<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>3</td>
</tr>
<tr>
<td>Pro Mujer's Vision, Mission, Guiding Principles and Mandate</td>
<td>4</td>
</tr>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>The Current Context</td>
<td>6</td>
</tr>
<tr>
<td>Three-year Strategic Plan: 2022-2025</td>
<td>11</td>
</tr>
<tr>
<td>Four Strategic Imperatives</td>
<td>12</td>
</tr>
<tr>
<td>Strategic Imperative 1: Expand our footprint in Latin America</td>
<td>12</td>
</tr>
<tr>
<td>Strategic Imperative 2: Collection and effective use of data</td>
<td>13</td>
</tr>
<tr>
<td>Strategic Imperative 3: Holistic approach for our customers</td>
<td>14</td>
</tr>
<tr>
<td>Strategic Imperative 4: Position PM as a thought leader in women’s development issues</td>
<td>18</td>
</tr>
<tr>
<td>Strategic Enablers</td>
<td>20</td>
</tr>
<tr>
<td>Strategic Enabler 1: Operational Excellence and cultural Transformation</td>
<td>21</td>
</tr>
<tr>
<td>Strategic Enabler 2: Active partnerships and corporate finance programs (partnerships, JV)</td>
<td>23</td>
</tr>
<tr>
<td>Strategic Enabler 3: Diversified sources of sustainable funding, consistent with the stage and nature of each business (profit vs non-profit): Operating cash flows, capital markets, philanthropic capital.</td>
<td>24</td>
</tr>
<tr>
<td>Conclusion</td>
<td>25</td>
</tr>
<tr>
<td>Exhibit</td>
<td>26</td>
</tr>
</tbody>
</table>
The past few years have been extremely turbulent, full of enormous challenges and significant setbacks to gender equality around the world. Latin America suffered the worst GDP contraction in comparison to other emerging economies, and women’s participation in the workforce fell to levels last seen more than 10 years ago.

This period of turbulence and uncertainty has been an opportunity for Pro Mujer to affirm our unwavering commitment to our mission to help vulnerable women in the region realize their full potential and support them as they become agents of change.

However, this period has also offered an opportunity to critically assess our reality and adjust our areas of focus according to the needs of the region and the specific needs of every woman in every corner of Latin America.

With this in mind, and with the hope of contributing to a sustainable, egalitarian, and ongoing recovery, we at Pro Mujer continued to rethink and reinvent our activities and expand our geographic footprint to provide comprehensive support to women in Latin America and rise to the challenge of achieving gender equality in a multicultural and emerging region.

The Strategic Plan: 2022-2025 was created based on input from everyone from members of our field teams working on the ground in each country to members of our global team. The Plan incorporates experiences and lessons learned from our more than 32 years working in the region and brings a fresh, new perspective to help position Pro Mujer as a key organization working to achieve gender equality.

It is a living, evolving document meant to provide a road map for the next three years, and it reflects the ideas and concerns of the women we serve, Pro Mujer staff, our partners and investors, our Board of Directors, and key leaders from the region.

At Pro Mujer, we will continue to raise awareness of the importance of our mandate while implementing innovative solutions and supporting the dignity of women in Latin America and around the world.

Gender equality and the sustainable development of the region cannot wait. The time to act is now.
Pro Mujer’s Vision, Mission, Guiding Principles and Mandate

**VISION**  
A Latin America where all women thrive

**MISSION**  
To empower underserved women to realize their full potential

**GUIDING PRINCIPLES**

1. We believe gender equality is a human right and that women should participate equally in all aspects of society.

2. We see women as formidable agents of positive change and recognize their creative potential to generate value and prosperity in their own families, communities, and economies as a whole.

3. Our imperative is to continuously identify and provide solutions based on a deep understanding of our clients’ needs, preferences, and behaviors. We focus particularly on those women facing the most discrimination with the least resources and support.

4. We consider our human capital to be one of our most important assets. We strive to foster a purposeful work environment where motivated colleagues excel. We value collaboration and accountability and reward results.

5. We believe our success depends on the collective diligence of our team, our partners, and the women we serve.

6. We rely on alliances with strategic partners to leverage complementary resources and work collaboratively to extend our reach and impact.

7. We are a mission-driven social enterprise that harnesses the power of innovation to drive transformative, sustainable ideas to scale.

