



GATORMUN XXIII

**Pro-Mujer: Junta Directiva (Spanish-
English Bilingual)
Background Guide**

Camila Flores Corsini

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Letter from the Director:

Dear Delegates,

Welcome to this year's bilingual committee — The Board of Directors of Pro Mujer. We live in a world where being part of 49.6% of the global population means belonging to a group that continues to face systemic barriers rooted in prejudice and outdated notions of gender. Yet, it also means belonging to a global community of resilience, courage, and limitless potential. Across Latin America, women are rewriting the narrative of empowerment and inclusion — and now, it's your turn to help shape the next chapter. Pro Mujer, an organization founded over three decades ago, stands at a defining moment. Will it expand its reach through digital innovation or strengthen the communities where its heartbeat is already strong? Will it partner with technology companies or safeguard the autonomy of local initiatives? The decisions made within this room have the potential to model what a feminist, inclusive, and resilient economy could look like for all of Latin America.

My name is Camila (Cami) Flores Corsini, and I have the immense honor of serving as your Director for this committee. I am a senior at Florida International University, double majoring in Health Sciences and Women's and Gender Studies, specializing in Health Policy. I was born and raised in Venezuela, later moved to Italy in 2018, and came to the United States in 2019 — where Model United Nations became my bridge into a new language and culture.

After five years in MUN, competing across General Assembly and Specialized committees and chairing crisis rooms full of chaos and creativity, I can confidently say that no experience compares to the one you are about to have. This bilingual committee is not just about policy — it's about people. It's about understanding the intersection of gender, economy, and innovation in Latin America through the lens of leadership, empathy, and purpose.

I encourage you to be bold in your decisions, respectful in your debate, and creative in your vision. Challenge the status quo, question tradition, and remember that every great movement began with a few individuals daring to think differently.

I can't wait to see the ideas you bring to life and the solutions you craft together. Welcome to Pro Mujer — where change is not just discussed, it's designed.

With excitement and admiration,
Camila (Cami)

Rules of Procedure

Quorum

A majority of voting members answering to the roll at each session shall constitute a quorum for that session. This means that half plus one of all voting members are present. Quorum will be assumed consistent unless questioned through a Point of Order. Delegates may request to be noted as "Present" or "Present and Voting."

Motion to Suspend the Rules for the Purpose of a Moderated Caucus

This motion must include three specifications

- Length of the Caucus
- Speaking Time
- Reason for the Caucus

During a moderated caucus, delegates will be called on to speak by the Committee Director. Delegates will raise their placards to be recognized. Delegates must maintain the same degree of decorum throughout a Moderated Caucus as in formal debate. This motion requires a simple majority to pass.

Motion to Suspend the Rules for the Purpose of an Unmoderated Caucus

This motion must include the length of the Caucus. During an unmoderated caucus, delegates may get up from their seats and talk amongst themselves. This motion requires a simple majority to pass. The length of an unmoderated caucus in a Crisis committee should not exceed fifteen minutes.

Motion to Suspend the Meeting

This motion is in order if there is a scheduled break in debate to be observed. (ie. Lunch!) This motion requires a simple majority vote. The Committee Director may refuse to entertain this motion at their discretion.

Motion to Adjourn the Meeting

This motion is in order at the end of the last committee session. It signifies the closing of the committee until next year's conference.

Points of Order

Points of Order will only be recognized for the following items:

- To recognize errors in voting, tabulation, or procedure
- To question relevance of debate to the current Topic
- To question a quorum.

A Point of Order may interrupt a speaker if necessary and it is to be used sparingly.

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Points of Inquiry

When there is no discussion on the floor, a delegate may direct a question to the Committee Director. Any question directed to another delegate may only be asked immediately after the delegate has finished speaking on a substantive matter. A delegate that declines to respond to a question after a formal speech forfeits any further questioning time.

Points of Personal Privilege

Points of personal privilege are used to request information or clarification and conduct all other business of the body except Motions or Points specifically mentioned in the Rules of Procedure. Please note: The Director may refuse to recognize Points of Order, Points of Inquiry or Points of Personal Privilege if the Committee Director believes the decorum and restraint inherent in the exercise has been violated, or if the point is deemed dilatory in nature.

