizations which are considered Financial Development Institutions (FDIs). Upon getting a certificate of adequacy, the FDI has one year to adhere to the new standards and obtain an operating license.

Fortunately, Pro Mujer in Bolivia is already ahead of the curve in demonstrating sound management and operation practices. The new regulations should make it possible to obtain financing from local institutions, fund our operations at a lower interest rate and allow our clients to open savings accounts directly with us. This will complement the services currently provided in our centers and allow clients to create a much-needed financial safety net. Since more detailed reporting will be necessary, it is likely that organizational costs will increase.

We are well on our way to obtaining our certificate of regulation. Afterwards, we'll have approximately one year to comply with the new standards, so we hope to receive our operating license in 2012.

All the operational and financial indicators in our Bolivian program improved in 2011. While we did not open any new neighborhood centers in 2011, we have been working on making the existing ones more efficient and profitable.

According to *The Economist's* "2011 Global Microscope on the Microfinance Business Environment Report," Bolivia has the second most favorable conditions for microfinance in the world. Pro Mujer ranked second in number of clients and third in terms of the size of its loan portfolio while maintaining a portfolio at risk > 30 days well below the national average.

Operational Overview

INDICATOR	2010	2011	% CHANGE
GROSS PORTFOLIO (US\$MILLIONS)	\$34,183,000	\$43,647,000	27.7%
Clients	89,362	102,710	13%
Communal Banks	7,383	8,823	19.5%
Centers	73	73	0%
Average Loan Size	\$383	\$425	11.09%
Regions	9	9	-
Overall Staff Members	657	747	13.7%
Loan Officers	218	264	21%
Health & Human Development Staff	89	96	5.6%
Portfolio at Risk > 30 days	0.65%	0.47%	-27.7%
AVERAGE REPAYMENT RATE	99.35%	99.53%	0.18%

Health and Human Development Indicators

INDICATOR	2010	2011	% CHANGE	AS % OF 2011 CLIENTS
PAP SMEAR EXAMINATIONS	15,282	21,318	39.5%	22.3%
BREAST EXAMINATIONS	8,473	39,520	366.4%	41.3%
PRE-NATAL CONSULTATIONS	7,414	7,610	2.6%	7.9%
FAMILY PLANNING CONSULTATIONS	43,082	60,980	41.5%	63.7%
GYNECOLOGICAL CONSULTATIONS	17,201	46,317	169.3%	48.4%
CHILD GROWTH MONITORING	30,471	27,515	-9.7%	28.7%
SICK-CHILD CONSULTATIONS	18,462	26,128	41.5%	27.3%
DIABETES TESTS	5,444	25,216	363.2%	26.3%
BLOOD PRESSURE EXAMS	41,814	124,233	197.1%	129.8%
BODY MASS INDEX MEASUREMENTS	40,239	120,109	198.5%	125.5%
CLINIC VISITS	165,041	174,148	5.5%	181.9%

Pro Mujer's client base in Mexico grew rapidly by nearly 12,000, or 43.1% in the last year, while the loan portfolio expanded by 48%. Pro Mujer opened a new center in the city of Apaseo in Guanajuato, a new region of operation where the population is primarily indigenous and extremely poor. In this area 52% of inhabitants live below the poverty line,

and 56% did not complete primary education. In addition, 49% have no access to public health services, nor can they afford private health care. Whole Planet Foundation, the philanthropic arm of Whole Foods Markets, helped fund this new center.

Operational Overview

INDICATOR	2010	2011	% CHANGE
GROSS PORTFOLIO (US\$MILLIONS)	\$8,875,000	\$13,138,000	48.0%
Clients	27,284	39,045	43.1%
Communal Banks	2,474	3,719	50.3%
Centers	39	44	12.8%
Average Loan Size	\$325	\$336	3.4%
Regions	7	8	14.3%
Overall Staff Members	238	311	30.7%
Loan Officers	114	147	29%
Health & Human Development Staff	9	13	44%
Portfolio at Risk > 30 days	2.75%	2.51%	-8.7%
AVERAGE REPAYMENT RATE	97.25%	97.49%	.25%