**INSTITUTIONAL MANDATE**  
To become a large-scale social enterprise that delivers relevant and transformative resources and tools to women in Latin America throughout their lives.
INTRODUCTION

Women are the seeds of change in Latin America, a region that is fertile ground for promising new projects that support the region as it becomes a new hub for development.

Pro Mujer is a social enterprise with more than 32 years of experience working to advance gender equality in Latin America. We seek to help women reach their maximum potential, improve their living conditions, and become agents of change in their communities.

Founded in El Alto, Bolivia in 1990, we use a comprehensive and holistic approach that seeks to expand women’s access to health services, facilitate their financial inclusion, and provide them with skillling and entrepreneurship opportunities.

Over our 30+ year history, we’ve impacted the lives of more than 2 million women, provided more than 10 million preventative health care screenings, and disbursed more than USD 4.4 billion in loans.

Headquartered in New York City, Pro Mujer has offices in Mexico, Nicaragua, Guatemala, Bolivia, and Argentina, and we are using online platforms and various partnerships to launch activities in 14 additional Latin American countries, including Peru, Colombia, Ecuador, Haiti, Honduras, El Salvador, and Costa Rica.

A total of 50% of micro-enterprises in Latin America are led by women, however, the region has the second highest rate of women-led enterprises that fail due to lack of financing. Pro Mujer has been a pioneer in the world of gender lens investing as an effective way to close gender gaps and drive regional economic growth.

We are committed to making steady progress toward ensuring that no woman in Latin America is left behind. We support all woman’s ideas and initiatives while respecting their culture and embracing their differences, and, above all, recognizing the incalculable potential of helping them build their skills and capacities.
The Current Context

To create a road map for Pro Mujer’s immediate future, it is critical to engage with and work to understand the realities faced by women living in vulnerable situations in Latin America.

The initial recovery phase following the acute period of the COVID-19 pandemic shone a harsh light on the sociopolitical and economic difficulties facing Latin America. In the face of the growing trend towards digital transformation in production processes and workplaces, the importance of moving towards women’s digital inclusion became increasingly clear.

As a social enterprise, Pro Mujer must consider the unstable environment in which international non-profit organizations and, of course, microfinance institutions operate.

These issues have led us to consider new ways of operating.

A Constant Challenge

Despite the major progress that has been made in terms of gender equality over the past few decades, at the current rate of progress, it is estimated that it will take 67 years to close the gender gap in Latin America.

According to gender equality indicators established by international organizations, exclusion and discrimination based on gender is still present across all social circles. These inequalities begin at home, with the unequal distribution of domestic and care work, and are reinforced in childhood, when girls have less access to educational opportunities.

Inequality is also present in the workplace, in women’s access to financial and digital services, and in key decision-making spaces, where women are woefully underrepresented.

Additionally, the challenges that women face because of their gender are further exacerbated by poverty, sexual orientation, ethnicity, immigration status, and increasing violence in the region.

It is important to recognize and celebrate the progress made to date while also acknowledging the reality of the situation in Latin America—without a doubt, the road ahead is long and difficult.
The Rise of a Profitable Social Model

Recently, there has been a shift in the logic and parameters of social enterprises. Today it is both justified and legitimate for social enterprises to seek to generate returns.

Innovation, financing, and the tools of the capital markets are now being used to support humanitarian and development efforts, with a special focus on the practical application of policies and models linked to impact investing, an investment model that seeks to generate positive and measurable social and environmental impacts.

New legal structures now recognize and allow companies to pursue both financial and social returns for their stakeholders, without breaking their fiduciary duty to maximize shareholder value.

Social finance, which generates both social dividends and economic returns, has attracted the attention of both major investors and traditional donors. Non-profit organizations now compete with companies that offer social impact and financial returns. This is both a challenge and an opportunity for Pro Mujer.

Restructuring the Development Areas

Over the past five years, Pro Mujer saw the need to restructure the organization to keep up with operational demands and produce expected results.

Traditionally, grant or donor funds were used to support an NGO’s mission via unrestricted funds that could be used however the organization saw fit, as long as the expense helped fulfill the mission.