Rights of Reply

At the Committee Director's discretion, any member nation or observer may be granted a Right of Reply to answer serious insults directed at the dignity of the delegate present. The Director has the ABSOLUTE AUTHORITY to accept or reject Rights of Reply, and the decision IS NOT SUBJECT TO APPEAL. Delegates who feel they are being treated unfairly may take their complaint to any member of the Secretariat.

Directives

Directives act as a replacement for Draft Resolutions when in Crisis committees, and are the actions that the body decides to take as a whole. Directives are not required to contain operative or preambulatory clauses. A directive should contain:

- The name(s) of the author(s)
- A title
- A number of signatories/sponsors signatures' necessary to
- introduce, determined by the Director

A simple majority vote is required to introduce a directive, and multiple directives may be introduced at once. Press releases produced on behalf of the body must also be voted on as Directives.

Friendly Amendments

Friendly Amendments are any changes to a formally introduced Directive that all Sponsors agree to in writing. The Committee Director must approve the Friendly Amendment and confirm each Sponsor's agreement both verbally and in writing.

Unfriendly Amendments

Unfriendly Amendments are any substantive changes to a formally introduced Directive that are not agreed to by all of the Sponsors of the Directive. In order to introduce an Unfriendly Amendment, the Unfriendly Amendment must be the number equivalent to 1/3 of Quorum confirmed signatories. The Committee Director has the authority to discern between substantive and non-substantive Unfriendly amendment proposals.

Plagiarism

GatorMUN maintains a zero-tolerance policy in regards to plagiarism. Delegates found to have used the ideas of others without properly citing those individuals, organizations, or documents will have their credentials revoked for the duration of the GatorMUN conference. This is a very serious offense.

Crisis Notes

A crisis note is an action taken by an individual in a Crisis committee. Crisis notes do not need to be introduced or voted on, and should be given to the Crisis Staff by sending the notes to a designated pickup point in each room. A crisis note should both be addressed to crisis and have the delegate's position on both the inside and outside of the note.

Motion to Enter Voting Procedure

Once this motion passes, and the committee enters Voting Procedure, no occupants of the committee room may exit the Committee Room, and no individual may enter the Committee Room from the outside. A member of the Dias will secure all doors.

- No talking, passing notes, or communicating of any kind will be tolerated during voting procedures.
- Each Directive will be read to the body and voted upon in the order which they were introduced. Any Proposed Unfriendly Amendments to each Directive will be read to the body and voted upon before the main body of the Directive as a whole is put to a vote.
- Delegates who requested to be noted as "Present and Voting" are unable to abstain during voting procedure. Abstentions will not be counted in the tallying of a majority. For example, 5 yes votes, 4 no votes, and 7 abstentions means that the Directive passes.
- The Committee will adopt Directives and Unfriendly Amendments to Directives if these documents pass with a simple majority. Specialized committees should refer to their background-guides or Committee Directors for information concerning specific voting procedures.

Roll Call Voting

A counted placard vote will be considered sufficient unless any delegate to the committee motions for a Roll Call Vote. If a Roll Call Vote is requested, the committee must comply. All delegates must vote: "For," "Against," "Abstain," or "Pass." During a Roll Call vote, any delegate who answers, "Pass," reserves his/her vote until the Committee Director has exhausted the Roll. However, once the Committee Director returns to "Passing" Delegates, they must vote: "For" or "Against."

Accepting by Acclamation

This motion may be stated when the Committee Director asks for points or motions. If a Roll Call Vote is requested, the motion to Accept by Acclamation is voided. If a delegate believes a Directive will pass without opposition, he or she may move to accept the Directive by acclamation. The motion passes unless a single delegate shows opposition. An abstention is not considered opposition. Should the motion fail, the committee will move directly into a Roll Call Vote.

Tech Policy

Technology will not be allowed throughout the course of the committee. Delegates are prohibited from using their technology inside the committee room. However, they are encouraged to do research before and during assigned breaks.

Committee Mechanics

Pro Mujer is a nonprofit organization dedicated to improving the lives of women across Latin America. It focuses on promoting economic empowerment, expanding access to health services, and creating leadership opportunities. The organization began with small, community-based programs and eventually grew into a regional network. Its approach is holistic, blending microfinance with healthcare, training, and mentoring. Today, Pro Mujer is recognized internationally as a leading organization advancing gender equality.

