



About EA Consultants

EA Consultants is a global consulting firm specialized in understanding the financial lives of low-income households. We are experts in the business models of organizations who serve them and work with them to secure shared value across stakeholders.

Since 2006, we have been working worldwide to ensure that voices and needs of low-income households are incorporated into products, delivery, and policies.

We combine research and practice to ensure that our work is informed by an analysis and understanding of markets and customer needs. Our goal is that our work lead to new ways of thinking and new practice that are transformative to benefit all segments of society.

Selected Articles

[The Business Case for Customer Centricity](#), *CGAP*, April 2017.

[Responsible Bundling of Microfinance Services](#), *CGAP*, *The Microinsurance Centre*, May 2016.

[Don't Cover Everything: Why targeted health microinsurance can work better than full coverage](#), *Next Billion*, February 2015.

["The Right Touch" – Reducing Distribution Costs in Alternative Channels for Microinsurance](#), *Microinsurance Centre*, May 2014.

[Are the Poor, Especially Women, Being Squeezed Out of the MFIs Set Up to Serve Them?](#) *International Banker*, August 2015.

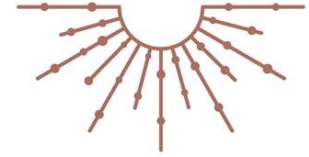
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[Microfinance: does it pay off for the poor?](#) *The Guardian*, 2014




[Small Fortunes](#), *The Banker*, October 2008.



Past Projects



Summary of Past Projects

	Fintech & Innovation	8
	JUMO Social Impact Measurement & Building Customer Insights Capacity	8
	ILO Impact Insurance Facility & Global Action Network Measuring Client Value from Index Insurance	8
	CAF: The Development Bank of Latin America Linking Telemedicine to Inclusive Health Insurance Distributed by Microfinance Institutions	8
	LeapFrog Investments & BIMA Understanding Customers & Building Social Impact Measurement Tools.....	9
	Safaricom’s Linda Jamii in Kenya & ILO Impact Insurance Facility Health Insurance Product and Business Model Analysis & Strategy	9
	Strategy & Business Case	9
	THE MIX Strategic Planning Exercise for Finclusion Lab	9
	UNCDF MicroLead Programme Lessons on the Business Case for Small-Balance Savings Mobilization	9
	Consultative Group to Assist the Poor (CGAP / World Bank) Firm Value Measurement and Business Case.....	10
	Pro Mujer International 2016-2018 Operational Plan.....	10
	Consultative Group to Assist the Poor (CGAP / World Bank) The Business Case For Youth Savings	10
	International Finance Corporation (IFC) & Banco de Finanzas (BdF) Diagnostic of SME and Housing Units.....	10
	International Finance Corporation (IFC) & Banex (formerly Findesa) Strategic Plan	11
	FINCA Uganda Healthcare Services and Financing for Microcredit Borrowers in Uganda.....	11
	Inclusive Insurance	11
	AXA General Insurance & AXA-Egypt Customer Insights Research for Inclusive Insurance Product Development in Egypt.....	11
	ILO Impact Insurance Facility & Global Action Network Measuring Client Value from Index Insurance	12
	AXA General Insurance & AXA-MANDIRI in Indonesia Customer Insights Research for Inclusive Insurance Product Development in Indonesia	12
	InsuResilience Investment Fund & Crezcamos Feasibility Study for Climate Insurance Products	12
	InsuResilience Investment Fund & Banco Continental Feasibility Study for Climate Insurance Products.....	13
	InsuResilience Investment Fund & Caja Sullana Development of Marketing Strategy, Materials and Training on Climate Insurance.....	13
	Microinsurance Centre Microinsurance Learning and Knowledge (MILK) Project.....	13
	MICROSERFIN Microinsurance Strategy and Product Design	13
	Aseguradora Rural Health Insurance Product Design	13
	Microinsurance Centre Microinsurance Landscape in Latin America.....	14
	INISER & ILO Impact Insurance Facility Strategic Plan and Product Development for Microinsurance.....	14

Fondo de Solidaridad e Inversión Social (FOSIS) & ILO Impact Insurance Facility Microinsurance for Micro and Small Businesses.....	14
ILO Impact Insurance Facility Migration-Linked Microinsurance.....	15
FINCA Uganda Healthcare Services and Financing for Microcredit Borrowers in Uganda.....	15



Supporting Double Bottom Line Investors 15

Intuit & The Aspen Institute Qualitative Analysis of Small Business Affected by Hurricane Harvey.....	15
AXA General Insurance & AXA-MANDIRI in Indonesia Customer Insights Research for Inclusive Insurance Product Development in Indonesia.....	15
Pro Mujer International 2016-2018 Operational Plan.....	15
JUMO Social Impact Measurement & Building Customer Insights Capacity.....	16
LeapFrog Labs Customer Understanding, Segmentation, and Protection Workshop.....	16
Triple Jump Advisory Services Measuring the Social Impact of Microfinance Institutions.....	17
Leapfrog Investments & BIMA Understanding Customers and Building Social Impact Measurement Tools.....	17
Inter-American Development Bank's Multilateral Investment Fund Evaluation of Technical Assistance to Strengthen Financial Institutions.....	17
Microinsurance Centre Evaluation of Microinsurance Grants.....	17



Impact & Social Performance 18

Triple Jump Advisory Services Measuring the Social Impact of Microfinance Institutions.....	18
Pro Mujer International Mixed Method Evaluation of Motivations and Constraints to Cancer Treatment.....	18
Consultative Group To Assist the Poor (CGAP / World Bank) & The Microinsurance Centre Information Overload? A Mixed Method Evaluation of the Impact of Bundling Microfinance Services.....	18
FINCA International Measuring Client Empowerment and Achievement of Aspirations.....	18
LeapFrog Investments & BIMA Understanding Customers & Building Social Impact Measurement Tools.....	18
Microinsurance Centre Microinsurance Learning and Knowledge (MILK) Project.....	19
Inter-American Development Bank's Multilateral Investment Fund Women-Owned Businesses in Latin America.....	19
ILO Impact Insurance Facility Microinsurance Utilization in Nicaragua.....	20
Global Development Network Randomized Evaluation of Health Insurance for the Informal Sector.....	20
United States Agency For International Development (USAID) Effects of Global Financial Crisis on Microfinance Institutions.....	20
Ford Foundation & New York University Pro Mujer Nicaragua: Strategic Analysis of Non-Financial Services.....	21



Advancing Microfinance Models..... 21

Financiera Fundeser Micro Currency Hedge Product Design.....	21
Calmeadow Foundation & Inter-American Development Bank's Multilateral Investment Fund Research on Women's Leadership in Microfinance.....	21

Pro Mujer International 2016-2018 Operational Plan.....	21
Consultative Group To Assist The Poor (CGAP / World Bank) & The Microinsurance Centre Information Overload? A Mixed Method Evaluation of the Impact of Bundling Microfinance Services	21
Inter-American Development Bank's Multilateral Investment Fund Microfinance Business Models in the Caribbean	21
Pro Mujer International Product Costing Model	22
Inter-American Development Bank's Multilateral Investment Fund Evaluation of Rural Credit Project	23
Inter-American Development Bank's Multilateral Investment Fund Microenterprise Demand for Credit in the Caribbean	23
Inter-American Development Bank's Multilateral Investment Fund Success and Failure of Small Businesses in Colombia.....	23
Pro Mujer International Strengthening Customer Insights Capacity	23
International Finance Corporation (IFC); Banco De Finanzas (BdF) Diagnostic of SME and Housing Units	Error!
Bookmark not defined.	
FINCA Mexico Nonfinancial Services for Microcredit Borrowers.....	24



Gender 25

AXA General Insurance & AXA-Egypt Customer Insights Research for Inclusive Insurance Product Development in Egypt.....	25
Calmeadow Foundation & Inter-American Development Bank's Multilateral Investment Fund Research on Women's Leadership in Microfinance	25
Pro Mujer International Mixed Method Evaluation of Motivations and Constraints to Cancer Treatment.....	25
Pro Mujer International 2016-2018 Operational Plan.....	25
LeapFrog Investments & BIMA Understanding Clients & Building Social Impact Measurement Tools	26
Inter-American Development Bank's Multilateral Investment Fund Evaluation of Rural Credit Project	26
Inter-American Development Bank's Multilateral Investment Fund Women-Owned Businesses In Latin America.....	26
Aseguradora Rural Health Insurance Product Design	26
Inter-American Development Bank's Multilateral Investment Fund Success and Failure of Small Businesses in Colombia.....	27
Pro Mujer International Strengthening Customer Insights Capacity	27
Pro Mujer International Product Costing Model	27
Microinsurance Centre Microinsurance Learning and Knowledge (MILK) Project.....	27
INISER & ILO Impact Insurance Facility Strategic Plan and Product Development for Microinsurance.....	27
FINCA Mexico Nonfinancial Services for Microcredit Borrowers.....	28



Client Protection 28

SMART Campaign & Acción Internacional Client Protection Standards For Microinsurance.....	29
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Confederação Nacional Das Empresas De Seguros (Cnseg) Promoting Client Value, Financial Education, and Microinsurance in Brazil.....	29
Asociación Mutua De Protección Familiar (AMPF) Argentina & Inter-American Development Bank's Multilateral Investment Fund Distribution of Microinsurance, Financial Education, and Customer Understanding	29
Microinsurance Network (MIN) Drafting of Membership Principles	30
Microinsurance Network "Challenges And Practices In Consumer Protection In Microinsurance"	30
Inter-American Development Bank's Multilateral Investment Fund Best Practices In Microfinance Supervision	30

Migrants & Financial Services 31

International Organization for Migration (IOM) Financial Tools to Protect Migrants in Crisis.....	31
New York City Office of Financial Empowerment, Department Of Consumer Affairs Immigrant Financial Services Study.....	31
Inter-American Development Bank's Multilateral Investment Fund "Risks Across Borders".....	31



Financial Inclusion in the United States..... 31

Intuit & The Aspen Institute Qualitative Analysis of Small Business Affected by Hurricane Harvey	31
Neighborhood Trust Financial Partners Knowledge Mangement and Strategic Communications.....	31
The Aspen Institute Contingent Workers in the U.S. and Retirement Security	31
The Center for New York City Neighborhoods Program Design to Encourage Savings for Clients in Mortgage Distress	32
Neighborhood Trust Financial Partners Fintech Solutions for Employee Financial Health	32
The Center for New York City Neighborhoods Financial Counseling Toolkit Design & Training	33
Community Solutions with Brownsville Partnerships Financial Service Needs of Brownsville Residents.....	33
New York City Office of Financial Empowerment, Department Of Consumer Affairs NYC Financial Counseling and Workforce Development Evaluation	33
Corporation for Enterprise Development (CFED, now Prosperity Now) Entrepreneur Financial Services Study	34
Corporation for Enterprise Development (CFED, now Prosperity Now) Microbusiness Solutions Learning Cluster.....	34
New York City Office of Financial Empowerment, Department of Consumer Affairs Financial Empowerment Constituent Qualitative Research	34
New York City Office of Financial Empowerment, Department of Consumer Affairs Immigrant Financial Services Study.....	35



Savings..... 35

The Aspen Institute Contingent Workers in the U.S. and Retirement Security	35
UNCDF MicroLead Programme Lessons on the Business Case for Small-Balance Savings Mobilization	35
Neighborhood Trust Financial Partners Fintech Solutions for Employee Financial Health	35

The Center for New York City Neighborhoods Program Design to Encourage Savings for Clients in Mortgage Distress	35
Consultative Group to Assist the Poor (CGAP / World Bank) The Business Case For Youth Savings	35



Health 36

AXA General Insurance & AXA-Egypt Customer Insights Research for Inclusive Insurance Product Development	36
CAF: The Development Bank of Latin America Linking Telemedicine to Inclusive Health Insurance Distributed by Microfinance Institutions	36
The International Labour Organization Impact Insurance Facility / Changamka Health Insurance Product and Business Model Analysis & Strategy	36
Pro Mujer International Mixed Method Evaluation of Motivations and Constraints to Cancer Treatment	37
Microinsurance Centre Microinsurance Learning and Knowledge (MILK) Project	37
Aseguradora Rural Health Insurance Product Design	37
ILO Impact Insurance Facility Microinsurance Utilization in Nicaragua	37
Global Development Network Randomized Evaluation of Health Insurance for the Informal Sector	38
INISER & ILO Impact Insurance Facility Strategic Plan and Product Development for Microinsurance	38
FINCA Uganda Healthcare Services and Financing for Microcredit Borrowers	39



Financial Services for Rural & Agricultural Communities..... 39

ILO Impact Insurance Facility & Global Action Network Measuring Client Value from Index Insurance	39
UNCDF MicroLead Programme Lessons on the Business Case for Small-Balance Savings Mobilization	40
InsuResilience Investment Fund & Crezcamos Feasibility Study for Climate Insurance Products	40
InsuResilience Investment Fund & Banco Continental Feasibility Study for Climate Insurance Products	40
InsuResilience Investment Fund & Caja Sullana Development of Marketing Strategy, Materials and Training on Climate Insurance	40
Consultative Group to Assist the Poor (CGAP / World Bank) & The Microinsurance Centre Information Overload? A Mixed Method Evaluation of the Impact of Bundling Microfinance Services	40
Inter-American Development Bank's Multilateral Investment Fund Evaluation of Rural Credit Project	41
Microinsurance Centre Microinsurance Learning and Knowledge (MILK) Project	41

Detailed Project Descriptions

Fintech & Innovation

JUMO | Social Impact Measurement & Building Customer Insights Capacity

Kenya, Tanzania, Zambia, South Africa | 2016

EA Consultants supported JUMO, a mobile financial services platform based in South Africa, to develop a simple process that allowed the Fintech provider to understand better and monitor its impact on low-income clients. Additionally, we collaborated closely with JUMO to support the development of an in-house customer insights team, training the team in quantitative and qualitative research measures as well as supporting them on logistical issues. The work included designing and developing survey tools, data analysis, and fieldwork with a strong qualitative component including in-depth interviews and focus group with JUMO users.