Unrestricted funds streamline processes for organizations like Pro Mujer because they are easy to use and account for, allow organizations to easily adapt to market changes, and allow finance departments to avoid the stress of trying to cover items that are not covered by restricted funds.
Thanks to unrestricted funds, Pro Mujer was able to design, implement, and launch Emprende Pro Mujer and Pro Mujer Digital, two initiatives that were built based on our 32 years of experience supporting women in Latin America.

These digital platforms support the economic autonomy of women entrepreneurs by providing access to more democratic financing with fewer restrictions and tailored entrepreneurial training and knowledge based on each entrepreneur’s needs.

Unrestricted funding is a clear vote of confidence in the organization and its leadership and denotes a level of trust between funders and organizations that serves as a foundation for building mutually beneficial long-term relationships. It demonstrates a deeper understanding of what Pro Mujer needs to continue to grow and expand our impact.

However, funding for specific programs and initiatives also plays a critical role in our operations. Restricted funding allowed us to launch the Community Health Workers program and the Mujer Segura hotline in Bolivia, and both initiatives have had a genuinely positive impact on both Pro Mujer and the women we serve.

Restricted funding was also used to launch the ILU Toolbox platform, a key tool that we’ve used to position Pro Mujer as a pioneer in gender mainstreaming in the business and financial ecosystem.
A Commitment to Data-Informed Monitoring and Evaluation

The trust our partners and allies have placed in us warrants timely results, which is why we developed our Organizational Theory of Change (ToC), an effective mechanism to provide sophisticated impact data.

Our ToC includes initiatives to make disaggregated data on Pro Mujer clients available by gender, race, and living situation across all of Pro Mujer’s program areas—financial inclusion, health services, and skilling and entrepreneurship opportunities, as well as all Pro Mujer services offered via digital platforms.

The ToC also allows us to offer timely monitoring and follow-up regarding the reach generated through Pro Mujer’s Gender Knowledge Lab.

Our ToC seeks to provide impact data associated with Pro Mujer’s reach via traditional and digital media, as well as information on our portfolio of partners and donors, without ignoring the importance of measuring good gender practices within the organization itself.

Reaffirming our Commitment to Serving Women

After 32 years of working for gender equality in Latin America, Pro Mujer has positioned itself as a leader in the region on issues related to women's development.

We have been able to build relationships of trust and commitment with our clients, positioning ourselves as a trustworthy brand that is different from other microfinance institutions thanks to our comprehensive and holistic approach, which is grounded in our mandate as an organization and our commitment to social responsibility.

Today, the close, human-centered support provided by our health, education, and financial inclusion staff and incorporated across our education, awareness, and training initiatives has made Pro Mujer a benchmark for the importance of a comprehensive, holistic approach.

However, we are aware that the needs of our clients have evolved to include the skills and tools required by digital transformation, which is why we are committed to supporting digital literacy and access to online services.

We seek to ensure that women in vulnerable situations have access to the skills they need to adapt to this transformation while also expanding our impact through digital initiatives.
A Constantly Changing Business Model

As part of our focus on long-term sustainability, we need to adapt our business model to take advantage of the innovative ways in which social enterprises can generate impact and diversify our sources of income to include investment capital that expects market-rate returns, philanthropic capital, and the full range of alternatives along the funding spectrum.

Hybrid financing models can significantly increase Pro Mujer’s potential for impact on a larger scale.

It is critical that we focus on the bottom line, maximize efficiency, enhance our value proposition, and ensure that we have the right human capital to stay a leader in a fast-paced and ever-changing ecosystem.

For-profit, results-oriented companies focused on innovation and operational efficiency are simultaneously Pro Mujer’s role models, competitors, and potential allies.
Three-year Strategic Plan: 2022-2025

The Strategic Plan: 2022-2025 is a living, evolving document meant to provide a road map for the next three years.

It outlines the operational plan necessary to accomplish the organization’s mandate: “To become a large-scale social enterprise that delivers relevant and transformative resources and tools to women in Latin America throughout their lives.”

The Plan focuses on four strategic imperatives:

1. Expand our footprint in Latin America
2. Collection and effective use of data
3. Holistic approach for our customers
4. Position PM as a thought leader in women’s development issues

**Mandate**

To become a large-scale social enterprise that delivers relevant and transformative resources and tools to women in Latin America through their life cycle.