In this committee, delegates will serve as members of Pro Mujer's Board of Directors. The Board is the governing body responsible for overseeing the mission, finances, strategy, and leadership of the organization. Delegates must debate how to respond to a complex crisis involving funding shortages, leadership changes, safeguarding issues, and questions about technological expansion. The decisions made by the Board will determine the organization's future direction.

As this is a bilingual committee, delegates will be expected to speak Spanish for 50% of the committee. Whether that is by alternating between entirely Spanish and entirely English committee sessions or left up to the delegates, will be decided among the dais and the delegates before the starting of the committee. This committee will be a directive-based committee for the first 2 sessions in order to solve the more time-sensitive issues for the company. For the last 2 committee sessions delegates will be tasked with writing and presenting a short resolution paper to ensure the successful future of the Pro-Mujer foundation.

What is Pro Mujer? History & Evolution

Pro Mujer is a women-centered nonprofit organization operating mainly in Latin America. Its programs are designed to address the many barriers that women face in achieving economic independence, good health, and leadership opportunities. Unlike some organizations that focus on only one area, Pro Mujer believes in a holistic approach. For example, simply giving a woman a loan may not help if she does not have access to health services or business training. By combining these elements, Pro Mujer helps women achieve long-term success.

The 3 pillars of Pro Mujer's work are:

- Economic empowerment: giving women access to credit, savings, and financial literacy.
- Health services: providing clinics, preventative care, and referrals for specialized treatment.
- Leadership training: helping women build confidence, gain civic skills, and take on leadership roles in their communities.

Pro Mujer was founded as a small grassroots effort in the early 1990s when its founders recognized that women in marginalized communities had talent and determination but lacked resources. The organization began by offering group loans to women, inspired by models of microfinance, and quickly realized that women also needed education and healthcare support to succeed. Over time, Pro Mujer expanded into a regional organization with offices and staff across Latin America.

As it grew, Pro Mujer professionalized its structure, hired full-time staff, and created a Board of Directors to provide governance. It moved beyond microcredit by adding health clinics, financial literacy training, and leadership programs. Today, it is recognized not just as a microfinance institution but as a comprehensive development organization focused on women. Its growth created both opportunities and challenges: scaling up required greater fundraising, standardized procedures, and new ways to measure impact.

Mission, Values, & Core Programs

Pro Mujer's mission is to empower low-income women to create better lives for themselves and their families. Its vision is of a world in which all women, regardless of background, have access to the tools and opportunities they need to thrive.

Core values include dignity, respect, community engagement, transparency, and accountability. Pro Mujer emphasizes the idea that women are not just beneficiaries but leaders of change in their own communities.

It's core programs are diverse:

- **Microfinance and savings programs that allow women to start businesses.**
- **Health services that focus on reproductive and preventative health.**
- **Business and leadership training that helps women grow as entrepreneurs and civic leaders.**
- **Monitoring and research programs to measure impact and improve services.**

Governance: Role of the Board of Directors

The Board of Directors is the main governing body of Pro Mujer. Its members are responsible for guiding the overall strategy, approving the budget, and ensuring accountability. The Board also hires and evaluates the CEO, sets long-term goals, and responds to emerging risks. Board members typically include independent experts, donor representatives, legal and finance professionals, and sometimes local leaders from the regions where the organization works.

The Board must constantly balance competing needs: expanding programs to reach more women, maintaining financial sustainability, and protecting the quality of services. In times of crisis, the Board takes center stage by debating urgent issues and setting the course for the organization's future.

Key Stakeholders

- Beneficiaries: the women and families who receive services are the heart of the organization.
- Field staff and regional directors: the employees who implement programs on the ground.
- Donors and funders: institutions and individuals who provide money and expect results.
- Local partners: governments, clinics, and community groups that collaborate with Pro Mujer.
- International organizations: such as UN agencies and global NGOs that support gender equality.
- The Board and leadership: those responsible for balancing the needs of all stakeholders.