Key words: Fintech, Digital Lending, Social Impact Measurement, Customer Insights, Capacity Building

ILO Impact Insurance Facility & Global Action Network | Measuring Client Value from Index Insurance

Global; Pilots in Ethiopia, Kenya, Senegal, Zambia, Peru | 2015-2016

For smallholder farmers, index (or parametric) insurance has emerged as an alternative to traditional indemnity-based crop insurance because it lowers the cost of loss assessment after adverse climate events, helps reduce the problems of moral hazard and adverse selection, and can potentially scale to a larger number of insured clients due to its lower cost. But, how does the value of index insurance stack up from the farmers' perspective? Along with a working group of academic and action-based researchers, EA Consultants designed a client-value assessment tool for agricultural index insurance products, aimed at building a concise tool that drew from existing approaches. EA also led a pilot in four different countries, at the same time testing the tool and assessing the value of existing products in Senegal, Kenya, Ethiopia, and Peru. The consultancy included a final report with recommendations for improvements in both the tool and the products it assessed.

Key words: Rural & Agriculture, Microinsurance, Product Innovation, Client Value

CAF: The Development Bank of Latin America | Linking Telemedicine to Inclusive Health Insurance Distributed by Microfinance Institutions

Ecuador, Venezuela | 2013-2016

EA Consultants supported CAF in a unique program that brought together various stakeholders to offer remote specialist medical services to low-income and rural populations in Ecuador. The program involved a private telemedicine software provider, a medical provider network, a microfinance institution, and a non-profit provider of financial and health education services. Our role was to offer CAF strategic and technical advisory throughout the project, monitor its results and document these for future replication. EA Consultants re-framed the project as lessons developed and created a unique value proposition for the local medical network executing the project. The work included measuring provider usage, financial results, and technical knowledge, as well as basic indicators for tracking program costs across stakeholders to evaluate the business case. Additionally, EA Consultants implemented client-centered research at the end of the pilot phase to assess the value that clients obtained from the services.

Key words: Health, Technology, Microinsurance, Monitoring & Evaluation, Strategy Consulting

LeapFrog Investments & BIMA | Understanding Clients & Building Social Impact Measurement Tools

Global; Pilot in Ghana & Bangladesh | 2013-2014

EA Consultants was contracted by Microinsurance Centre to support LeapFrog Investments, the global impact investor, to design and pilot a client survey strategy for BIMA, the Sweden-based microinsurance carrier, with the goal of assessing the extent to which BIMA's life microinsurance products were reaching low-income clients. Using Grameen's Progress Out of Poverty Index, EA designed a survey instrument, an implementation process, and an analysis strategy that allowed BIMA to estimate the proportion of its client base living at different income levels. The instrument also included questions to assess clients' awareness and preferences, disaggregated by income group, gender, and region in the final analysis. After an EA-led pilot in Ghana, BIMA scaled up the survey to its other national markets and went on to win the Mastercard Foundation's 2015 'Clients at the Centre' award.

Key words: Microinsurance, Social Impact Measurement, Gender, Customer Insights, Capacity Building

Safaricom's Linda Jamii & ILO Impact Insurance Facility | Health Insurance Product and Business Model Analysis & Strategy

Kenya | 2014

EA Consultants worked with the ILO's Microinsurance Innovation Facility (now called the Impact Insurance Facility) to evaluate an innovative health microinsurance product in Kenya that was offered through a unique partnership between Safaricom (the country's largest mobile network and mobile money operator), Changamka Health (an insurance intermediary), and Britam (a multinational insurance company). Our assignment included a situational diagnostic of the product, including client and non-client perceptions and product experiences, an evaluation of distribution channels, costing and financial analysis, and a review of the management of the medical facility network. In addition to the evaluation, EA Consultants recommended a change in the value proposition offered by each stakeholder, as well as recommended specific steps to strengthen and improve the product, its management, and distribution.

Key words: Health, Microinsurance, Customer Insights, Business Model Analysis, Strategy Consulting



Strategy & Business Case

THE MIX | Strategic Planning for Finclusion Lab

United States | 2017

EA Consultants supported a strategic planning process for one of the flagship financial inclusion products at The Mix: Finclusion Lab. EA Consultants worked closely with senior management and the CEO to gather lessons and experiences of the platform over the past 2 years and prepare a strategic planning meeting. We facilitated the meeting with senior management and a Board member of the Mix and provided post-meeting insights on actionable next steps.

Key words: Strategic Planning, Financial Inclusion, Technology

UNCDF MicroLead Programme | Lessons on the Business Case for Small-Balance Savings Mobilization

Benin, Burkina Faso, Burundi, Cameroon, Ghana, Liberia, Malawi, Rwanda, Tanzania, Uganda | 2016-2017

EA Consultants developed a foundational knowledge report on the business case for providing small-balance savings services to low-income households, with a focus on rural populations and women in Africa, savings group linkages, and alternative delivery channels such as doorstep deposit collection, agent, and mobile money networks. The work was based on case studies of 13 technical assistance projects supported by UNCDF's MicroLead Program. In addition to a foundational knowledge management report, we led an interactive workshop with MicroLead Partners in Tanzania to share findings from the research and discuss opportunities for further strengthening the business case among partners.

Key words: **Savings, Technology, Business Case, Research, Strategy**

Consultative Group to Assist the Poor (CGAP / World Bank) | Firm Value Measurement & Business Case for Customer Centricity

Global | 2015-2016

EA Consultants was contracted by CGAP to develop a value measurement construct (inclusive of the business case) for financial service providers in adopting or maintaining customer-centric business practices. The work included expanding and refining the existing approach to firm value, validating the tool with financial service providers, developing case studies, drafting external knowledge pieces on the topic, and incorporating the firm value construct into other elements of CGAP's work.

Key words: **Business Case, Research, Strategy, Financial Inclusion**

Pro Mujer International | 2016-2018 Operational Plan

Latin America | 2015

EA Consultants supported Pro Mujer International during a transition phase to develop an operational plan for its microfinance operations in the field as well as Head Office activities. The process included reviewing documents, including financial budgets and planning documents. We met with members of the Board, management and staff to better understand human resource and operational opportunities and constraints and reviewed project plans for investments in IT, client insights, impact and other programs. The result was a detailed workplan as well as high-level recommendations to the Board and management.

Key words: **Strategy, Microfinance, Business Case, Gender**

Consultative Group to Assist the Poor (CGAP / World Bank) | The Business Case for Youth Savings

Global | 2013-2014

EA Consultants developed a framework for assessing the business case for an institution to offer savings products to youth clients under age 25 through an analysis of macro-level data, in-depth qualitative interviews with financial service providers offering youth savings products and other stakeholders and a desk review of relevant literature. Findings were consolidated into a framework describing the business case according to the market, institutional, and client context, and shared through a webinar explaining the framework to select financial institutions, donors and other stakeholders. CGAP published a focus note on the study's findings in July 2014.

Key words: **Savings, Technology, Business Case, Research, Strategy**

International Finance Corporation (IFC) & Banco de Finanzas (BdF) | Diagnostic of SME and Housing Units

Nicaragua | 2008-2009

EA Consultants, with ShoreBank International under contract with the International Financial Corporation (IFC), conducted a diagnostic of Banco de Finanzas' SME and Housing units. BDF is the leading bank in the country's housing market and had made significant strides in downscaling into micro and SME finance. The focus of the assignment was to provide specific recommendations for strategies to strengthen BDF's position in the SME and lower-income housing segments in Nicaragua.

Keywords: Microfinance, SME Finance, Housing, Business Case, Strategy

International Finance Corporation (IFC) & Banex (Formerly Findesa) | Strategic Plan

Nicaragua | 2008

EA Consultants with ShoreBank International (Now Enclude), under contract with the International Financial Corporation (IFC), conducted a revision of the strategic plan for Findesa, a regulated financial institution that provides services to micro and small, and medium enterprises (MSME) in Nicaragua. The six-month project consisted of three components including a diagnostic of internal credit policies and procedures, organizational structure, operations, human resources, and IT; a market assessment of Findesa's competitive position in the MSME market; and final recommendations to Findesa's strategic plan. The project involved a revision of FINDESA's existing client segmentation strategy with specific recommendations for improving client satisfaction with a more appropriate segmentation of clients. The assignment led to recommendations to further Findesa's already competitive position in the MSME market.

Key words: Strategic Planning, Microfinance, Client Centered Research

FINCA Uganda | Healthcare Services and Financing for Microcredit Borrowers

Uganda | 2007-2008

EA Consultants collaborated in the design of an innovative financially sustainable proposal to encourage a strategic partnership between FINCA Uganda and Microcare, a national health insurance company in Uganda, to provide micro-entrepreneurs at FINCA Uganda with increased access to healthcare. EA Consultants' contributions included the design of a savings-based health insurance premium financing scheme, the definition of the roles and responsibilities of the partners in the strategic alliance, a definition of training and HR requirements for FINCA Uganda, a plan for product refinement, a marketing strategy, a financial model to ensure sustainability, and an overall budget. The project was funded by the International Labour Organization under its Microinsurance Innovation Grant Facility.

Keywords: Microinsurance, Savings, Microfinance, Product Innovation, Business Case



Inclusive Insurance

AXA General Insurance & AXA-Egypt | Customer Insights Research for Inclusive Insurance Product Development

Egypt | 2017

EA Consultants conducted a study of customer needs for AXA-Egypt, with an emphasis on understanding customers' potential demand for health insurance. The work had a strong gender focus, as women are often charged with dealing with the common health needs of their families. The work began with a workshop for insurance and bank management staff to align around the research approach. The study included in-depth interviews and focus groups with clients of local microfinance institutions. Based on this qualitative research,

EA designed prototypes for three new products, suggested modifications to existing products, and improvements to client education, and will be testing these products in a second phase of quantitative work.

Key words: Microinsurance, Research, Customer Insights, Product Innovation, Health, Gender, Microfinance

ILO Impact Insurance Facility & Global Action Network | Measuring Client Value from Index Insurance

Global; Pilots in Ethiopia, Kenya, Senegal, Zambia, Peru | 2015-2016

For smallholder farmers, index (or parametric) insurance has emerged as an alternative to traditional indemnity-based crop insurance because it lowers the cost of loss assessment after adverse climate events, helps reduce the problems of moral hazard and adverse selection, and can potentially scale to a larger number of insured clients due to its lower cost. But, how does the value of index insurance stack up from the farmers' perspective? Along with a working group of academic and action-based researchers, EA Consultants designed a client-value assessment tool for agricultural index insurance products, aimed at building a concise tool that drew from existing approaches. EA also led a pilot in four different countries, at the same time testing the tool and assessing the value of existing products in Senegal, Kenya, Ethiopia, and Peru. The consultancy included a final report with recommendations for improvements in both the tool and the products it assessed.