**Strategic Imperatives**

| Expand our footprint in Latin America | Collection and effective use of data | Holistic approach for our customers | Position PM as a thought leader in women’s development issues |

**Strategic Enablers**

- Operational Excellence and cultural transformation
- Active partnerships and corporate finance programs (partnerships, JV)
- Diversified sources of sustainable funding, consistent with the stage and nature of each business (profit vs non-profit): Operating cash flows, capital markets, philanthropic capital.
Four Strategic Imperatives
Strategic Imperative Expand our footprint in Latin America

Our expansion is and will continue to be focused on alliances and acquisitions based on the demands of current and potential beneficiaries, the operating environment, the local ecosystem, and the potential role and impact Pro Mujer would have in the market, with a particular focus on streamlining systems and innovating new services and programs.

Over the past five years, we acquired FIE Gran Poder in Buenos Aires, allowing us to expand operations into Buenos Aires. Additionally, we invested in Microwd in Peru, allowing Pro Mujer to continue to generate impact in that country, and we partnered with Deetken to deploy the ILU Women's Empowerment Fund and invest in Chile, Colombia, Haiti, Honduras, Panama, and Peru, among others.

To continue expanding its impact, Pro Mujer will expand its footprint, prioritizing markets based on the following criteria:

- The needs of current and potential Pro Mujer beneficiaries
- Potential partners and funders that can facilitate and support Pro Mujer’s expansion
- The potential role and impact Pro Mujer would have in the market

Innovation will be a key component of this expansion plan. Pro Mujer is open to exploring new operating formats and different roles it can play, and the format, services, and programs offered have the potential to differ case by case.

We are conducting market studies, field visits, and exploratory trips to identify potential joint ventures, mergers, and acquisition prospects. Each opportunity is analyzed using a specific framework.

As part of these efforts, and within the framework of our participation in the Partnership for Central America, Pro Mujer expanded into Guatemala in 2022, and plans are in place to continue expanding our footprint and impact in the Northern Triangle (Honduras and El Salvador). In Guatemala, women’s average income is less than 67% of men’s earnings, 81% of women are engaged in activities with low productivity levels, and many women do not have access to a minimum wage or social protection systems. Pro Mujer’s intervention strategies in Guatemala will be grounded in three core priorities: increasing financial inclusion through microcredits, providing training and skilling opportunities, and raising awareness of preventive health care.

In 2022, thanks to support from powerful partnerships, Pro Mujer also started our expansion into Southeast Mexico, one of the most vulnerable areas of Mexico where the majority of women live in poverty. Over the next few years, we will use our comprehensive and intersectional approach to help all women in this region are able to reach their maximum potential. Pro Mujer will continue to look for opportunities to establish a presence in additional countries and will continue to expand our activities in countries where we already operate.
Four Strategic Imperatives

**Strategic Imperative Collection and effective use of data**

The main objective of this strategic imperative is to gather information-rich and reliable data, analyze them, and use them to inform critical business decisions. Once these data have been collected, they go through a rigorous process of data cleaning and data analysis to ensure that they are truly useful for Pro Mujer.

Over more than 30 years of experience, Pro Mujer has gathered valuable data that allow us to:

- Truly know our beneficiaries and understand their needs and demands.
- Understand and analyze what is important to them on a deeper level.

- Segment Pro Mujer’s prospects and current beneficiaries to deliver better products and services while developing communication and marketing campaigns that speak more directly to beneficiaries’ biggest concerns as individuals and organizations.

- Improve decision-making by facilitating data-informed decisions.

- Help improve reporting and forecasting, allowing for more accurate long-term outlooks within the organization.

- Identify where to focus Pro Mujer’s efforts moving forward.

Pro Mujer is establishing a data warehouse and is in the process of defining data collection techniques, as well as incorporating a data analyst into each team.

Now more than ever, it is critical for us to take advantage of the benefits offered by technology and digital transformation to systematize data and information.

Our goal is to ensure quick and intuitive access to data that will allow us to continue to measure our impact and help us make intelligent, evidence-based decisions.
Our holistic approach responds to the needs and demands of our beneficiaries and is what differentiates us from other organizations. We use a holistic model to help women, families, and communities prosper by providing financial inclusion solutions, health and well-being services, and entrepreneurship and skilling opportunities.