Health and Human Development Indicators

INDICATOR	2010	2011	% CHANGE	AS % OF 2011 CLIENTS
PAP SMEAR EXAMINATIONS	812	800	-1.5%	2.1%
BREAST EXAMINATIONS	334	548	64.1%	1.4%
PRE-NATAL CONSULTATIONS	77	11	-85.7%	0%
FAMILY PLANNING CONSULTATIONS	58	-	-100%	0%
GYNECOLOGICAL CONSULTATIONS	625	296	-52.6%	0.8%
CHILD GROWTH MONITORING	22	-	-100%	0%
SICK-CHILD CONSULTATIONS	-	6	100%	0%
DIABETES TESTS	738	524	-29%	1.4%
BLOOD PRESSURE EXAMS	668	255	-61.8%	0.7%
BODY MASS INDEX MEASUREMENTS	479	37	-92.3%	0.1%
CLINIC VISITS	1,755	2,559	45.8%	6.6%

Pro Mujer organizes health campaigns in conjunction with local health care providers covering a range of topics, including nutrition counseling, mental health services and detection of diabetes. We also connect clients to dental care, tests for osteoporosis, gynecological care and other services through agreements with third-party providers.

Pro Mujer in Mexico does not have clinics or any other health infrastructure. Instead it delivers health services

through a network of partnerships. While the number of total services provided is lower than in the other countries, overall services in 2011 significantly increased over the previous year. Health staff in Mexico ran various studies and spoke with health providers across the region in order to understand what the best business model would be for Pro Mujer as it formalizes its health service delivery in the country.

A Story of Growth and Expansion

Over the past three years, Pro Mujer in Mexico has invested heavily in new infrastructure in information technology, human resources and communications. We have completed a full migration to a cutting-edge information system and implemented a new organizational structure, creating a clear separation between front- and back-office operations. This resulted in more efficient workflow and better customer service to the women we serve.

The investment allowed us to develop innovative products and diversify our services. Through a partnership with Banamex, the largest retail bank in Mexico, Pro Mujer has begun making loans to our clients through pre-paid

debit cards. This fulfills two important client requests: it provides more security to the client than a cash loan and decreases the wait time. Loans are typically disbursed electronically within 24 hours, while it takes 48 hours to make a loan manually. Other innovative products include life and debtors insurance and a telephone help line to address comments and concerns.

Finally, over the past two years we have more than doubled our client base, tripled our portfolio and expanded our operations into four new regions by opening 21 focal centers and 10 new computer centers.

"I liked the center immediately because it's nice, clean and I feel at ease there. When I go there, the staff members are kind to me, and I can forget about my problems for a moment." — Felipa de Jesús Ruíz Méndez, client from Oaxaca, Mexico

Nicaragua

Pro Mujer in Nicaragua increased its client base by almost 45% in 2011, reaching nearly 38,000 women, and successfully opened a neighborhood center in Matagalpa. During 2011, we added 81 people to our staff, an increase of 66.4% over 2010. Fifty-six of these new additions are credit officers who support continued growth in our client base and loan portfolio.

Measured in terms of women served, Pro Mujer is now the second-largest institution in Nicaragua that operates in microfinance. However, we are only the tenth largest in terms of our approximately US\$9.7 million loan portfolio, demonstrating our commitment to serving the poorest of the poor through very small loans. At 0.09%, Pro Mujer's portfolio at risk is significantly lower than that of the rest of the market.

Operational Overview

INDICATOR	2010	2011	% CHANGE
GROSS PORTFOLIO (US\$MILLIONS)	\$6,008,000	\$9,704,000	61.5%
Clients	25,924	37,545	44.8%
Communal Banks	1,809	2,379	31.5%
Centers	5	6	20%
Average Loan Size	\$232	\$258	11.2%
Regions	5	8	60.0%
Overall Staff Members	122	203	66.4%
Loan Officers	53	109	105.7%
Health & Human Development Staff	14	17	21.4%
Portfolio at Risk > 30 days	.22%	0.09%	-59.1%
AVERAGE REPAYMENT RATE	99.78%	99.91%	.13%