Key words: Rural & Agriculture, Microinsurance, Product Innovation, Client Value

AXA General Insurance & AXA-MANDIRI | Customer Insights Research for Inclusive Insurance Product Development

Indonesia | 2016-2017

EA Consultants conducted a study of client needs for AXA-Mandiri, a joint venture general insurance company in Indonesia. The work began with a workshop for insurance and bank management staff to align around the research approach. The study included in-depth interviews and focus groups with clients of two distribution channels, Mandiri Retail, and Mandiri Microbusiness. Based on the qualitative work, EA designed prototypes for three new products suggested modifications to existing products and improvements on client education and finally tested these on Mandiri clients through brief quantitative surveys. Lastly, EA made clear recommendations to AXA-Mandiri for the most promising solutions.

Key words: Microinsurance, Research, Customer Insights, Product Innovation

InsuResilience Investment Fund & CREZCAMOS | Feasibility Study for Climate Insurance Products

Colombia | 2017

EA Consultants conducted a feasibility study for a large microfinance institution in Colombia to assess the market and business case for developing and distributing climate insurance products. The work included a market study on demand for climate insurance in Colombia, with a focus on crop and livestock products for smallholder farmers and weather insurance for rural microentrepreneurs. The work included designing qualitative research instruments, conducting in-country fieldwork, as well as a quantitative market sizing analysis using national census and other survey data, and proprietary data on the microfinance institution's borrowers.

Keywords: Rural & Agriculture, Climate, Microinsurance, Market Research, Product Innovation, Strategy & Business Case

InsuResilience Investment Fund & Banco Continental | Feasibility Study for Climate Insurance Products

Paraguay | 2016-2017

EA Consultants supported Banco Continental, Paraguay's largest locally-owned bank, in developing a feasibility study for designing and selling climate insurance products to the bank's clients. The study included a demand-side assessment of client needs and interest in climate insurance and a business case analysis of the potential for the product to succeed. Additionally, EA Consultants wrote a report for the InsuResilience Investment Fund on the overall potential for climate insurance products in Paraguay, analyzing past products and initiatives, infrastructure, data availability and market conditions.

Key words: Rural & Agriculture, Climate, Microinsurance, Market Research, Strategy & Business Case

InsuResilience Investment Fund & Caja Sullana | Development of Marketing Strategy, Materials & Training on Climate Insurance

Peru | 2016-2017

EA Consultants supported the internal insurance business of Caja Sullana, one of the largest credit cooperatives in Peru and a microinsurance distributor, by developing marketing materials, staff training and client education sessions on an agricultural insurance product. The work involved preparing in-depth diagnostics of staff and customers' existing understanding of the product and addressing gaps in knowledge through training and marketing. EA developed a radio ad with client testimonials, as well as brochures, posters, and internal marketing and training material. EA also worked closely with Caja Sullana's insurer partner to develop client-centered education centered. Finally, EA developed an in-depth staff training module and trained trainers to replicate it throughout the organization – focusing not only on climate insurance but responsible sales of insurance products in general.

Keywords: Rural & Agriculture, Climate, Microinsurance, Marketing, Financial Education, Sales Training

Microinsurance Centre | Microinsurance Learning and Knowledge (MILK) Project

Global | 2010- 2014

EA Consultants collaborated on a major donor's US\$ 2 million project to provide clarity on two key issues regarding microinsurance—is there a value for low-income people, and is there a business case? The Microinsurance Learning and Knowledge (MILK) project studied a variety of microinsurance models and products through quantitative and qualitative research. It sought to fill some of the gaps in the current understanding of client value and the business case while helping bring together the various parties involved in microinsurance research. EA Consultants led the project's client value initiative, designing and implementing original studies of microinsurance products around the world, as well as using desk research and collaborative efforts with other researchers to generate and share lessons about the value of microinsurance to low-income clients and their families.

Keywords: Microinsurance, Market Research, Distribution, Client Math, Rural & Agriculture, Gender, Knowledge Management

MICROSERFIN | Microinsurance Strategy and Product Design

Panama, February 2012-October 2012

EA Consultants worked with Microserfin, one of the largest microfinance institutions in Panama and part of the BBVA Development Group, on developing a microinsurance strategy and pilot project. The project included a study of the market focused on the evaluation of existing microfinance opportunities and mechanisms for overcoming the challenges low-income clients of Microserfin may face. Such challenges were

determined through qualitative focus group interviews with segments of potential clients identified through a quantitative analysis of Microserfin's client data. Furthermore, EA Consultants reviewed the recent regulatory changes in microinsurance to ensure that all elements of the pilot project would be feasible given the new restrictions and regulations. Finally, our product design integrated a branding strategy and the commercialization of these products across the existing agency infrastructure through capacity building materials to help and support the sale of microinsurance.

Keywords: Microinsurance, Research, Customer Insights, Product Innovation, Distribution, Microfinance

Aseguradora Rural | Health Insurance Product Design

Guatemala | 2012-2013

EA Consultants was contracted to provide strategic guidance and coaching to Aseguradora Rural in the development of a basic low-cost health insurance product for low income Guatemalans with a focus on low-income women and homemakers and other clients of the insurer's affiliated distribution network, Banrural. The strategic support led to ongoing technical assistance collaboration over two additional years with the institution to assist in designing market research and coaching in-house staff on developing and servicing low-income market products.

Keywords: Microinsurance, Market Research, Project Innovation, Distribution, Health, Gender

Microinsurance Centre | Microinsurance Landscape in Latin America

Latin America and the Caribbean | 2012

EA Consultants mobilized a team of local analysts to collect data from twenty-one Latin American countries on the availability of microinsurance products in each country. The information included an analysis of obstacles to developing these markets as well as current opportunities for the market. It was part of an initiative with the Inter-American Development Bank's Multilateral Investment Fund (FOMIN) to build their understanding of opportunities to promote microinsurance in the region.

Keywords: Microinsurance, Market Research, Distribution, Knowledge Management

INISER & ILO Impact Insurance Facility | Strategic Plan and Product Development for Microinsurance

Nicaragua | 2009-2010

EA Consultants was contracted by INISER, Nicaragua's largest insurance company and the International Labour Organization's Impact Insurance Facility to conduct a feasibility study and design a strategic program for microinsurance for INISER. EA Consultants helped INISER identify appropriate agents and delivery channels for new microinsurance products, assess market demand, design products, and assess the operational and information systems needs of the insurer and its potential agents. The final product was a strategic and implementation plan for INISER's microinsurance activities.

Keywords: Microinsurance, Market Research, Product Innovation, Distribution, Microfinance, Gender

Fondo de Solidaridad e Inversión Social (FOSIS) & ILO Impact Insurance Facility | Microinsurance for Micro and Small Businesses

Chile | 2010-2011

EA Consultants collaborated with FOSIS with the support of the ILO IIF in the design of a support program for microinsurance for micro and small businesses in Chile. The project included an analysis of current demand in

the country, businesses offering microinsurance and financial analysis. Additionally, the conducted a study of demand, consisting of analysis of different segments of the target population through mining data on the current and potential microinsurance clients, interviews with banking and microfinance institutions, conducting focus groups with micro and small enterprises and surveys. The project culminated in a product design and the potential intervention of FOSIS in helping assure the diffusion and commercialization of this product.

Keywords: Microinsurance, Market Research, Product Innovation, Distribution, Strategy

ILO Impact Insurance Facility | Migration-Linked Microinsurance

Global | 2010

EA Consultants worked with the International Labour Organization's Microinsurance Innovation Facility (now called the Impact Insurance Facility) to undertake a comprehensive mapping of existing microinsurance products targeted to migrants worldwide. The purpose of the study was to inform the ILO/MIIF and the microinsurance community on existing and potential models that could help to broaden access to microinsurance services by offering these to migrants and offer recommendations for expanding this access.

Keywords: Microinsurance, Market Research, Migrants, Knowledge Management

FINCA Uganda | Healthcare Services and Financing for Microcredit Borrowers

Uganda | 2007-2008

EA Consultants collaborated in the design of an innovative financially sustainable proposal to encourage a strategic partnership between FINCA Uganda and Microcare, a national health insurance company in Uganda, to provide micro-entrepreneurs at FINCA Uganda with increased access to healthcare. EA Consultants' contributions included the design of a savings-based health insurance premium financing scheme, the definition of the roles and responsibilities of the partners in the strategic alliance, a definition of training and HR requirements for FINCA Uganda, a plan for product refinement, a marketing strategy, a financial model to ensure sustainability, and an overall budget. The project was funded by the International Labour Organization under its Microinsurance Innovation Grant Facility.

Keywords: Microinsurance, Savings, Microfinance, Product Innovation, Business Case



Supporting Double Bottom Line Investors

Intuit & The Aspen Institute | Qualitative Analysis of Small Business Affected by Hurricane Harvey

Houston | 2017

EA Consultants collaborated with Intuit to conduct qualitative interviews with small business clients and non-clients of QuickBooks software following Hurricane Harvey in the Houston Area. Our work resulted in a set of business insights and recommendations for Intuit's various business lines on engaging with clients post-disaster. Additionally, we developed a set of hypotheses and research questions for future research with Intuit and the Aspen Institute about small businesses' disaster resilience.

Keywords: Climate, Small Business, Customer Insights, Fintech, Strategy

AXA General Insurance & AXA-MANDIRI | Customer Insights Research for Inclusive Insurance Product Development

Indonesia | 2016-2017

EA Consultants conducted a study of client needs for AXA-Mandiri, a joint venture general insurance company in Indonesia. The work began with a workshop for insurance and bank management staff to align around the research approach. The study included in-depth interviews and focus groups with clients of two distribution channels, Mandiri Retail, and Mandiri Microbusiness. Based on the qualitative work, EA designed prototypes for three new products suggested modifications to existing products and improvements on client education and finally tested these on Mandiri clients through brief quantitative surveys. Lastly, EA made clear recommendations to AXA-Mandiri for the most promising solutions.

Key words: Microinsurance, Research, Customer Insights, Product Innovation

Pro Mujer International | 2016-2018 Operational Plan

Latin America | 2015

EA Consultants supported Pro Mujer International during a transition phase to develop an operational plan for its microfinance operations in the field as well as Head Office activities. The process included reviewing documents, including financial budgets and planning documents. We met with members of the Board, management and staff to better understand human resource and operational opportunities and constraints and reviewed project plans for investments in IT, client insights, impact and other programs. The result was a detailed workplan as well as high-level recommendations to the Board and management.

Key words: Strategy, Microfinance, Business Case, Gender

JUMO | Social Impact Measurement & Building Customer Insights Capacity

Kenya, Tanzania, Zambia, South Africa | 2016

EA Consultants supported JUMO, a mobile financial services platform based in South Africa, to develop a simple process that allowed the Fintech provider to understand better and monitor its impact on low-income clients. Additionally, we collaborated closely with JUMO to support the development of an in-house customer insights team, training the team in quantitative and qualitative research measures as well as supporting them on logistical issues. The work included designing and developing survey tools, data analysis, and fieldwork with a strong qualitative component including in-depth interviews and focus group with JUMO users.

Key words: Fintech, Digital Lending, Social Impact Measurement, Customer Insights, Capacity Building

Leapfrog Labs | Customer Understanding, Segmentation and Protection Workshop

Global | 2014

EA Consultants designed and implemented a Customer Understanding, Segmentation, and Protection Workshop for investee companies of LeapFrog Investments as part of its Global Knowledge Sharing Series. The project involved gathering existing practices and challenges from investee companies as well as best practices in the field to design an interactive learning experience. The work culminated in a 3-day workshop in November 2014 on collection, analysis and use of client data, client protection, and using client information to support a stronger commercial and client value proposition. EA Consultants lead the workshop sessions and supported participants during and after the workshop in the development of company-specific action plans in client understanding and client protection.

