Product Map

Product	Definition	Benefit for financial institution (FI)	Benefit for Investors	Output	Methodology						Areas of analysis												
					Target user	Perspective	Type of analysis	Client level investigation	On-site mission days	Cost	Risk of default	Country context	Governance, Management	Financial performance	Operations	Portfolio quality	Responsible practices	Client protection	Risk of mission drift	Social perf. management	Social responsibility	Outreach: poor, excluded	Client outcome
Financial Rating	Opinion on the long-term institutional sustainability and creditworthiness: deep assessment of risks, performance, market position	- Transparency -Attract investors -Improve -Compare best practice	- Identify partner - Second opinion - Monitoring - Help to improve	Grade + outlook + analysis + monitoring	♣ ♣♣ ♦ ♦♦	🖋 🖋	α Σ		5	$$		✓	✓ ✓	✓	✓ ✓	✓							
Credit Rating	Opinion on the creditworthiness and solvency of the financial institution or FI	-Transparency - Attract investors - Improve - Comply law	- Identify partner - Second opinion - Monitoring - Ensure compliance to law	Grade used by banking authority + outlook + analysis	♣♣♣ ♦ ♦♦♦	🖋	α Σ		0-2	$$	✓	✓	✓	✓	✓	✓							
Standard Social Rating **Comprehensive Social Rating**	Opinion on the capacity of an FI to put its mission into practice and achieve social goals	- Transparency - Attract social investors - Improve - Compare best practices	- Identify social investee - Second opinion - Monitoring - Help to improve	Grade + analysis + USSPM validation + effort to certification	♣ ♣♣ ♦ ♦♦	🖋 🖋	α Σ	 EE	4-5 8	$$ $$$		✓					✓	✓ ✓	✓	✓	✓	✓ ✓	✓ ✓
Client protection certification (SMART)	Recognition of adequate implementation of the Client Protection Principles in the FI operations, products, client treatment	- Demonstrate client protection - Attract investors - Improve	- Identify social investee - Demonstrate client protection - Improve	SMART Certificate and/or gap analysis	♣♣ ♦ ♦♦ ♦♦♦	🖋 🖋	α Σ	E	5	$$		✓						✓ ✓ ✓					
Client protection Pre - Certification	Detailed gap analysis to fill the gaps in order to fully comply with the Client Protection Certification norms	- Same team as for certification - Lower cost of pre-certification + certification	- Help preparing for Certification - Improve	Detailed gap analysis	♣ ♣♣ ♦ ♦♦	🖋 🖋	α Σ		4	$$		✓						✓ ✓					
SPI4	Analysis of the status of implementation of the USSPM	- Attract investors - Improve	- Inform the social due diligence - Improve	Scores by area + detailed gap analysis	♣ ♣♣ ♦♦	🖋 🖋	α		4	$$		✓					✓	✓		✓	✓		
Social action guide **Social action plan**	Development of a participatory action plan to improve the social performance management and client protection practices	- Internal improvement - Compare best practice	- Help to improve the SPM of the FI	-Improvement priorities and best practices -Action guide + recommended actions & workplan	♣ ♣♣ ♦♦	🖋 🖋	α		1 3	$ $$		✓					✓	✓	✓	✓	✓	✓	
Client outcome	Use of the unexploited potential of data collected by the financial institution to obtain indicators of the change in client lives	-Understand the change in clients lives results; -Get familiar with an outcome measure methodology.	-Understand the change in clients lives results; -Promote the development of investee outcome measurement systems	Indicators of change in clients lives, description of the methodology used, training	♣ ♣♣ ♦♦	🖋 🖋	α Σ		3	$$		✓											✓ ✓

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Truelift	Recognition of pro-poor mission, outreach to the poor, meeting poor's needs and tracking their progress over time	- Demonstrate pro-poor results - Attract social investors - Improve	- Identify pro-poor investees - Demonstrate pro-poor results - Improve	Truelift certificate + Detailed gap analysis	♣ ♣♣ ♦♦	𝒻 𝒻	α Σ		5	$$		✓					✓	✓	✓	✓ ✓	✓	✓ ✓	✓ ✓
Institutional Diagnostic	Detailed analysis of the operations and policies compared to international best practices	- Internal improvement - Compare best practice	- Help to improve FI management systems and operations	Detailed gap analysis + guidelines	♣ ♦ ♦♦	𝒻 𝒻	α		5-6	$$		✓	✓ ✓		✓ ✓	✓	✓	✓					
Social Diagnostic	Detailed analysis of Social Performance Management (SPM) systems compared to best practices	- Internal improvement - Compare best practice	- Help to improve the SPM of the FI	Detailed gap analysis + guidelines	♣ ♦♦	𝒻 𝒻	α		5-6	$$		✓					✓	✓ ✓		✓ ✓	✓ ✓		
Services for regulators	Expertise in risk management, client protection and responsible finance international best practices to strengthen regulation and supervision	Incorporate applicable international best practices in the local regulation; strengthen the supervision	-Higer stability of the financial system -FI's compliance to the regulation	Studies, training, advisory and compliance verification services	♦♦ ♦♦♦	𝒻 𝒻	α Σ		3-9	$$	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	
Loan portfolio audit	Opinion on reliability of reported portfolio quality (MIS), loan loss provision adequacy and exposure to credit risk	- Validate portfolio quality - Improvement of risk management	- Validate FI portfolio quality - Identify challenges, correct systems	Detailed analysis + guidelines	♣ ♣♣ ♦ ♦♦	𝒻	α Σ	EE	8-9	$$$		✓	✓		✓ ✓	✓ ✓ ✓							
Country Screening & Deal Sourcing	Opinion on Country legal, business, fiscal, macro-economic environment for microfinance investments. Deal sourcing is an option	-Increased funding opportunities	- Identify Country investment opportunities - Second opinion	Detailed analysis + emerging FIs profiles	♦ ♦♦	𝒻	α Σ		3	$$		✓ ✓ ✓											
Due Diligence	Opinion on the appropriateness of an investment based on the FI economic and financial sustainability	-Increased funding opportunities	- Support investment decision - Second opinion	Detailed analysis + investment analysis	♦ ♦♦	𝒻	α Σ		4	$$		✓	✓	✓	✓	✓							

Financial Institution (FI) includes: NGO, Non Banking Financial Institutions, Bank, Credit Union, Village bank, APEX institution.
MFR methodology is aligned to the SMART campaign and the Universal Standards of Social Performance Management (USSPM) of the SPTF
MFR is licensed to carry out: credit rating (Ecuador and Bolivia), SMART client protection certifications, SPI4 & SPI4-ALINUS, Truelift, PPI certification.
Country context: legal and regulatory environment, political economic and financial context, competitive environment.

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Target user
♦ Investor
♦♦ Social investor
♦♦♦ Regulator
♣ Developing FI
♣♣ Mature FI
♣♣♣ Regulated FI

Type of analysis
α: qualitative
Σ: qualtitative

Perspective
𝒻 Short term
𝒻𝒻𝒻 Medium-long term

Client level investigation
E Focus group
EE Survey + focus group