Health and Human Development Indicators

INDICATOR	2010	2011	% CHANGE	AS % OF 2011 CLIENTS
PAP SMEAR EXAMINATIONS	5,440	9,228	69.6%	25.7%
BREAST EXAMINATIONS	1,098	12,975	1081.7%	36.1%
PRE-NATAL CONSULTATIONS	141	222	57.4%	0.6%
FAMILY PLANNING CONSULTATIONS	102	279	173.5%	0.8%
GYNCOLOGICAL CONSULTATIONS	7,508	6,879	-8.4%	19.1%
CHILD GROWTH MONITORING	-	-	-	-
SICK-CHILD CONSULTATIONS	-	-	-	-
DIABETES TESTS	1,329	5,502	314%	15.3%
BLOOD PRESSURE EXAMS	11,098	20,587	85.5%	57.3%
BODY MASS INDEX MEASUREMENTS	-	13,051	100%	36.3%
CLINIC VISITS	10,656	24,242	127.5%	67.5%

“Pro Mujer taught us that women deserve respect, and we can work...before women were marginalized; but now, women work and we have earned respect from men, they used to think that women should just stay at home...both a working man and woman can help our family get ahead. I thank Pro Mujer because it opened the eyes of all the women and (helped us) see our potential.” — Luz Maria Vélez, small store owner, Nicaragua



In an effort to improve efficiency and lower costs, Pro Mujer in Peru consolidated some centers and opened two new ones in the central and southern regions: one in Huamanga, Ayacucho and another in Paucarpata, Arequipa.

For the fourth consecutive year, Peru ranks first in the world for its favorable environment for microfinance development. This assessment comes from the “2011 Global Microscope on The Microfinance Business Environment Report,” published by *The Economist*.

Operational Overview

INDICATOR	2010	2011	% CHANGE
GROSS PORTFOLIO (US\$MILLIONS)	\$16,612,000	\$32,590,000	96.2%
Clients	50,606	60,858	20.3%
Communal Banks	4,434	6,059	36.6%
Centers	39	38	-2.6%
Average Loan Size	\$328	\$536	63.4%
Regions	6	7	16.6%
Overall Staff Members	266	307	15.4%
Loan Officers	107	115	7.5%
Health & Human Development Staff	26	25	-3.8%
Portfolio at Risk > 30 days	2.3%	1.14%	-50.4%
AVERAGE REPAYMENT RATE	97.7%	98.86%	1.2%

Of interest to Pro Mujer, the new Peruvian government is creating a new Ministry of Social Inclusion and also planning a new Loan Fund for productive activities in the Central and Amazon regions. Peru's projected GDP growth in 2012 is 5.2%, the highest in South America.

Pro Mujer in Peru continues to grow; its loan portfolio increased by more than 96% and its client base by 20.3% in 2011. This is significant because of the highly competitive nature of the Peruvian microfinance marketplace. Pro Mujer maintains the smallest average loan size and the lowest default rate of its closest competitors.

Health and Human Development Indicators

INDICATOR	2010	2011	% CHANGE	AS % OF 2011 CLIENTS
PAP SMEAR EXAMINATIONS	1,981	5,934	199.5%	9.8%
BREAST EXAMINATIONS	3,318	12,322	271.4%	20.9%
PRE-NATAL CONSULTATIONS	936	1,468	56.8%	2.4%
FAMILY PLANNING CONSULTATIONS	9,344	10,499	12.4%	17.3%
GYNCOLOGICAL CONSULTATIONS	2,620	4,828	84.3%	7.9%
CHILD GROWTH MONITORING	8,587	4,871	-43.3%	8%
SICK-CHILD CONSULTATIONS	6,931	6,202	-10.5%	10.2%
DIABETES TESTS	1,702	5,693	234.5%	9.4%
BLOOD PRESSURE EXAMS	9,255	23,987	159.2%	39.4%
BODY MASS INDEX MEASUREMENTS	-	17,648	100%	29%
CLINIC VISITS	30,737	54,558	77.5%	89.7%

Providing Rural Communities with Easy and Affordable Access to Healthcare

Pro Mujer provides obstetrics, family planning, nutrition counseling, fluoride treatments and vaccinations through neighborhood centers. Pro Mujer also links clients to gynecological and pediatric care, lab exams and dental care through agreements with third-party providers. Four mobile clinics also deliver general medical consultations and gynecological and dental care directly to clients in rural communities at below-market prices.

The health and human development indicators of Pro Mujer in Peru continue to experience sustained growth, especially the ones for Pap smears and breast examinations. In 2011, Peru started a body mass index monitoring initiative with excellent results—almost a third of our clients were screened.