Keywords: Customer Insights, Microinsurance, Research, Tools, Training

Triple Jump Advisory Services | Measuring the Social Impact of Microfinance Institutions

Bolivia, Guatemala, Paraguay | 2013

EA Consultants partnered with Triple Jump to investigate the social impact measurement strategies of three Latin American microfinance institutions: Fundación Paraguaya, IDEPRO, and Fundación Génesis Empresarial. Using longitudinal client data from each institution, EA conducted an analysis of clients' progress over time on a variety of social performance indicators. In addition, EA assessed each institution's data management processes and making recommendations to improve the accuracy and efficiency of its evaluation efforts. The final report will include lessons learned and strategies to encourage more widespread efforts among MFIs to monitor their social impact on clients.

Keywords: Impact, Microfinance, Knowledge Management

LeapFrog Investments & BIMA | Understanding Customers & Building Social Impact Measurement Tools

Global; Pilot in Ghana & Bangladesh | 2013-2014

EA Consultants was contracted by Microinsurance Centre to support LeapFrog Investments, the global impact investor, to design and pilot a client survey strategy for BIMA, the Sweden-based microinsurance carrier, with the goal of assessing the extent to which BIMA's life microinsurance products were reaching low-income clients. Using Grameen's Progress Out of Poverty Index, EA designed a survey instrument, an implementation process, and an analysis strategy that allowed BIMA to estimate the proportion of its client base living at different income levels. The instrument also included questions to assess clients' awareness and preferences, disaggregated by income group, gender, and region in the final analysis. After an EA-led pilot in Ghana, BIMA scaled up the survey to its other national markets and went on to win the Mastercard Foundation's 2015 'Clients at the Centre' award.

Key words: Microinsurance, Social Impact Measurement, Gender, Customer Insights, Capacity Building

Inter-American Development Bank's Multilateral Investment Fund | Evaluation of Technical Assistance to Strengthen Financial Institutions

Latin America | 2012-2013

EA Consultants performed a strategic evaluation of a US\$10 million technical cooperation line (IDB/MIF: Evaluation of The Second Line of Activity for Strengthening Financial Institutions for Microenterprise) aimed at strengthening financial institutions offering services to low-income segments in Latin America and the Caribbean. The evaluation included a review of 29 projects and visits to over 10 institutions in Peru, Mexico, Nicaragua, and Honduras as well as online surveys, telephone interviews and desk reviews. The evaluation resulted in strategic guidance on future technical cooperation activities, specifically those related to working with financial institutions targeting low-income and MSME clients. Additionally, the final program evaluation was used for the MIF's monitoring and evaluation reporting. Finally, a public document for dissemination or "Recipe" paper was produced to distribute to stakeholders, existing and potential recipients of technical cooperation funds, and IDB staff. The document outlines some of the main lessons from the Second Line of Activity and makes concrete recommendations about implementation of projects for institutional strengthening and transformation, rural development, downscaling, and working through network and other "clustered" institutions.

Keywords: Evaluation, Strategy, Rural & Agriculture, Knowledge Management

Microinsurance Centre | Evaluation of Microinsurance Grants

Global | 2010

EA Consultants was contracted by the MicroInsurance Centre to collaborate on an evaluation team for a major donor's US\$70 million grants in microinsurance in India; Pakistan; the Philippines; Tanzania; and Ghana among other countries. The work resulted in a set of strategic recommendations for future contributions of this donor in the field. In particular, EA Consultants focused on the lessons that have been generated from the grants and to what extent these have been effective in bringing interest and further investment in microinsurance.

Keywords: Evaluation, Strategy, Microinsurance, Knowledge Management



Impact & Social Performance

Triple Jump Advisory Services | Measuring the Social Impact of Microfinance Institutions Bolivia, Guatemala & Paraguay, September 2013-January 2014

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Keywords: Social Impact Measurement, Microfinance, Knowledge Management

Pro Mujer International | Mixed Method Evaluation of Motivations and Constraints to Cancer Treatment

Bolivia | 2015-2016

EA Consultants was contracted by Pro Mujer to lead a mixed-method evaluation of the motivations and constraints to seeking care among its clients who were battling with cancer or precancerous conditions in Bolivia. The study focused on the role of the in-house screening services and a cash insurance payout offered by Pro Mujer. EA conducted structured qualitative interviews with Pro Mujer clients to understand their treatment paths, motivations, and barriers to seeking care, costs incurred and financing tools (including insurance) that they used.

Keywords: Social Impact Measurement, Microfinance, Health, Gender

Consultative Group to Assist the Poor (CGAP / World Bank) & The Microinsurance Centre | Information Overload? A Mixed Method Evaluation of the Impact of Bundling Microfinance Services

Colombia | 2014-2015

EA Consultants was subcontracted by the Microinsurance Centre to support a study in Colombia of the impact of different approaches to offering an insurance product (at the time of a loan offer or later) on client understanding and take-up. The study used a randomized control trial (RCT) methodology, offering an insurance product to some microcredit clients at the time of the loan transaction and to other clients at a later date. It involved developing tools for the sales force aimed at educating clients about the product in a standard and consistent manner, including a short video, sales techniques, and calculators. Client understanding and perceptions were measured through a telephone questionnaire after the sale. Qualitative

interviews with clients complemented the quantitative findings. EA Consultants supported all phases of the study's design and analysis, and led fieldwork.

Keywords: Social Impact Measurement, Microinsurance, Rural & Agriculture, Distribution, Research, Training, Consumer Protection, Knowledge Management

FINCA International | Measuring Client Empowerment and Achievement of Aspirations

Nicaragua | 2011-2012

EA Consultants led an effort in determining the appropriate questions, tools, and processes for measuring the relationship between loan products and the empowerment and achievement of personal aspirations of global clients of FINCA. The effort was part of an initiative in FINCA to establish indicators of successful execution and processes ensuring those outcomes. Recommendations regarding general changes for FINCA International were also given. Tools and processes were developed for monitoring and measuring empowerment and achievement of personal aspirations of clients.

Keywords: Social Impact Measurement, Evaluation, Microfinance, Gender, Tools, Training

LeapFrog Investments & BIMA | Understanding Customers & Building Social Impact Measurement Tools

Global; Pilot in Ghana & Bangladesh | 2013-2014

EA Consultants was contracted by Microinsurance Centre to support LeapFrog Investments, the global impact investor, to design and pilot a client survey strategy for BIMA, the Sweden-based microinsurance carrier, with the goal of assessing the extent to which BIMA's life microinsurance products were reaching low-income clients. Using Grameen's Progress Out of Poverty Index, EA designed a survey instrument, an implementation process, and an analysis strategy that allowed BIMA to estimate the proportion of its client base living at different income levels. The instrument also included questions to assess clients' awareness and preferences, disaggregated by income group, gender, and region in the final analysis. After an EA-led pilot in Ghana, BIMA scaled up the survey to its other national markets and went on to win the Mastercard Foundation's 2015 'Clients at the Centre' award.

Key words: Microinsurance, Social Impact Measurement, Gender, Customer Insights, Capacity Building

Microinsurance Centre | Microinsurance Learning and Knowledge (MILK) Project

Global | 2010- 2014

EA Consultants collaborated on a major donor's US\$ 2 million project to provide clarity on two key issues regarding microinsurance—*Is there a value for low-income people?* and *Is there a business case?* The Microinsurance Learning and Knowledge (MILK) project studied a variety of microinsurance models and products through quantitative and qualitative research. It sought to fill some of the gaps in the current understanding of client value and the business case while helping bring together the various parties involved in microinsurance research. EA Consultants led the project's client value initiative, designing and implementing original studies of microinsurance products around the world, as well as using desk research and collaborative efforts with other researchers to generate and share lessons about the value of microinsurance to low-income clients and their families.

Keywords: Microinsurance, Social Impact Measurement, Market Research, Distribution, Client Math, Rural & Agriculture, Gender, Knowledge Management

Inter-American Development Bank's Multilateral Investment Fund | Women-Owned Businesses in Latin America

Latin America Regional | 2009-2010

EA Consultants worked with the Inter-American Development Bank's Multilateral Investment Fund on a comprehensive research study to examine the constraints to growth in women's businesses in Latin America and the Caribbean (LAC). The research included a desk study to analyze LAC best practices and to gather available secondary information for Bolivia, Colombia, Guatemala, Mexico, Nicaragua, and Peru. The research involved specific case studies in Colombia, Nicaragua, Guatemala, and Peru that included a review financial institutions' data to understand the demographic and business profiles of their loan clients by gender, to unearth potential causes of gender gaps. Based on the results of the data mining, we collected qualitative information to complement the findings. Findings were presented at the XII Annual FOROMIC conference sponsored by the IDB in Arequipa, and the IDB published a final report, "*A Business to Call Her Own.*"

Keywords: Evaluation, Microfinance, Gender, Research, Knowledge Management

ILO Impact Insurance Facility | Microinsurance Utilization in Nicaragua

Nicaragua | 2009-2010

EA Consultants was awarded a research grant for a study on microinsurance utilization in Nicaragua: "The demand for and the effects of insurance enrollment among informal sector workers." The study sought to gain a greater understanding of the health claims characteristics of the informal sector in Nicaragua as well as the health outcomes on children covered by health insurance and the role of quality in the utilization and retention in health insurance. The study was completed in collaboration with the University of Michigan.

Keywords: Social Impact Measurement, Evaluation, Microfinance, Microinsurance, Health, Research

Global Development Network | Randomized Evaluation of Health Insurance for the Informal Sector

Nicaragua | 2007-2009

EA Consultants implemented an experimental randomized evaluation of a pilot program in Nicaragua that extends social security health insurance to the informal sector. Through this pilot program, Nicaragua's Social Security Institute (INSS) contracted three microfinance institutions: ACODEP, Banco Procredit, and Findesa to market its health insurance to their clients, affiliate new subscribers and collect payment through MFI branch networks. The randomized evaluation analyzed the determinants of take up of insurance, the effect of subsidies, adverse selection, the value of information, and the value of selling and collecting insurance premiums through MFIs. This two-year activity was co-funded with the USAID-funded PSP-One program and represents a strong collaboration with a local research firm in Nicaragua.

Keywords: Social Impact Measurement, Evaluation, Microfinance, Microinsurance, Health, Research, Knowledge Management

United States Agency for International Development (USAID) | Effects of the Global Financial Crisis on Microfinance Institutions

Global | 2008-2009

EA Consultants was commissioned by USAID to examine the current and potential effects of the global financial crisis on microfinance institutions worldwide. The paper identified the main risks to the industry generated by the crisis and provided strategic recommendations on how industry stakeholders could cushion their effects. The research process included an investor survey, extensive interviews with donors, investors

and microfinance institutions as well as desk research and quantitative analysis. The research was published as a MicroReport, “Will the Bottom of the Pyramid Hit Bottom? The Effects of the Global Credit Crisis on the Microfinance Sector,” and a MicroNote presented as part of USAID’s After Hours Series on the Credit Crunch.

Keywords: Social Impact Measurement, Microfinance, Research, Knowledge Management

Ford Foundation & New York University | Pro Mujer Nicaragua: Strategic Analysis of Non-Financial Services

Nicaragua, February 2007-May 2007

EA Consultants performed a rigorous, comprehensive strategic analysis of Pro Mujer Nicaragua (PMN), a networked microfinance institution that offers financial and non-financial services to its clients. The analysis focused on PMN’s provision of non-financial services. It was presented to PMN in the form of specific recommendations to streamline these services, which implementation was carried out. The final product was a case study for a Ford Foundation paper on “Smart Subsidies” that was published as a part of a broader publication in the fall of 2007. The case study analyzed PMN’s non-financial services and provided guidance to donors about the effectiveness of these services with recommendations to evaluate their comparative and absolute advantages when funding subsidized non-financial services.

Keywords: Microfinance, Microinsurance, Health, Gender, Research, Knowledge Management

Advancing Microfinance Models

Financiera Fundeser | Micro Currency Hedge Product Design

Nicaragua | 2017

EA Consultants supported Financiera Fundeser in the development of a local currency loan for its microfinance clients that was not indexed to the US dollar. The work included both in depth client insight work and an assessment of the commercial, risk, technology and financial context of the business. It resulted in the development of a currency “hedge” product, and a corresponding marketing and staff training strategy to support this innovative product. The “hedge” product is scheduled to be launched in 2017 in a pilot phase and expanded in 2018.

