

PROJECT FACTSHEET

Title of project	SCBF 2012-06: Institutional strengthening for financial inclusion
Country/ region	Guatemala / Central-America
Financial Intermediary	Apoyo Integral Guatemala , incorporated as a non-deposit taking Microfinance Institution
Competence Centre mandated for execution	Bamboo Investments S.à.r.l. , 32 rue de Malatrex, 1201 Geneva
Overall project budget	CHF 180,963 (20.5% self-contribution by partner)
SCBF contribution	CHF 143,900 (79.5% SCBF funding share)
Date of project approval	20.12.2012
Project period	02.2013 until 07.2014
Context	Apoyo Integral Guatemala (AIG) is a small financial intermediary created to serve micro and small growing enterprises in Guatemala. AIG was launched in 2010 as a greenfield operation originating in an alliance between Apoyo Integral Inversiones (AI) and Grupo ACP (ACP). AIG is leveraging a successful micro- and small business finance model with over 10 years of experience (Apoyo Integral- El Salvador) and tailoring the model and products to adequately serve a different geography with similar socio-economic patterns, in order to later expand to new regions of Guatemala with new products. AIG transfers the know-how and experience of AI in Central-America into the Guatemalan market and benefits from the advantage of a proven methodology and best practices in serving low-income markets in Latin-America. Its aim is contributing to better local financial inclusion that meets the needs of the Guatemalan enterprises, currently not well-served.
Current status	AIG is in need of additional technical and human resources. The project will allow AIG to improve its processes and products while it continues expanding its outreach. The project will complement the sponsors' effort to enhance AIG capabilities and product offer - AIS and ACP have set up an action plan to transfer know-how to AIG and defined key personnel to support the establishment of the start-up. Nonetheless, the pace of the support is constrained by sponsor's remote location and ability to visit the operations. The sponsors recognize the complexities and differences of the Guatemalan markets versus the markets where they currently operate (mainly, Salvador, Peru and Mexico), and thus are interested in bringing in external local partners and consultants to enhance AIG's product proposal and operation in line with the market's realities and better prepare AIG's foundations for growth. Acquiring outside support out for certain key areas will help the management to focus on building a competitive institution with the scale needed for a sustainable operation. The grant from the SCBF will allow AIG to strengthen the institution in order to successfully undertake these activities.
Objective and main activities	<ul style="list-style-type: none"> • To conduct SWOT analysis of the organizations's strenghts and weaknesses and positioning. • To strengthen AIG's internal capacity (strategy, policies, procedures, staff and management capacity); • To develop new products and pilot test them, especially products for small and rural enterprises; • To scale up and expand regionally. Specificly post assessment activities: <ol style="list-style-type: none"> i) To improve human resource management skills and processes; ii) To build capacity in portfolio management and risk analysis; iii) To strengthen middle management's knowledge and skills in credit and operational risk management and financial administration; iv) To upgrade AIG's MIS to an appropriate IT-based MIS. The purchase and implementation of MIS software will enable fully automated recording of transactions and thus facilitate upscaling of products to remote areas; v) To design new appropriate individual lending products and pilot test them in selected departments and municipalities; vi) To expand outreach to include new regions in order to gain economy of scale and improve efficiency and quality.