Client usage of chronic disease prevention services including body mass index measurements, blood pressure testing and cancer screenings is increasing. To encourage

this trend, a new staff incentive plan measures the quality of their work based on achievement of financial goals and on their clients' usage of health services.

Pro Mujer in Peru has launched several initiatives to improve its health service quality and the organizational climate among the staff. By the end of 2011, 85% of all Pro Mujer personnel had participated in a general Health Checkup.

addressing chronic disease in latin america and beyond:

PRO MUJER'S HEALTH PILOT PROGRAM ONE YEAR LATER

The State of Public Health in Latin America

Growing urbanization throughout the region has led many to lead a more sedentary lifestyle. A greater consumption of fast food has resulted in shockingly high levels of obesity, and by extension, chronic disease, especially in poor segments of the population. To combat these conditions, prevention or early detection is vital since most of these diseases, in their initial stages are “silent” and begin to manifest symptoms when they are already in advanced stages. This is complicated by the high opportunity costs associated with access to care for women from impoverished communities who work in the informal sector. They must decide between lost income and preventive healthcare, whose value may not be fully recognized until an illness is too far advanced.

Chronic diseases such as hypertension, diabetes, sexual and reproductive health issues and breast and cervical cancers have tremendous economic implications for both developed and developing countries. According

to a report published by the World Health Organization in April of 2011, non-communicable diseases cause 60% of deaths worldwide, killing 36.1 million people annually.

Pilot History

In October of 2009, Pro Mujer embarked on an ambitious project to rework its health model in Nicaragua. The goal was to provide clients with comprehensive and affordable primary healthcare services while addressing the increasingly serious problem of chronic disease. The results of this project are not only vital for Pro Mujer's strategic planning of its healthcare offerings, they have the potential to affect the entire international development community.

For the pilot, Pro Mujer joined forces with three organizations: PATH, Global Partnerships and the Linked Foundation. Between October of 2009 and

October of 2010, PATH provided technical expertise by analyzing the market and developing key health elements of the program. Global Partnerships funded the launch of the pilot in October of 2010. In addition, the Linked Foundation provided, and continues to provide, invaluable support and funding.

The research team determined that the adjusted model would comply with four key criteria: market responsiveness, potential for health impact, operational viability and economic sustainability.

The Pilot Model

After extensive research and analysis, Pro Mujer rolled out the newly-designed model in October of 2010 at one of our community centers in León, Nicaragua. There, clients were able to receive a high-quality, low-cost health package for just US\$2.40 a month.

This comprehensive health package included:

- A focus on prevalent conditions with an emphasis on chronic disease: Early detection is critical and these conditions were selected due to their prevalence in the target population and a lack of successful attention in the public sector.
- An upfront fee: The full cost of the package was priced and paid for in two or three annual installments at the time of loan disbursement. Removing the link between the moment of usage and payment has been shown in many studies to increase access, especially for low-income populations.

• Services and Delivery:

- » **Screening package:** This component included a systematic delivery of tests for early detection of key conditions. Screenings were conveniently scheduled during loan disbursement meetings.
- » **General physician consultations:** During visits to Pro Mujer centers, clients could use these consultations to receive interpretations of screening results, follow-up on detected conditions or for preventive or curative primary care. Visits were scheduled in remote rural areas to ensure access for all clients.
- » **Referral system:** Pro Mujer facilitated access to specialists, laboratories, and other key services by negotiating discounts for its clients through strategic alliances.
- » **Health education:** The new curriculum focused on healthy habits and the importance of early detection. Intensive training of our credit officials meant that they could deliver health training during loan repayment meetings. This way, all clients are reached frequently, and costs are lower for clients.

Preliminary Results

INDICATOR	NOV 2010 - DEC 2011	% POSITIVE
CONSULTS	9,330	N/A
PAP SMEARS	3,768	5.4%
CLINICAL BREAT EXAMS	4,898	3.5%
GLUCOSE TESTS	5,549	15.2%
BLOOD PRESSURE MEASUREMENT	9,697	4.9%
BODY MASS INDEX	3,894	58.9%

Key Lessons Learned

The pilot's success made it possible for Pro Mujer to learn even more about delivering preventive services through microfinance as a business model.