Key words: Strategy, Customer Insights, Product Innovation, Microfinance, Business Case

Calmeadow Foundation & Inter-American Development Bank’s Multilateral Investment Fund | Research on Women’s Leadership in Microfinance

Latin America Regional | 2015-2016

EA Consultants collaborated with Andares, Mujeres par alas Microfinanzas to conduct a study of 136 microfinance institutions and banks in Latin America and the Caribbean to understand the role of women in financial institutions serving low income customers, with an emphasis on the leadership of these institutions. We surveyed microfinance institutions regionally and additionally conducted qualitative research to better understand the barriers to leadership experienced by women and propose solutions at the institutional and donor level to reduce the imbalance. The study is available as “*Empezando por Casa: El liderazgo femenino en las entidades de microfinanzas en América Latina y el Caribe.*”

Key words: Gender, Microfinance, Research, Business Case

Pro Mujer International | 2016-2018 Operational Plan

Latin America | 2015

EA Consultants supported Pro Mujer International during a transition phase to develop an operational plan for its microfinance operations in the field as well as Head Office activities. The process included reviewing documents, including financial budgets and planning documents. We met with members of the Board, management and staff to better understand human resource and operational opportunities and constraints and reviewed project plans for investments in IT, client insights, impact and other programs. The result was a detailed workplan as well as high-level recommendations to the Board and management.

Key words: Strategy, Microfinance, Business Case, Gender

Consultative Group to Assist the Poor (CGAP / World Bank) & The Microinsurance Centre | Information Overload? A Mixed Method Evaluation of the Impact of Bundling Microfinance Services

Colombia | 2014-2015

EA Consultants was subcontracted by the Microinsurance Centre to support a study in Colombia of the impact of different approaches to offering an insurance product (at the time of a loan offer or later) on client understanding and take-up. The study used a randomized control trial (RCT) methodology, offering an insurance product to some microcredit clients at the time of the loan transaction and to other clients at a later date. It involved developing tools for the sales force aimed at educating clients about the product in a standard and consistent manner, including a short video, sales techniques, and calculators. Client understanding and perceptions were measured through a telephone questionnaire after the sale. Qualitative interviews with clients complemented the quantitative findings. EA Consultants supported all phases of the study's design and analysis, and led fieldwork.

Keywords: Social Impact Measurement, Microinsurance, Rural & Agriculture, Distribution, Research, Training, Consumer Protection, Knowledge Management

Inter-American Development Bank's Multilateral Investment Fund | Microfinance Business Models in the Caribbean

Caribbean | 2014-2015

EA Consultants worked with the Inter-American Development Bank's Multilateral Investment Fund to develop a framework for understanding different business models for offering microfinance services in the English-speaking Caribbean. The study offered specific recommendations for how donors and policy makers could be engaged in supporting the success of these models. The recommendations were based on understanding the successes and challenges of the Caribbean Microfinance Capacity Building (Carib-Cap II) capacity building project and how various financial service providers—including cooperatives, banks, microfinance institutions, consumer lenders and eventually mobile phone providers—could interact in a different market context to best support broader access to financial services for low-income entrepreneurs in urban and rural areas. The focus of the work was in Jamaica, Belize, and Grenada and resulted in a publication: "Open for Business: Supporting a Sustainable Microfinance Industry in the Caribbean."

Keywords: Microfinance, Business Case, Rural & Agriculture, Research, Knowledge Management

Pro Mujer International | Product Costing Model

Argentina, Bolivia, Mexico, Nicaragua, Peru | 2010-2011

EA Consultants was contracted by Pro Mujer, an international microfinance organization that works in Argentina, Bolivia, Peru, Mexico and Nicaragua to strengthen their existing cost accounting process for their

financial products and services. The assignment involved an onsite analysis of one of Pro Mujer's operations in Peru and the development of a product costing model based on this operation that can be standardized and adapted throughout Pro Mujer. The model was tested in five countries where Pro Mujer operates by staff with the assistance of EA Consultants that offered support through a series of practical in-house training sessions in each country as well as remotely.

Keywords: Microfinance, Business Case, Rural & Agriculture, Gender, Tools, Training

Inter-American Development Bank's Multilateral Investment Fund | Evaluation of Rural Credit Project

Colombia, Paraguay, Perú | 2012-2015

EA Consultants performed an evaluation for the Inter-American Development Bank's Multilateral Investment Fund (FOMIN) to capture lessons from a project with Women's World Banking, the objective of which was to build access to credit for individuals, especially women, who live in rural areas of Columbia, Paraguay, and Peru. The project included a diagnostic assessment of three institutions and their different levels of implementation of the project. It also included the development and implementation of monitoring indicators and plans for the three institutions, which allowed FOMIN to monitor the project over time through remote and in-person visits, interviews and data collection. Also, EA Consultants drafted an extensive internal lessons learned document resulting from the monitoring, which helped FOMIN design future projects aimed at supporting rural credit access for women. Finally, we drafted two externally focused documents with high-level lessons about supporting agricultural lending initiatives and supporting credit access for rural women.

Keywords: Microfinance, Business Case, Rural & Agriculture, Research, Gender, Knowledge Management

Inter-American Development Bank's Multilateral Investment Fund | Microfinance Business Models in the Caribbean

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Keywords: Microfinance, Business Case, Rural & Agriculture, Research, Knowledge Management

Inter-American Development Bank's Multilateral Investment Fund | Success and Failure of Small Businesses in Colombia

Colombia | 2011-2012

EA Consultants supervised a study on the factors of success and failure for women's small businesses. This included quantitative and qualitative research on small businesses of men and women in Colombia to better understand the factors determining their success or failure, taking into account business factors influencing outcomes (selection across sectors, abilities and access to credit) as well as personal factors such as ambition, aspiration, family structure and responsibilities among others. We supported an evaluation of a BID/FOMIN

program that lent training support and instruction for businesses in Bucaramanga, Colombia. A final report combining both aspects of the project was disseminated publicly.

Keywords: Microfinance, Business Case, Gender, Research, Knowledge Management

Pro Mujer International | Strengthening Customer Insights Capacity

Argentina, Bolivia, Peru, Mexico, Nicaragua | 2009-2012

EA Consultants was contracted by Pro Mujer—an international microfinance organization that works in Argentina, Bolivia, Peru, Mexico, and Nicaragua—to strengthen its existing customer insights process. The assignment involved a diagnostic of Pro Mujer’s existing systems for collecting, storing and analyzing client information and resulted in recommendations for strengthening these processes throughout the five countries in which Pro Mujer works. The work included an extensive data mining exercise to understand the behaviors of poor women clients in Pro Mujer’s credit portfolio and identify gaps in knowledge. Additionally, a review of all qualitative research methods used a Pro Mujer was implemented to identify where the most useful information was coming from, to streamline processes and to identify areas of weakness where additional training was required. A follow-up training was delivered to all senior staff on information management, data mining, qualitative research methods and analysis of client behavior. Additionally, EA developed training materials on credit risk management through the analysis of predictive behaviors and scoring and performed an assessment of operational risks in Pro Mujer Peru’s village banking methodology. EA then designed a standardized client data collection process across Pro Mujer’s 5 countries of operation in order to obtain the most consistent and useful data to develop new products, adapt existing products and improve processes.

Keywords: Microfinance, Customer Insights, Gender, Research, Tools, Training

International Finance Corporation (IFC) & Banco de Finanzas (BdF) | Diagnostic of SME and Housing Units

Nicaragua | 2008-2009

EA Consultants, with ShoreBank International under contract with the International Financial Corporation (IFC), conducted a diagnostic of Banco de Finanzas’ SME and Housing units. BDF is the leading bank in the country’s housing market and had made significant strides in downscaling into micro and SME finance. The focus of the assignment was to provide specific recommendations for strategies to strengthen BDF’s position in the SME and lower-income housing segments in Nicaragua.

Keywords: Microfinance, SME Finance, Housing, Business Case, Strategy

FINCA Mexico | Nonfinancial Services for Microcredit Borrowers

Mexico | 2007-2008

EA Consultants developed a proposal for FINCA Mexico to pilot a program to offer non-financial services to its clients. The preparatory work included an analysis of client demand through focus group interviews in two states: Hidalgo and Puebla. The review also included an assessment of FINCA Mexico’s current credit methodology and its compatibility with providing non-financial services, through interviews with loan officers, branch managers, and FINCA Mexico management. It also included a review of public, private and NGO health service infrastructure in the two states, which drove the design of a pilot program focused on demand-generating activities such as training in family health care. To ensure the cost-effective delivery of health training, EA Consultants identified a specialized training institute, IMIFAP, and facilitated a strategic partnership between them and FINCA Mexico. The program was designed to be self-sustaining over time and to be a part of the ongoing development of financial products and services in health. The pilot tied into FINCA

Mexico's ongoing efforts to develop new client-focus products. EA Consultants assisted FINCA Mexico and FINCA International in fundraising activities related to the project.

Keywords: **Microfinance, Client Insights, Gender, Health, Strategy**

Gender

AXA General Insurance & AXA-Egypt | Customer Insights Research for Inclusive Insurance Product Development

Egypt | 2017

EA Consultants conducted a study of customer needs for AXA-Egypt, with an emphasis on understanding customers' potential demand for health insurance. The work had a strong gender focus, as women are often charged with dealing with the common health needs of their families. The work began with a workshop for insurance and bank management staff to align around the research approach. The study included in-depth interviews and focus groups with clients of local microfinance institutions. Based on this qualitative research, EA designed prototypes for three new products, suggested modifications to existing products, and improvements to client education, and will be testing these products in a second phase of quantitative work.

Key words: **Microinsurance, Research, Client Insights, Health, Gender, Microfinance**

Calmeadow Foundation & Inter-American Development Bank's Multilateral Investment Fund | Research on Women's Leadership in Microfinance

Latin America Regional | 2015-2016

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Bolivia | 2015-2016

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Keywords: **Microinsurance, Social Impact Measurement, Microfinance, Health, Gender**

Pro Mujer International | 2016-2018 Operational Plan

Latin America, 2015

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Key words: Strategy, Microfinance, Business Case, Gender

LeapFrog Investments & BIMA | Understanding Customers & Building Social Impact Measurement Tools

Global; Pilot in Ghana & Bangladesh | 2013-2014

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Key words: Microinsurance, Social Impact Measurement, Gender, Customer Insights, Capacity Building

Inter-American Development Bank's Multilateral Investment Fund | Evaluation of Rural Credit Project

Colombia, Paraguay, Perú | 2012-2015

EA Consultants performed an evaluation for the Inter-American Development Bank's Multilateral Investment Fund (FOMIN) to capture lessons from a project with Women's World Banking, the objective of which was to build access to credit for individuals, especially women, who live in rural areas of Columbia, Paraguay, and Peru. The project included a diagnostic assessment of three institutions and their different levels of implementation of the project. It also included the development and implementation of monitoring indicators and plans for the three institutions, which allowed FOMIN to monitor the project over time through remote and in-person visits, interviews and data collection. Also, EA Consultants drafted an extensive internal lessons learned document resulting from the monitoring, which helped FOMIN design future projects aimed at supporting rural credit access for women. Finally, we drafted two externally focused documents with high-level lessons about supporting agricultural lending initiatives and supporting credit access for rural women.

Keywords: Microfinance, Business Case, Rural & Agriculture, Research, Gender, Knowledge Management

Inter-American Development Bank's Multilateral Investment Fund | Women-Owned Businesses in Latin America

Latin America Regional | 2009-2010

EA Consultants worked with the Inter-American Development Bank's Multilateral Investment Fund on a comprehensive research study to examine the constraints to growth in women's businesses in Latin America

and the Caribbean (LAC). The research included a desk study to analyze LAC best practices and to gather available secondary information for Bolivia, Colombia, Guatemala, Mexico, Nicaragua, and Peru. The research involved specific case studies in Colombia, Nicaragua, Guatemala, and Peru that included a review financial institutions' data to understand the demographic and business profiles of their loan clients by gender, to unearth potential causes of gender gaps. Based on the results of the data mining, we collected qualitative information to complement the findings. Findings were presented at the XII Annual FOROMIC conference sponsored by the IDB in Arequipa, and the IDB published a final report, "A Business to Call Her Own."