We believe that these three areas of focus are critical to achieving our mission of empowering underserved women in Latin America to realize their full potential. Women who have access to credit but limited financial education will struggle to invest effectively and create a sustainable enterprise. Additionally, successful women entrepreneurs won’t be able to continue to grow their business or become agents of change if they do not have their health.

Pro Mujer has created a suite of products and services that ensure vulnerable women are not left behind during the digital revolution. Technology will be fundamental to both our core value proposition and our approach to expanding products and services to women in Latin America through both for profit and non-profit models.
1. Financial Inclusion

Microfinance is still important and valid, as it guarantees financial inclusion. But to be competitive in a crowded ecosystem of financial services providers, Pro Mujer must continue to expand our offerings and innovate how we deliver services. Over the last five years, Pro Mujer has implemented a new core banking system, developed a remote financial service model for our communal banking methodology, scaled individual credit loans, developed savings services, started selling insurance products, and deployed Pro Mujer Digital, which includes digital credits, a digital wallet, and a contact center, among other offerings.

As a client-centric organization, Pro Mujer will continue to identify innovative solutions that can improve operations efficiencies and offer our beneficiaries safer and easier ways to service their loans while also supporting women throughout their lives. The objective is to continue to expand our impact, thus growing the number of clients and products.

With solutions tailored to each country, Pro Mujer will continue to develop digital financial products that respond to the needs and context of local women.
Cont.

Strategic Imperative Holistic approach for our customers

2. Health and well-being

Pro Mujer focuses on women’s health services, including basic screenings, primary care, and gynecological consultations. We strongly promote preventive care and delivers health education via both our lending groups and via tools such as chatbots in an effort to promote behavioral changes such as healthy eating and physical activity. Our programs create awareness of gender-based violence (GBV) and the different manifestations it can take (e.g., physical, sexual, financial, or emotional) and provide support to survivors of GBV.

In 2020, Pro Mujer Bolivia developed the program Mujer Segura, and we are excited to replicate the program in other countries. In 2019, Pro Mujer developed the community health workers (CHW) program in Bolivia, another program that has the potential to be replicated in other countries. This innovative initiative invites rural community health workers to volunteer to participate in capacity building initiatives, conduct preventive care, and refer more high-risk cases to primary health care centers.

Over the next few years, we plan to implement a model that will be used to define the next steps for creating country-specific health care initiatives. This model is grounded in three main points: i) increase women’s access to health care services and awareness regarding the importance of preventive care; ii) focus on quality and ongoing monitoring via tools such as client satisfaction surveys; and iii) implement a comprehensive care system that includes an in-person component (visits to Pro Mujer clinics), a virtual component (chatbots and remote consults), and a technology component (telemedicine).

3. Entrepreneurship and skilling opportunities

Education is a core part of Pro Mujer’s holistic approach, and it is critical to all our products and services. Access to information and knowledge allows women to learn, change, and make decisions that support their financial autonomy, prosperity, and well-being.

We believe that with access to knowledge and tools that respond to their needs, women can become agents of socioeconomic and cultural change in their communities.
Cont.

Strategic Imperative Holistic approach for our customers

3. Entrepreneurship and skilling opportunities

In 2021, we created the Education Task Force to start the process of standardizing our educational content and processes in each country. That same year, we also launched Emprende Pro Mujer, a digital platform designed to respond to the needs of women who start businesses out of economic need. This platform combines education and entertainment to strengthen women’s entrepreneurial skills and provide support throughout each stage of their entrepreneurial journey.

With personalized content that responds to the needs of each woman, Emprende Pro Mujer includes live and pre-recorded classes, mentoring opportunities, and access to a regional support network.

COVID-19 accelerated the use of digital platforms to provide diverse training services, chatbots, and social media. Through partnerships with local and international providers, Pro Mujer is increasing digital literacy and providing technology and digital opportunities to low-income women in the region. We have already piloted a project to offer free wi-fi in Bolivia and Mexico, piloted Cisco basic training programs in Bolivia, and developed chatbots that provide information on COVID-19, breast cancer, and diabetes, among others. Pro Mujer will continue to explore these and other opportunities that connect women to the digital economy.

Over the next few years, the Education area will focus on creating client-centered tools and initiatives – all content, products, and channels will be focused on the demonstrated needs of our beneficiaries while continuing to support equality and increase access.
After 32 years of operations in the region, Pro Mujer’s institutional knowledge is an asset that can be codified, transformed into intellectual capital, and shared with civil society, businesses, and governments to foster new solutions, services, products, and public policies that empower women in Latin America.