Breaking paradigms: Healthcare is often considered a specialized field, yet non-health personnel can effectively transmit important health messages. Pro Mujer's pilot shows that coverage, efficiency and long-term impact are greatest when loan officers—who already have close relationships with clients—deliver health training. Too many people think that health services are a social service. Pro Mujer has learned that the marketing and sales techniques of its front-line staff are vital to making primary care service attractive to clients.

Listening to clients: Although clients expressed satisfaction with the model, preventive packages only have short-term, commercial appeal for people who do

not have any health conditions. It is vital to constantly improve the value of the package and surpass client expectations.

The importance of training: Training programs for clients are crucial to raise awareness of the value of early intervention and provide tools to improve lifestyle choices.

The challenge of rural delivery: Not only is service delivery a greater challenge in remote areas, but administrative procedures such as appointment scheduling and test delivery are also complicated by decentralized service delivery. It is necessary to “piggyback” services whenever possible, carefully monitor and adjust processes and look towards technology to facilitate access and improve efficiency.

The Road Ahead

As Pro Mujer moves toward the second phase of the pilot with the lessons learned in the first phase, this program will be instrumental to our mission of improving the lives of Latin American women living in impoverished communities.



awards, recognitions and highlights

Organization-Wide Awards

- In 2011, former World Bank President Sir James Wolfensohn nominated Pro Mujer for the Inter-American Development Bank's (IDB) Juscelino Kubitschek Prize. Pro Mujer was one of eight—out of 337—nominated organizations recognized by the IDB with an “Honorable Mention” in the “Economics and Finance” category for the excellent work the organization has performed in combating poverty and empowering women.”
- Google selected Pro Mujer as one of 43 global organizations dedicated to advancing women's causes as part of its International Women's Day campaign in 2011.
- In January of 2011, Allianz Knowledge Group ranked Pro Mujer No. 6 on their list of “10 Groundbreaking Microfinance Providers.”
- In December of 2010, Philanthropedia ranked Pro Mujer No. 9 in “Top 12 Outstanding Non-Profits Worldwide for 2009.”
- Co-Founder Lynne Patterson was one of five finalists for The Guardian International Development Achievement Award. This annual award, given by the United Kingdom's prominent newspaper, honors those who have made a positive impact on the lives of some of the world's most marginalized people.

Country-Specific Awards

Every year, Microfinance Information Exchange (MIX) and the Multilateral Investment Fund (MIF) publish the industry-leading report “MicroFinance Americas: The Top 100,” which ranks the microfinance institutions in Latin America and the Caribbean across nine performance categories, including outreach, transparency and efficiency. In 2010 and 2011, Pro Mujer landed in several top spots including:

Argentina

- **No. 11** out of 20 on the “Top 20 MFIs with the Highest Quality of Assets”

Bolivia

- **No. 3** on the “Top Five MFIs,” citing it as the “most successful new entrant in the overall ranking and a member of the top five institutions based on its sustained commitment to information transparency”

- **No. 11** on the “Top 20 MFIs by Portfolio Quality”
- **No. 12** on the “Top 20 MFIs by Market Penetration”
- **No. 14** on the “Top 100 MFIs in Latin America and the Caribbean 2010—Composite Index”
- **No. 16** on “The 20 MFIs with the Largest Microenterprise Portfolio”

Mexico

- **No. 8** on the “Top 20 MFIs by Efficiency”
- **No. 17** on the “Top 20 MFIs by Growth Rate”
- **No. 62** on the “Top 100 from Latin America and the Caribbean—Composite Index”

Nicaragua

- **No. 3** on the “Top 20 MFIs with the Highest Quality of Assets”— up from No. 25 in 2009

- **No. 50** on the “Top 100 from Latin America and the Caribbean in 2010—Composite Index,” up from No. 102 in 2009.
- Pro Mujer in Nicaragua “showed a notable ascent, despite the problems affecting the country” which have caused a number of other organizations working in microfinance to shut their doors.

Peru

- **No. 7** on the “Top 20 MFIs by Profitability”
- **No. 13** on the “Top 20 MFIs by Efficiency”
- **No. 31** on the “Top 100 MFIs in Latin America & the Caribbean— Composite Index”

In other awards news, 9 Pro Mujer clients in Argentina were finalists for the AVINA Foundation/Citi/La Nación’s 2011 Microentrepreneur Award and one client received an Honorable Mention in the “Environmental Care and Protection” category.