Keywords: Evaluation, Microfinance, Gender, Research, Knowledge Management

Aseguradora Rural | Health Insurance Product Design

Guatemala | 2012-2013

EA Consultants was contracted to provide strategic guidance and coaching to Aseguradora Rural in the development of a basic low-cost health insurance product for low income Guatemalans with a focus on low-income women and homemakers and other clients of the insurer's affiliated distribution network, Banrural. The strategic support led to ongoing technical assistance collaboration over two additional years with the institution to assist in designing market research and coaching in-house staff on developing and servicing low-income market products.

Keywords: Microinsurance, Market Research, Project Innovation, Distribution, Health, Gender

Inter-American Development Bank's Multilateral Investment Fund | Success and Failure of Small Businesses in Colombia

Colombia | 2011-2012

EA Consultants supervised a study on the factors of success and failure for women's small businesses. This included quantitative and qualitative research on small businesses of men and women in Colombia to better understand the factors determining their success or failure, taking into account business factors influencing outcomes (selection across sectors, abilities and access to credit) as well as personal factors such as ambition, aspiration, family structure and responsibilities among others. We supported an evaluation of a BID/FOMIN program that lent training support and instruction for businesses in Bucaramanga, Colombia. A final report combining both aspects of the project was disseminated publicly.

Keywords: Microfinance, Business Case, Gender, Research, Knowledge Management

Pro Mujer International | Strengthening Customer Insights Capacity

Argentina, Bolivia, Peru, Mexico, Nicaragua | 2009-2012

EA Consultants was contracted by Pro Mujer—an international microfinance organization that works in Argentina, Bolivia, Peru, Mexico, and Nicaragua—to strengthen its existing customer insights process. The assignment involved a diagnostic of Pro Mujer's existing systems for collecting, storing and analyzing client information and resulted in recommendations for strengthening these processes throughout the five countries in which Pro Mujer works. The work included an extensive data mining exercise to understand the behaviors of poor women clients in Pro Mujer's credit portfolio and identify gaps in knowledge. Additionally, a review of all qualitative research methods used a Pro Mujer was implemented to identify where the most useful information was coming from, to streamline processes and to identify areas of weakness where additional training was required. A follow-up training was delivered to all senior staff on information management, data mining, qualitative research methods and analysis of client behavior. Additionally, EA developed training materials on credit risk management through the analysis of predictive behaviors and scoring and performed an assessment of operational risks in Pro Mujer Peru's village banking methodology. EA then designed a

standardized client data collection process across Pro Mujer's 5 countries of operation in order to obtain the most consistent and useful data to develop new products, adapt existing products and improve processes.

Keywords: **Microfinance, Customer Insights, Gender, Research, Tools, Training**

Pro Mujer International | Product Costing Model

Argentina, Bolivia, Mexico, Nicaragua, Peru | 2010-2011

EA Consultants was contracted by Pro Mujer, an international microfinance organization that works in Argentina, Bolivia, Peru, Mexico and Nicaragua to strengthen their existing cost accounting process for their financial products and services. The assignment involved an onsite analysis of one of Pro Mujer's operations in Peru and the development of a product costing model based on this operation that can be standardized and adapted throughout Pro Mujer. The model was tested in five countries where Pro Mujer operates by staff with the assistance of EA Consultants that offered support through a series of practical in-house training sessions in each country as well as remotely.

Keywords: **Microfinance, Business Case, Rural & Agriculture, Gender, Tools, Training**

Microinsurance Centre | Microinsurance Learning and Knowledge (MILK) Project

Global | 2010- 2014

EA Consultants collaborated on a major donor's US\$ 2 million project to provide clarity on two key issues regarding microinsurance—is there a value for low-income people, and is there a business case? The Microinsurance Learning and Knowledge (MILK) project studied a variety of microinsurance models and products through quantitative and qualitative research. It sought to fill some of the gaps in the current understanding of client value and the business case while helping bring together the various parties involved in microinsurance research. EA Consultants led the project's client value initiative, designing and implementing original studies of microinsurance products around the world, as well as using desk research and collaborative efforts with other researchers to generate and share lessons about the value of microinsurance to low-income clients and their families.

Keywords: **Microinsurance, Market Research, Distribution, Client Math, Rural & Agriculture, Gender, Knowledge Management**

INISER & ILO Impact Insurance Facility | Strategic Plan and Product Development for Microinsurance

Nicaragua | 2009-2010

EA Consultants was contracted by INISER, Nicaragua's largest insurance company and the International Labour Organization's Impact Insurance Facility to conduct a feasibility study and design a strategic program for microinsurance for INISER. EA Consultants helped INISER identify appropriate agents and delivery channels for new microinsurance products, assess market demand, design products, and assess the operational and information systems needs of the insurer and its potential agents. The final product was a strategic and implementation plan for INISER's microinsurance activities.

Keywords: **Microinsurance, Market Research, Distribution, Microfinance, Gender**

FINCA Mexico | Nonfinancial Services for Microcredit Borrowers

Mexico | 2007-2008

EA Consultants developed a proposal for FINCA Mexico to pilot a program to offer non-financial services to its clients. The preparatory work included an analysis of client demand through focus group interviews in two states: Hidalgo and Puebla. The review also included an assessment of FINCA Mexico's current credit

methodology and its compatibility with providing non-financial services, through interviews with loan officers, branch managers, and FINCA Mexico management. It also included a review of public, private and NGO health service infrastructure in the two states, which drove the design of a pilot program focused on demand-generating activities such as training in family health care. To ensure the cost-effective delivery of health training, EA Consultants identified a specialized training institute, IMIFAP, and facilitated a strategic partnership between them and FINCA Mexico. The program was designed to be self-sustaining over time and to be a part of the ongoing development of financial products and services in health. The pilot tied into FINCA Mexico's ongoing efforts to develop new client-focus products. EA Consultants assisted FINCA Mexico and FINCA International in fundraising activities related to the project.

Keywords: **Microfinance, Client Insights, Gender, Health, Strategy**



Client Protection

SMART Campaign & Accion International | Client Protection Standards for Microinsurance

Global | 2014-2015

EA Consultants supported the SMART Campaign in the review and adaptation of its current Client Protection Standards and Tools for Microcredit to offer recommendations for adapting these to include micro insurance protection standards and indicators. The process included a consultative process with industry experts, the SMART Campaign Steering Committee, and staff to reach a consensus on new standards.

Keywords: **Microinsurance, Client Insights, Consumer Protection**

Confederação Nacional Das Empresas De Seguros (Cnseg) | Promoting Client Value, Financial Education and Microinsurance in Brazil

Brazil | 2013-2014

EA Consultants performed a review of the microinsurance and mass-market insurance products of 7 private companies in the market using the ILO's Impact Insurance Facility's PACE tool for understanding client value. The review compared products to each other as well as to a domestic market benchmark and also benchmarked the Brazilian products against comparable products in South Africa, the Philippines, and Kenya. Additionally, EA Consultants examined financial education and consumer protection initiatives in Brazil relevant to low-income insurance and developed a specific comprehensive strategy for CNseg and its members in financial education for microinsurance.

Keywords: **Microinsurance, Consumer Protection, Strategy**

Asociación Mutual De Protección Familiar (AMPF) Argentina & Inter-American Development Bank's Multilateral Investment Fund | Distribution of Microinsurance, Financial Education, and Customer Insights

Argentina | 2015

EA Consultants was contracted by the Inter-American Development Bank's Multilateral Investment Fund to support AMPF, an Argentine mutual association, in its efforts to improve its distribution of insurance products. The project consists of three main components: 1) conducting a market study of existing AMPF clients and their experiences with and perceptions of existing insurance products offered by the mutual, 2) leading training for AMPF staff (both executives and local office managers) on basic microinsurance concepts and the

challenges and opportunities of distributing microinsurance, and 3) designing materials to support both sales and understanding of insurance products by staff and clients.

Keywords: **Microinsurance, Consumer Protection, Strategy, Tools, Training**

Microinsurance Network (MIN) | Drafting of Membership Principles

Luxembourg | 2014

EA Consultants assisted the Microinsurance Network to propose principles for the Network members aimed at strengthening membership and commitment of members to the Network's Strategic vision to promote the development and delivery of effective insurance services for low-income people by encouraging shared learning, facilitating knowledge generation and dissemination, and providing a multi-stakeholder platform.

Keywords: **Microinsurance, Consumer Protection**

Microinsurance Network | Challenges and Practices in Consumer Protection in Microinsurance

Global | 2012-2013

EA Consultants was contracted by the Microinsurance Network to develop a framework for understanding the main challenges and practices in consumer protection in microinsurance, with a focus on identifying the key themes in consumer protection in microinsurance. The study which had the support of two case studies of consumer protection in Colombia and the Philippines, as well as examples of specific issues and approaches drawn from outside these two countries. The field-work included extensive interviews with stakeholders and client focus group interview to gain insight into what are the effective approaches to consumer protection. The objective of this study was to underline key lessons from the specific practices in this relatively mature microinsurance market.

Keywords: **Microinsurance, Consumer Protection, Knowledge Management**

Inter-American Development Bank's Multilateral Investment Fund | Best Practices in Microfinance Supervision

Latin America Regional | 2009-2010

EA Consultants worked with the IDB/MIF to implement a consultative process to validate with the microfinance industry a set of guidelines for the regulation and supervision microfinance. The goal of the guidelines, developed in conjunction with the Association of Bank Supervisors of the Americas (ASBA), was to promote best practices under the supervision of the microfinance industry. As part of the consultative process, EA Consultants conducted a survey of nearly 100 MFIs in the Latin America and the Caribbean, in addition to interviews and round-table discussions with industry practitioners.

Keywords: **Microfinance, Supervision, Regulation, Knowledge Management**

Migrants & Financial Services

International Organization for Migration (IOM) | Financial Tools to Protect Migrants in Crisis

Global | 2015-2016

EA Consultants has provided ongoing support to the International Organization for Migration's Migrants in Countries in Crisis Initiative, with a view to guiding initiatives and informing pilot projects. The support has included participating in three consultations with public and private stakeholders assisting migrants and drafting a brief on models and existing practices relevant to insurance for migrants (with a focus on low-income migrant workers).

Keywords: **Microinsurance, Consumer Protection, Migrants, Knowledge Management**

New York City Office of Financial Empowerment, Department of Consumer Affairs | Immigrant Financial Services Study

United States | 2011-2012

EA Consultants implemented a market study on the access to financial services for immigrants in New York. The study focused on understanding the needs of the target population and understanding the opportunities and challenges for financial entities in the market of offering the appropriate services to those communities. The study focused on those financial products that allow for the protection of deposits and interest, savings accounts, product and service transactions, and remittance. EA Consultants analyzed the demand factors of the three primary communities of immigrants in New York (Mexico, Ecuador, and China) through qualitative interviews and surveys with more than 1400 immigrants regarding how the existing services both formal and informal functioned for them. EA Consultants identified gaps between the supply and demand for financial services and proposed a series of pilot activities for the City.

Keywords: **Migrants, Research, Market Research, Policy, Financial Health, Knowledge Management**

Inter-American Development Bank's Multilateral Investment Fund | Risks Across Borders

United States | 2010

EA Consultants worked with the IADB/MIF on a two-part assessment of the feasibility of a cross-border microinsurance product between Mexico and the US. The project involved an assessment of the supply of existing products, including worldwide models that can be replicated; the demand for such products, through a market study with Mexican migrants in the New York City area; and an assessment of the legal and regulatory barriers to these products.

Keywords: **Migrants, Research, Microinsurance, Market Research, Policy, Knowledge Management**



Financial Inclusion in the United States

Intuit & The Aspen Institute | Qualitative Analysis of Small Business Affected by Hurricane Harvey

Houston | 2017

EA Consultants collaborated with Intuit to conduct qualitative interviews with small business clients and non-clients of QuickBooks software following Hurricane Harvey in the Houston Area. Our work resulted in a set of business insights and recommendations for Intuit's various business lines on engaging with clients post-disaster. Additionally, we developed a set of hypotheses and research questions for future research with Intuit and the Aspen Institute about small businesses' disaster resilience.

Keywords: **Climate, Small Business, Customer Insights, Fintech, Strategy**

Neighborhood Trust Financial Partners | Knowledge Management & Strategic Communications

United States | 2017

EA Consultants supported Neighborhood Trust Financial Partners' initiatives to disseminate lessons learned from their work with employers. We developed two knowledge management products as part of this project. The first was a white paper, entitled "*Re-Imagining the Workplace as a Hub for Financial Wellness: A new vision to leverage HR processes to improve employees' financial health*," highlighting employers' role in their employees' financial health and sharing lessons from Neighborhood Trust's collaborations with employers. The second product was a toolkit, called "*The HR Design Toolkit: A Roadmap for Designing HR Interventions to Improve Employee Financial Health*," which offered granular ideas and suggestions for employers based on these lessons.