Pro Mujer is well positioned to fill critical gender data gaps in Latin America to help equip decision-makers with clearer and more timely evidence about programs and interventions that are working to accelerate progress for women and girls.

Pro Mujer will continue to produce research, case studies, videos of success stories, blog posts, etc. to share knowledge about the lessons learned regarding women’s empowerment, financial inclusion, and using a gender approach to eliminate poverty.

We will also enable and promote networks that work with and for women and their financial inclusion and empowerment while collaborating on research to refine its gender data strategy to collect even more relevant data on different indicators and their implications on women.

Thought leadership is a strong strategy for growth. Pro Mujer will share and offer its own best practices, knowledge, and expertise to other organizations. As a well-established organization that has a 30+ year track record in Latin America, we have become a trusted source that can provide valuable knowledge and education. Pro Mujer will increase our public exposure by participating in key events and forums, expanding our media presence with new stories, using more data to support our positioning as a thought leader, and continuing to measure and report impact, among others.
In 2022, Pro Mujer created the Gender Knowledge Lab (GKL) to leverage the regional knowledge we have acquired over more than 30 years.

The GKL works with institutions from the public and private sectors and civil society organizations to help them integrate gender perspectives across work areas, teams, policies, strategies, and products. The GKL also offers applied research services, knowledge creation and dissemination services, education, training, and personalized consultancies.

Over the next few years, Pro Mujer will continue to support the construction of a robust community and generate spaces for knowledge exchange and communities of practice focused on equity, diversity, and inclusion.

Pro Mujer also defined our institutional Gender Strategy, which will be used to guide our position on various issues over the next few years and will inform our actions and approaches both internally and externally.

We also created a Gender Violence Task Force to share the progress of the internal programs we are implementing locally in the countries where we work. The Task Force has also started to define a strategy to prevent GBV and streamline programs at the regional level.

Additionally, Pro Mujer will continue to promote gender lens investing and gender mainstreaming as efficient drivers to advance toward equality and create profitable companies and prosperous economies. As part of these efforts, we will continue to organize the GLI Forum LatAm, an annual event that brings together investors, entrepreneurs, academics, and experts to continue to raise awareness of gender lens investing and create innovative solutions.

Pro Mujer will continue to position its work through a robust communications strategy as part of our efforts to raise the organization’s profile in both Latin America and the United States, with a focus on protecting and promoting our reputation. We will continue to share information on our impact via diverse channels and representatives, including through ongoing and organic communications initiatives and consistent outcome measurement.
The following three strategic enablers are the foundation for the success of the four strategic imperatives: operational excellence and cultural transformation, active partnerships and corporate finance programs, and the diversification of sources of sustainable funding consistent with the stage and nature of each business.

1. Operational Excellence and cultural transformation

2. Active partnerships and corporate finance programs (partnerships, JV)

3. Diversified sources of sustainable funding, consistent with the stage and nature of each business (profit vs non-profit): Operating cash flows, capital markets, philanthropic capital.
Strategic Enablers

Strategic Enabler 1 → Operational Excellence and cultural transformation

Over the last five years, Pro Mujer has prioritized strengthening our operations by improving human capital and deploying a cohesive global human resources program that allowed us to increase professional competency, align incentives, and reinforce governance. We deployed robust technology infrastructure to enable increased productivity, secure data, and support decision-making capabilities and established new organizational and legal structures to ensure strategic growth. Additionally, we improved processes and started analyzing data.

This is an ongoing process that requires constant revision and innovation in order to build a more stable and professional institution with robust operational efficiencies and organizational agility.

High-performing institutions cultivate and grow talent, carefully balancing costs and rewards. Pro Mujer will continue to focus on bringing new competencies to the team and retaining talent, while also aligning incentives and training our employees to increase their skills and professionalism. In 2022, Pro Mujer is incorporating a new HR system powered by Microsoft Dynamics. We are also deploying a new learning strategy featuring online learning platforms and an employee assistance program that is available to all employees.

Since 2021, Pro Mujer has worked closely with a global shared services company. In 2022, we will be working with Accenture to further expand the shared services center initiative while also outsourcing, streamlining, and increasing productivity across all processes and procedures.