2010/2011 Events

Pro Mujer Goes to Hollywood

Pro Mujer teamed up with Redbook magazine and Academy Award-nominated actress and Pro Mujer supporter Salma Hayek Pinault for an exclusive screening of “Puss in Boots 3D.” The event, held at the stunning Hearst Tower in New York City, included a cocktail reception and a silent auction of more than 40 pairs of boots from top designers Stella McCartney, Gucci and Tory Burch. Proceeds from the auction went to Pro Mujer and V-Day in honor of Domestic Violence Awareness Month.

Philanthropic Leaders Raise Awareness and Support Pro Mujer’s Work

The *Velasco & Patterson Society (VPS)* is a diverse group of philanthropic leaders dedicated to raising awareness of and financial support for Pro Mujer. On November 29, 2011, VPS kicked off its first annual campaign through a special event with Paul A. Volcker, former Chairman of the United States Federal Reserve under Presidents Jimmy Carter and Ronald Reagan, and his wife Anke. Pro Mujer

Finally, Pro Mujer is monitored annually by Microrate, an external microfinance evaluator. This organization examines six areas of performance and risk including: financial profile, microfinance operations, portfolio quality; organization and management; governance and strategic positioning and social perspective. Of our operations evaluated in 2010 and 2011, Pro Mujer received an A- (Peru, 2011), A- (Bolivia), B+ (Nicaragua) and Argentina and Mexico both received a B letter grade.

Microrate also analyzes the results of an organization’s operations, degree of social mission fulfillment, such as depth and diversity of services, cost, efficiency, sustainability, social focus, orientation and social performance management. This social performance rating system, based on a maximum of five stars, gave our operations in Argentina three stars, Mexico and Nicaragua three and a half stars, Bolivia four stars, and Peru four and a half stars.

Board Member and VPS Chair Rosemary Werrett and her husband Noel hosted the event in their home in New York City to celebrate the group’s Founding 100 members.

“I’ve been on a four-year mission to find some financial institution that’s honest and solid and has a clear sense of public mission, and that’s why I found [Pro Mujer].” — Paul A. Volcker

Giving Women Credit

- At our 2011 annual Giving Women Credit Benefit, we honored Kathleen A. Corbet, Founder and Principal of Cross Ridge Capital and Manuel Medina-Mora of Banamex and Citi Humanitarian of the Year and Microfinance Partner of the Year respectively. The event raised almost \$1,000,000 and was our most successful benefit to date.
- In 2010, Salma Hayek Pinault helped us recognize John and Jacque Weberg and Whole Foods Market’s Whole Planet Foundation at our Annual Benefit.

“As a woman and a mother, I believe all women should have access to the tools they need to succeed and give their families a brighter future. For the past 20 years, Pro Mujer has dedicated itself to empowering women to transform their lives and those of their children and families; a mission which is dear to my heart.” — Salma Hayek Pinault

Celebrating 20 Years of Helping Empower Impoverished Women in Latin America

In March of 2011, we celebrated our 20th anniversary by honoring our Co-Founders, Lynne Patterson and Carmen Velasco, with a special concert at Lincoln Center in New York City. Mexican conductor Alondra de la Parra, the Philharmonic Orchestra of the Americas and more than 1,000 long-time friends and supporters joined us for this special evening.

A Commitment to Progress

In 2009, the Clinton Global Initiative (CGI) invited Pro Mujer to join its network of preeminent organizations and individuals. The annual meeting, established by President Bill Clinton, brings together nearly 150 current and former heads of state, 18 Nobel Prize laureates, hundreds of leading CEOs, heads of foundations, major philanthropists, and directors of the most effective non-

governmental organizations and prominent members of the media. The objective of this event is to convene global leaders to devise and implement innovative solutions to some of the world's most pressing challenges.

During this meeting Pro Mujer made an ambitious commitment to reach 350,000 impoverished women in Latin America by January 2013 and positively impact the lives of 1.7 million children and family members. Pro Mujer was honored as one of 13 programs that "will improve the lives of girls and women around the world" and was the only Latin American organization selected for this recognition.

In 2011, our third year of participation, Pro Mujer President and CEO Rosario Pérez gave a Commitment Progress update during one of the event's keynote lunches and led a panel called, "Early Interventions for the 12-Year-Old Girl."