Keywords: **Strategy, Financial Health, Tools, Fintech, Knowledge Management**

The Aspen Institute | Contingent Workers in the U.S. and Retirement Security

United States | 2017

EA Consultants conducted research for the Aspen Institute on the current situation of "contingent work"—non-permanent or alternative work arrangements—in the United States and its implications for the retirement savings of workers. The project included an exhaustive literature review, secondary data analysis and primary source interviews with leading experts. EA Consultants wrote an Issue Brief on the topic and will be participating in a convening of experts in 2018 to discuss the study's policy and research implications.

Keywords: **Competitive Landscape Mapping, Strategy, Savings, Tools, Fintech**

The Center For New York City Neighborhoods | Program Design to Encourage Savings for Clients in Mortgage Distress

New York (September – December 2017)

EA Consultants developed a design for a pilot program aimed at incentivizing homeowners in mortgage distress to set aside savings for future mortgage payments and other emergencies. The work included in depth interviews with clients, rapid prototype development, and testing. We combined these behavioral insights with a financial analysis of various prototypes, and developed a final recommendation for a cost-effective and feasible pilot program.

Keywords: **Customer Insights, Product Innovation, Business Case, Strategy, Financial Health, Savings**

Neighborhood Trust Financial Partners | Fintech Solutions for Employee Financial Health

United States | 2017

EA Consultants supported a New York City-based non-profit organization, Neighborhood Trust Financial Partners, with a strategic assessment of the market for one of its new financial service and counseling tools: The Employer Solution. The tool offers a fintech solution to managing irregular household cash flows through

salary advances and tech-enabled counseling, combined with in-person and remote counseling services. EA Consultants analyzed the market for employer-based financial wellness initiatives, the landscape of fintech solutions, and payroll advance services. In addition, we studied opportunities to expand face-to-face financial counseling services to specific communities throughout the United States. We provided a strategic recommendation for Neighborhood Trust's management and Board to determine its strategy for expanding services.

Keywords: Competitive Landscape Mapping, Product Innovation, Strategy, Financial Health, Savings, Fintech

The Center for New York City Neighborhoods | Financial Counseling Toolkit Design & Training

New York | 2016

EA Consultants worked with the Center on a project to embed financial counseling into its existing foreclosure prevention and homeowner counseling services. We held focus groups with counselors to understand their capacity, resources, and available time as well as interest in offering additional counseling and held individual interviews with a sample of housing counseling clients to better understand their needs and priorities at different points in their journeys with Center Partners. Finally, we developed a set of tools to integrate into the existing services and trained counselors on their usage.

Keywords: Process Mapping, Customer Insights, Strategy, Financial Health, Savings, Tools, Training

Community Solutions with Brownsville Partnerships | Financial Service Needs of Brownsville Residents

New York | 2015

EA Consultants was contracted by Community Solutions to work in collaboration with Brownsville Partnerships, New York City's Office of Financial Empowerment, and MetLife on a project aimed at identifying the barriers that residents of Brownsville, New York face to using financial services most efficiently. With over 30% of Brownsville residents in public housing, the project had a secondary aim of understanding specific constraints facing Brownsville public housing residents. EA Consultants performed a mapping of the supply-side services available to residents and implemented a set of qualitative interviews and focus groups on identifying some of the behavioral and structural constraints that residents faced in leveraging these services most effectively. The study resulted in recommendations for three interventions aimed at increasing asset building and resilience among residents, using services that were best suited to their needs and constraints.

Keywords: Competitive Landscape, Customer Insights, Financial Health, Strategy, Policy

New York City Office of Financial Empowerment, Department of Consumer Affairs (OFE) | NYC Financial Counseling and Workforce Development Evaluation

New York | 2015

EA Consultants was contracted by OFE to study the workforce development and small business support services offered through the New York City Department of Small Business Services (SBS). This aims research is to develop a strategy for OFE's financial counseling services into the existing employment and entrepreneurship services offered by SBS. The work involved a process mapping of clients' navigation of SBS services and understanding the financial needs and cognitive constraints during different touch points in the interaction with the SBS services. This allowed us to pinpoint the delivery content, timing, and channel that could optimize clients' utilization and benefit from OFE services. It resulted in actionable recommendations on when and how financial counseling might be integrated into the program, the substantive financial topics most useful to cover, and the SBS service users most likely to benefit from various financial counseling

services. Data was collected through qualitative interviews with SBS service users and providers of those services.

Keywords: Process Mapping, Customer Insights, Financial Health, Strategy, Policy

Corporation for Enterprise Development (CFED – now Prosperity Now) | Microbusiness Solutions Learning Cluster

United States | 2014

The Corporation for Enterprise Development (CFED), a non-profit corporation, contracted EA Consultants to design, conduct and synthesize qualitative concept testing of the ten applicants to the Microbusiness Solutions Learning Cluster, an initiative designed to improve existing financial product and service strategies that could improve financial capability, financial security and cash flow outcomes for low- and moderate-income microbusiness owners. The topics range from a broad set of services including credit-scoring innovations, online and mobile applications that support businesses in gaining greater financial control and access to budgeting, and training and technical assistance. EA Consultants interviewed small business clients that represent the potential market segment of these interventions to gain insights into: Microbusiness owners' specific likes and dislikes about each product or service; Microbusiness owners' preferences for certain features within each product or service; Whether microbusiness owners are likely to adopt any of the products or services, especially in comparison to existing products and services they already use; Whether any ideas are either universally liked or disliked by microbusiness owners.

Keywords: Small Business, Microfinance, Customer Insights, Research, Market Research, Strategy, Policy

Corporation for Enterprise Development (CFED – now Prosperity Now) | Entrepreneur Financial Services Study

United States | 2013

EA Consultants conducted a demand-side study aimed at understanding 1) what experience do low- and middle-income small business owners in the United States have with certain financial products and services and 2) what are the financial challenges and needs of these small business owners and how influential are these in constraining asset building and growth of their businesses. The study utilized a nationwide online survey and in-depth telephone interviews with small business owners. This study is intended to inform CFED's future work to support low- and middle-income small businesses in the United States.

Keywords: Small Business, Microfinance, Customer Insights, Financial Health, Research, Market Research, Strategy, Policy

New York City Office of Financial Empowerment, Department of Consumer Affairs (OFE) | Financial Empowerment Constituent Qualitative Research

New York | 2014

EA Consultants designed and implemented a qualitative study of the experience of users of free financial counseling centers offered by the City of New York. The study included in-depth individual interviews and focus groups with approximately 200 recipients of this service. It includes a comprehensive review of the processes and content related to the financial counseling as well as discussions with counselors and stakeholders. The study culminated in both qualitative results aimed at better understanding the process and experience from the client perspective as well as specific programmatic findings and recommendations. Additionally, it led to recommendations that supported the optimization of services in order to reach greater scale.

Keywords: Customer Insights, Research, Market Research, Financial Health, Strategy, Policy

New York City Office of Financial Empowerment, Department of Consumer Affairs | Immigrant Financial Services Study

United States | 2011-2012

EA Consultants implemented a market study on the access to financial services for immigrants in New York. The study focused on understanding the needs of the target population and understanding the opportunities and challenges for financial entities in the market of offering the appropriate services to those communities. The study focused on those financial products that allow for the protection of deposits and interest, savings accounts, product and service transactions, and remittance. EA Consultants analyzed the demand factors of the three primary communities of immigrants in New York (Mexico, Ecuador, and China) through qualitative interviews and surveys with more than 1400 immigrants regarding how the existing services both formal and informal functioned for them. EA Consultants identified gaps between the supply and demand for financial services and proposed a series of pilot activities for the City.

Keywords: Migrants, Research, Market Research, Policy, Financial Health, Knowledge Management



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United States | 2017

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Keywords: Competitive Landscape Mapping, Strategy, Savings, Tools, Fintech

UNCDF MicroLead Programme | Lessons on the Business Case for Small-Balance Savings Mobilization

Benin, Burkina Faso, Burundi, Cameroon, Ghana, Liberia, Malawi, Rwanda, Tanzania, Uganda | 2016-2017

EA Consultants developed a foundational knowledge report on the business case for providing small-balance savings services to low-income households, with a focus on rural populations and women in Africa, savings group linkages, and alternative delivery channels such as doorstep deposit collection, agent, and mobile money networks. The work was based on case studies of 13 technical assistance projects supported by UNCDF’s MicroLead Program. In addition to a foundational knowledge management report, we led an interactive workshop with MicroLead Partners in Tanzania to share the findings from the research and discuss opportunities for further strengthening the business case among partners.

Key words: Savings, Technology, Business Case, Research, Strategy

Neighborhood Trust Financial Partners | Fintech Solutions for Employee Financial Health

United States | 2017

EA Consultants supported a New York City–based non-profit organization, Neighborhood Trust Financial Partners, with a strategic assessment of the market for one of its new financial service and counseling tools: The Employer Solution. The tool offers a fintech solution to managing irregular household cash flows through salary advances and tech-enabled counseling, combined with in-person and remote counseling services. EA Consultants analyzed the market for employer-based financial wellness initiatives, the landscape of fintech

solutions, and payroll advance services. In addition, we studied opportunities to expand face-to-face financial counseling services to specific communities throughout the United States. We provided a strategic recommendation for Neighborhood Trust's management and Board to determine its strategy for expanding services.

Keywords: Competitive Landscape Mapping, Product Innovation, Strategy, Financial Health, Savings, Fintech

The Center For New York City Neighborhoods | Program Design to Encourage Savings for Clients in Mortgage Distress

New York, February 2016-July 2016

EA Consultants worked with the Center on a project to embed financial counseling into its existing foreclosure prevention and homeowner counseling services. We held focus groups with counselors to understand their capacity, resources, and available time as well as interest in offering additional counseling and held individual interviews with a sample of housing counseling clients to better understand their needs and priorities at different points in their journeys with Center Partners. Finally, we developed a set of tools to integrate into the existing services and will train counselors on their usage.

Keywords: Process Mapping, Client Insights, Strategy, Financial Health, Savings, Tools, Training

Consultative Group to Assist the Poor (CGAP / World Bank) | The Business Case for Youth Savings

Global | 2013-2014

EA Consultants developed a framework for assessing the business case for an institution to offer savings products to youth clients under age 25 through an analysis of macro-level data, in-depth qualitative interviews with financial service providers offering youth savings products and other stakeholders and a desk review of relevant literature. Findings were consolidated into a framework describing the business case according to the market, institutional, and client context, and shared through a webinar explaining the framework to select financial institutions, donors and other stakeholders. CGAP published a focus note on the study's findings in July 2014.

Key words: Savings, Technology, Business Case, Research, Strategy



AXA General Insurance & AXA-Egypt | Customer Insights Research for Inclusive Insurance Product Development

Egypt | 2017

EA Consultants conducted a study of customer needs for AXA-Egypt, with an emphasis on understanding customers' potential demand for health insurance. The work had a strong gender focus, as women are often charged with dealing with the common health needs of their families. The work began with a workshop for insurance and bank management staff to align around the research approach. The study included in-depth interviews and focus groups with clients of local microfinance institutions. Based on this qualitative research, EA designed prototypes for three new products, suggested modifications to existing products, and improvements to client education, and will be testing these products in a second phase of quantitative work.

Key words: Microinsurance, Research, Client Insights, Health, Gender, Microfinance

CAF: The Development Bank of Latin America | Linking Telemedicine to Inclusive Health Insurance Distributed by Microfinance Institutions

Ecuador, Venezuela | 2013-2016

EA Consultants supported CAF in a unique program that brought together various stakeholders to offer remote specialist medical services to low-income and rural populations in Ecuador. The program involved a private telemedicine software provider, a medical provider network, a microfinance institution, and a non-profit provider of financial and health education services. Our role was to offer CAF strategic and technical advisory throughout the project, monitor its results and document these for future replication. EA Consultants re-framed the project as lessons developed and created a unique value proposition for the local medical network executing the project. The work included measuring provider usage, financial results, and technical knowledge, as well as basic indicators for tracking program costs across stakeholders to evaluate the business case. Additionally, EA Consultants implemented client-centered research at the end of the pilot phase to assess the value that clients obtained from the services.