The Compliance, Audit, and Risk department will be restructured over the course of 2022.

Pro Mujer increased our digital maturity level and will continue to improve. We also incorporated agile methodologies into our project teams to increase operational efficiency, productivity, and data security while also supporting decision-making capabilities.
Strategic Enablers

Cont.  Operational Excellence

As part of our efforts to become a digital organization that uses big data analysis to continually refine our imperatives around customers, growth, efficiency, and innovation, we are incorporating additional layers focused on digital transformation, including new skills, methodologies, open innovation, minimum viable products, and the first steps of data analysis.

In 2022, Pro Mujer will create a central space for all data (data warehouse) while increasing the data we collect. This data will help improve decision-making at the local and global levels.

The same structure will be applied to for-profit and non-profit entities to accommodate activities such as alliances, acquisitions and joint ventures, shared services, hybrid financing, and the piloting of new initiatives. This structure ensures strategic growth, allows intra-company capital movements, attracts different funding sources, and minimizes risks.

We will improve operational productivity including front-office operations, managerial and administrative functions.
Strategic Enablers

Strategic Enabler 2 → Active partnerships and corporate finance programs
(partnerships, JV)

Active partnerships and alliances are essential and should be designed and implemented to support Pro Mujer's strategic objectives. The role of these partnerships is to boost Pro Mujer's growth strategy by developing a robust network of key stakeholders, supporting new markets for the expansion of Pro Mujer's geographic footprint, and contributing toward the positioning of the organization as a thought leader in the industry.

The Pro Mujer Partnerships team works in close collaboration with all areas of the organization to identify and design potential alliances with service providers and other stakeholders through co-sponsorship and joint ventures, as well as academic and practical research collaboration.

With a strong team focused on our areas of focus (health and well-being, skilling and entrepreneurship, financial services, and the GKL), over the next few years, Pro Mujer will continue to identify and evaluate different partnerships and opportunities to participate in diverse international networks.

By systematizing processes and implementing personalized follow-up, Pro Mujer will ensure that our partnerships in each country where we operate fulfill the institutional requirements necessary for their effective implementation.
Strategic Enablers

**Strategic Enabler 3 →** Diversified sources of sustainable funding, consistent with the stage and nature of each business (profit vs non-profit): Operating cash flows, capital markets, philanthropic capital.

Pro Mujer will continue to diversify its funding sources to ensure financial sustainability. We are working to identify potential new investors while also exploring the development of new financial instruments, such as subordinated debt, capital markets, insurance, brokers, and more.

We are even exploring the possibility of using crowdfunding as an innovative and sustainable potential source of new funding.

We are also eagerly exploring the opportunity to structure a blended finance fund with a gender lens. This fund will allow Pro Mujer to access new impact investors that are targeting the missing middle – small and medium enterprises that are too big for microfinance funding but not big enough for commercial bank funding. The objective is to address the missing middle, drive women’s ownership, and match local and international investors across the risk/return spectrum with gender lens investing opportunities.

We are also being more assertive in looking for donations. In 2021, a new Strategic Partnerships and Development area was created to target grants and philanthropic capital in various formats. In 2022 alone, Pro Mujer applied for and won USD 7,175,450 and established 156 partnerships in 5 countries.
Pro Mujer's mandate represents the most critical demand made by women in Latin America and around the world. Achieving gender equality is fundamental to advance towards social justice and is a key focus of governments and multilateral organizations around the world.

In Latin America, women are raising their voices and demanding that they be guaranteed the full range of rights to which they are entitled, and, by extension, a level playing field to improve their living conditions and become agents of change.

We firmly believe that we can meet the needs and demands of women in Latin America. The plan outlined in this document is meant to serve as a strategic and operational roadmap whose effective implementation has the potential to establish Pro Mujer as an organization at the forefront of matters related to women and women’s rights.

This document marks the beginning of a promising transformation that is both grounded in and supported by the loyalty of the women we serve thanks and the reputation we have established thanks to our comprehensive and holistic model that sets us apart from the competition.

We will continue to strengthen our team, build powerful partnerships, and develop innovative products and services. Above all, we will continue to put the interests and needs of women at the forefront of everything we do to become their go-to partner.

The challenge is enormous, but we are committed to meeting it with hope and the belief that we can make our vision a reality.