Pro Mujer International (PMI)

PMI serves as the organization's headquarters in New York City and supports our operations in Argentina, Bolivia, Mexico, Nicaragua and Peru. This makes it possible to centralize administration for development programs and international cooperation and optimizes the considerable financial, human and material resources required.

Executive Team

Rosario Pérez, President and Chief Executive Officer

Rodolfo Medrano, Director of Business and Country Operations, Country Director, Mexico

Jenny Hourihan, Chief Financial Officer

Eugenia Acosta, J.D., Director, Human Resources

Gonzalo Alaiza Alborta, Country Director, Bolivia

Joshua Cramer-Montes, Director, Communications

Naldi Delgado, Country Director, Peru

Jenny Dempsey, Director, Planning and Market Intelligence

Leila Freedman, Director of Development, Strategic Partnerships

Dr. Gabriela Salvador, MD, MPH, Director, Health & Human Development

José Alberto Morales, Country Director, Argentina

Lynne Patterson, Co-Founder

Gloria Ruiz, Country Director, Nicaragua

Carmen Velasco, Co-Founder

Jason Wu, Director of Development, Individual Giving

Under the leadership of Rosario Pérez, this team supports nearly 1,700 employees in five Latin American countries and the United States. Ninety-eight percent of our employees are based in Latin America, highlighting the grassroots evolution of the organization.

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Adrian Merryman, Chief Executive Officer,
Small Enterprise Development Agency (SEDA)
Ernest Stern, Partner Emeritus, The Rohatyn Group
Paul A. Volcker, former Chairman of the
United States Federal Reserve

Pro Mujer's Generous Donors

We are grateful for all of the corporations, foundations and individual donors that have provided essential support for Pro Mujer's programs and special projects across Latin America. They have helped make all of this possible—a true testament to the strength and power of what we can accomplish together. The following list reflects contributions made to Pro Mujer between January 1, 2010 and December 31, 2011.

The *Velasco & Patterson Society (VPS)* is Pro Mujer's premier giving community. This group of committed

individuals makes it possible for Pro Mujer to continue to grow, innovate and build on its more than 20 years of life-changing work and success. Thank you *Velasco & Patterson Society* members for your extremely generous support.

In 2010*, more than 88% of each dollar donated went directly to Pro Mujer programs in the field while 8% went to administrative costs and less than 4% went toward fundraising.

*Numbers for 2011 were not available at the time of printing.

Combined 2010/2011 Annual Report Donor Listing

Lifetime Giving

\$5,000,000+

Weberg Trust

\$1,000,000 -

\$4,999,999

Anonymous (1)

Bill and Melinda Gates Foundation

Whole Planet Foundation

\$500,000-\$999,999

AIG

Halloran Philanthropies

Stanley Eisenberg & Mary Jones

\$100,000-\$499,999

Anonymous (2)

American Jewish World Service

Anglo American Group Foundation

Citi Foundation

Cogan Family Foundation

Kathleen & J.R. Corbet

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Stephen R. & Joanne Downes

Emerging Markets Charity Benefit

Fundación Ricardo Fisas

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Key

The following donors supported Pro Mujer's programs in 2011

* VPS in either 2010 or 2011

° donated in both 2010 and 2011

† donated only in 2010

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Western Union Foundation

Woodcock Foundation

Xerox Foundation

Zennström Philanthropies

Corporate Partners

\$100,000-\$499,999

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Whole Planet Foundation°

Xerox Foundation†

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JPMorgan Chase Foundation°

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The McGraw-Hill Companies

Morgan Stanley†

PIMCO Foundation°

Western Union Foundation°

\$10,000-\$24,999

BD†

CGAP†

\$5,000-\$9,999

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Bill and Melinda Gates Foundation†

Weberg Trust°

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Halloran Philanthropies°

May and Stanley Smith Charitable Trust °

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Linked Foundation°

Prospect Hill Foundation°

Sarita Kenedy East Foundation, Inc.°

UNITUS†

Vista Hermosa Foundation°

Woodcock Foundation°

\$10,000-\$24,999

Ansara Family Fund†

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Fundación Ricardo Fisas*

Mark McMahon & Roberto Moreira**

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The Robert Duvall Children's Fund*

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Salta, Argentina
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