Key words: Health, Technology, Microinsurance, Monitoring & Evaluation, Strategy Consulting

Safaricom's Linda Jamii & ILO Impact Insurance Facility | Health Insurance Product and Business Model Analysis & Strategy

Kenya | 2014

EA Consultants worked with the ILO's Microinsurance Innovation Facility (now called the Impact Insurance Facility) to evaluate an innovative health microinsurance product in Kenya that was offered through a unique partnership between Safaricom (the country's largest mobile network and mobile money operator), Changamka Health (an insurance intermediary), and Britam (a multinational insurance company). Our assignment included a situational diagnostic of the product, including client and non-client perceptions and product experiences, an evaluation of distribution channels, costing and financial analysis, and a review of the management of the medical facility network. In addition to the evaluation, EA Consultants recommended a change in the value proposition offered by each stakeholder, as well as recommended specific steps to strengthen and improve the product, its management, and distribution.

Key words: Health, Microinsurance, Customer Insights, Business Model Analysis, Strategy Consulting

Pro Mujer International | Mixed Method Evaluation of Motivations and Constraints to Cancer Treatment

Bolivia | 2015-2016

EA Consultants was contracted by Pro Mujer to lead a mixed-method evaluation of the motivations and constraints to seeking care among its clients who were battling with cancer or precancerous conditions in Bolivia. The study focused on the role of the in-house screening services and a cash insurance payout offered by Pro Mujer. EA conducted structured qualitative interviews with Pro Mujer clients to understand their treatment paths, motivations, and barriers to seeking care, costs incurred and financing tools (including insurance) that they used.

Keywords: Impact, Microfinance, Health, Gender

Microinsurance Centre | Microinsurance Learning and Knowledge (MILK) Project

Global | 2010- 2014

EA Consultants collaborated on a major donor's US\$ 2 million project to provide clarity on two key issues regarding microinsurance—is there a value for low-income people, and is there a business case? The Microinsurance Learning and Knowledge (MILK) project studied a variety of microinsurance models and

products through quantitative and qualitative research. It sought to fill some of the gaps in the current understanding of client value and the business case while helping bring together the various parties involved in microinsurance research. EA Consultants led the project's client value initiative, designing and implementing original studies of microinsurance products around the world, as well as using desk research and collaborative efforts with other researchers to generate and share lessons about the value of microinsurance to low-income clients and their families.

Keywords: Microinsurance, Market Research, Distribution, Client Math, Rural & Agriculture, Gender, Knowledge Management

Aseguradora Rural | Health Insurance Product Design

Guatemala | 2012-2013

EA Consultants was contracted to provide strategic guidance and coaching to Aseguradora Rural in the development of a basic low-cost health insurance product for low income Guatemalans with a focus on low-income women and homemakers and other clients of the insurer's affiliated distribution network, Banrural. The strategic support led to ongoing technical assistance collaboration over two additional years with the institution to assist in designing market research and coaching in-house staff on developing and servicing low-income market products.

Keywords: Microinsurance, Market Research, Project Innovation, Distribution, Health, Gender

ILO Impact Insurance Facility | Microinsurance Utilization in Nicaragua

Nicaragua | 2009-2010

EA Consultants was awarded a research grant for a study on microinsurance utilization in Nicaragua: "The demand for and the effects of insurance enrollment among informal sector workers." The study sought to gain a greater understanding of the health claims characteristics of the informal sector in Nicaragua as well as the health outcomes on children covered by health insurance and the role of quality in the utilization and retention in health insurance. The study was completed in collaboration with the University of Michigan.

Keywords: Impact, Evaluation, Microfinance, Microinsurance, Health, Research

Global Development Network | Randomized Evaluation of Health Insurance for the Informal Sector

Nicaragua | 2007-2009

EA Consultants implemented an experimental randomized evaluation of a pilot program in Nicaragua that extends social security health insurance to the informal sector. Through this pilot program, Nicaragua's Social Security Institute (INSS) contracted three microfinance institutions: ACODEP, Banco Procredit, and Findesa to market its health insurance to their clients, affiliate new subscribers and collect payment through MFI branch networks. The randomized evaluation analyzed the determinants of take up of insurance, the effect of subsidies, adverse selection, the value of information, and the value of selling and collecting insurance premiums through MFIs. This two-year activity was co-funded with the USAID-funded PSP-One program and represents a strong collaboration with a local research firm in Nicaragua.

Keywords: Social Impact Measurement, Evaluation, Microfinance, Microinsurance, Health, Research, Knowledge Management

INISER & ILO Impact Insurance Facility | Strategic Plan and Product Development for Microinsurance

Nicaragua | 2009-2010

EA Consultants was contracted by INISER, Nicaragua's largest insurance company and the International Labour Organization's Impact Insurance Facility to conduct a feasibility study and design a strategic program for microinsurance for INISER. EA Consultants helped INISER identify appropriate agents and delivery channels for new microinsurance products, assess market demand, design products, and assess the operational and information systems needs of the insurer and its potential agents. The final product was a strategic and implementation plan for INISER's microinsurance activities.

Keywords: Microinsurance, Market Research, Distribution, Microfinance, Gender

FINCA Uganda | Healthcare Services and Financing for Microcredit Borrowers

Uganda | 2007-2008

EA Consultants collaborated in the design of an innovative financially sustainable proposal to encourage a strategic partnership between FINCA Uganda and Microcare, a national health insurance company in Uganda, to provide micro-entrepreneurs at FINCA Uganda with increased access to healthcare. EA Consultants' contributions included the design of a savings-based health insurance premium financing scheme, the definition of the roles and responsibilities of the partners in the strategic alliance, a definition of training and HR requirements for FINCA Uganda, a plan for product refinement, a marketing strategy, a financial model to ensure sustainability, and an overall budget. The project was funded by the International Labour Organization under its Microinsurance Innovation Grant Facility.

Keywords: Microinsurance, Savings, Microfinance, Business Case



Financial Services for Rural & Agricultural Communities

ILO Impact Insurance Facility & Global Action Network | Measuring Client Value from Index Insurance

Global; Pilots in Ethiopia, Kenya, Senegal, Zambia, Peru | 2015-2016

For smallholder farmers, index (or parametric) insurance has emerged as an alternative to traditional indemnity-based crop insurance because it lowers the cost of loss assessment after adverse climate events, helps reduce the problems of moral hazard and adverse selection, and can potentially scale to a larger number of insured clients due to its lower cost. But, how does the value of index insurance stack up from the farmers' perspective? Along with a working group of academic and action-based researchers, EA Consultants designed a client-value assessment tool for agricultural index insurance products, aimed at building a concise tool that drew from existing approaches. EA also led a pilot in four different countries, at the same time testing the tool and assessing the value of existing products in Senegal, Kenya, Ethiopia, and Peru. The consultancy included a final report with recommendations for improvements in both the tool and the products it assessed.

Key words: Rural & Agriculture, Microinsurance, Product Innovation, Client Value

UNCDF MicroLead Programme | Lessons on the Business Case for Small-Balance Savings Mobilization

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Key words: Savings, Technology, Business Case, Research, Strategy

InsuResilience Investment Fund & CREZCAMOS | Feasibility Study for Climate Insurance Products

Colombia | 2017

EA Consultants conducted a feasibility study for a large microfinance institution in Colombia to assess the market and business case for developing and distributing climate insurance products. The work included a market study on demand for climate insurance in Colombia, with a focus on crop and livestock products for smallholder farmers and weather insurance for rural microentrepreneurs. The work included designing qualitative research instruments, conducting in-country fieldwork, as well as a quantitative market sizing analysis using national census and other survey data, and proprietary data on the microfinance institution's borrowers.

Keywords: Rural & Agriculture, Climate, Microinsurance, Market Research, Strategy & Business Case

InsuResilience Investment Fund & Banco Continental | Feasibility Study for Climate Insurance Products

Paraguay | 2016-2017

EA Consultants supported Banco Continental, Paraguay's largest locally-owned bank, in developing a feasibility study for designing and selling climate insurance products to the bank's clients. The study included a demand-side assessment of client needs and interest in climate insurance and a business case analysis of the potential for the product to succeed. Additionally, EA Consultants wrote a report for the InsuResilience Investment Fund on the overall potential for climate insurance products in Paraguay, analyzing past products and initiatives, infrastructure, data availability and market conditions.

Key words: Rural & Agriculture, Climate, Microinsurance, Market Research, Strategy & Business Case

InsuResilience Investment Fund & Caja Sullana | Development of Marketing Strategy, Materials & Training on Climate Insurance

Peru | 2016-2017

EA Consultants supported the internal insurance business of Caja Sullana, one of the largest credit cooperatives in Peru and a microinsurance distributor, by developing marketing materials, staff training and client education sessions on an agricultural insurance product. The work involved preparing in-depth diagnostics of staff and customers' existing understanding of the product and addressing gaps in knowledge through training and marketing. EA developed a radio ad with client testimonials, as well as brochures, posters, and internal marketing and training material. EA also worked closely with Caja Sullana's insurer

partner to develop client-centered education centered. Finally, EA developed an in-depth staff training module and trained trainers to replicate it throughout the organization – focusing not only on climate insurance but responsible sales of insurance products in general.

Keywords: Rural & Agriculture, Climate, Microinsurance, Marketing, Financial Education, Sales Training

Consultative Group to Assist the Poor (CGAP / World Bank) & The Microinsurance Centre | Information Overload? A Mixed Method Evaluation of the Impact of Bundling Microfinance Services

Colombia | 2014-2015

EA Consultants was subcontracted by the Microinsurance Centre to support a study in Colombia of the impact of different approaches to offering an insurance product (at the time of a loan offer or later) on client understanding and take-up. The study used a randomized control trial (RCT) methodology, offering an insurance product to some microcredit clients at the time of the loan transaction and to other clients at a later date. It involved developing tools for the sales force aimed at educating clients about the product in a standard and consistent manner, including a short video, sales techniques, and calculators. Clients' level of understanding and perceptions were measured through a telephone questionnaire after the sale. Qualitative interviews with clients complemented the quantitative findings. EA Consultants supported all phases of the study's design and analysis, and led fieldwork.

Keywords: Social Impact Measurement, Microinsurance, Rural & Agriculture, Distribution, Research, Training, Consumer Protection, Knowledge Management

Inter-American Development Bank's Multilateral Investment Fund | Evaluation of Rural Credit Project

Colombia, Paraguay, Perú | 2012-2015

EA Consultants performed an evaluation for the Inter-American Development Bank's Multilateral Investment Fund (FOMIN) to capture lessons from a project with Women's World Banking, the objective of which was to build access to credit for individuals, especially women, who live in rural areas of Columbia, Paraguay, and Peru. The project included a diagnostic assessment of three institutions and their different levels of implementation of the project. It also included the development and implementation of monitoring indicators and plans for the three institutions, which allowed FOMIN to monitor the project over time through remote and in-person visits, interviews and data collection. Also, EA Consultants drafted an extensive internal lessons learned document resulting from the monitoring, which helped FOMIN design future projects aimed at supporting rural credit access for women. Finally, we drafted two externally focused documents with high-level lessons about supporting agricultural lending initiatives and supporting credit access for rural women.

Keywords: Microfinance, Business Case, Rural & Agriculture, Research, Gender, Knowledge Management

Microinsurance Centre | Microinsurance Learning and Knowledge (MILK) Project

Global | 2010- 2014

EA Consultants collaborated on a major donor's US\$ 2 million project to provide clarity on two key issues regarding microinsurance—is there a value for low-income people, and is there a business case? The Microinsurance Learning and Knowledge (MILK) project studied a variety of microinsurance models and products through quantitative and qualitative research. It sought to fill some of the gaps in the current understanding of client value and the business case while helping bring together the various parties involved in microinsurance research. EA Consultants led the project's client value initiative, designing and implementing original studies of microinsurance products around the world, as well as using desk research

and collaborative efforts with other researchers to generate and share lessons about the value of microinsurance to low-income clients and their families.

Keywords: Microinsurance, Market Research, Distribution, Client Math, Rural & Agriculture, Gender, Knowledge Management