Likely Tensions the Board Faces

- Mission vs. Sustainability: should the organization prioritize reaching more women or focus on becoming financially independent from donors?
- Standardization vs. Local Adaptation: should services look the same everywhere, or be tailored to each local community?
- Growth vs. Quality: should Pro Mujer scale up quickly, or focus on maintaining high standards for a smaller number of clients?
- Partnerships with the Private Sector: should the organization accept corporate money and branding, even if it risks reputation?
- Digitalization: should Pro Mujer push forward with apps and digital loans, or move more slowly to avoid leaving behind vulnerable clients?

The Current Crisis

At the moment, Pro Mujer is facing one of the most serious challenges in its history. A combination of financial, organizational, and reputational problems has emerged all at once, creating a crisis that the Board of Directors must urgently address. How the Board responds will determine whether the organization continues to thrive or struggles to maintain its mission in the coming years.

Funding Shortfalls & Donor Conditions

One of Pro Mujer's largest institutional donors has announced that it will gradually reduce its contributions over the next two years. This is a major problem because those funds covered many of the organization's core activities, such as staff salaries, program oversight, and health services. Without this money, Pro Mujer faces an immediate budget gap that threatens to disrupt services for thousands of women. At the same time, a new donor has stepped forward with an offer that could close much of this gap. However, the funding comes with conditions: the organization would need to adopt strict performance metrics and agree to a co-branding partnership with a large multinational corporation. The Board must decide whether accepting this conditional funding is worth the potential risks to Pro Mujer's independence and reputation.

Safeguarding & Service Quality Concerns

Recent complaints from beneficiaries in one country have surfaced on social media, alleging long wait times at health clinics and problems with transparency in loan repayment schedules. While these may only represent a small fraction of Pro Mujer's overall clients, the complaints have attracted media attention and could harm the organization's reputation. An internal review revealed that not all regional offices follow the same safeguarding policies, meaning that some staff have not been fully trained in how to protect clients from harm or misconduct. This has raised serious concerns within the Board about the consistency of Pro Mujer's services and the safety of its beneficiaries.

Leadership Transition

The current Chief Executive Officer (CEO) of Pro Mujer has announced plans to step down within the next nine months. Leadership transitions are always delicate moments for organizations, but in the middle of a crisis, they can be especially destabilizing. The Board must decide whether to prioritize stability by promoting an internal candidate, or to bring in an external leader with new skills, particularly in fundraising and donor relations. Each option has risks: an internal hire may lack international experience, while an external leader might not fully understand the organization's culture and grassroots approach.

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Digital Expansion Challenges

In recent years, Pro Mujer has invested in digital technology, including a mobile loan application that allows women to apply for credit using their phones. While this innovation has been successful with younger and more urban clients, it has also created new problems. Some older women report confusion about the technology, while others worry about the privacy of their personal and financial data. Several regional offices have warned that rolling out the app too quickly could exclude rural clients who have limited internet access. The Board must weigh whether to continue expanding digital services or to pause until stronger safeguards and training can be implemented.

Political & Legal Pressures

Finally, Pro Mujer operates in countries where governments are changing the rules for nonprofits and microfinance institutions. In one country, new laws are being debated that could increase reporting requirements and limit how organizations provide loans. If these laws pass, Pro Mujer may face higher operating costs and additional restrictions on its financial services. Political instability in other areas also creates risks for staff and beneficiaries. The Board must anticipate these legal and political changes and plan accordingly.

Positions

Carmen Correa – CEO

Carmen Correa is the Chief Executive Officer of Pro Mujer and has been at the center of guiding the organization's vision. With years of experience in development and nonprofit leadership, she focuses on expanding Pro Mujer's reach while ensuring financial sustainability. As CEO, she balances relationships with donors, governments, and community partners. Delegates in this role must weigh both the big picture and the daily needs of staff and clients.

Adolfo Díaz Valdez – COO

Adolfo Díaz Valdez serves as Chief Operating Officer, overseeing the daily functions of Pro Mujer across Latin America. He has extensive experience managing complex operations, especially in microfinance and social enterprises. His main concern is making sure programs are efficient, sustainable, and consistent across regions. As COO, he often pushes for practical, immediate solutions to crises.

Bartolomé Fullana – CFO

Bartolomé Fullana is Pro Mujer's Chief Financial Officer, responsible for managing budgets, investments, and donor funds. With a background in banking and finance, he brings expertise in keeping the organization financially stable. He focuses on accountability and efficiency in how resources are used. Delegates in this role will likely prioritize financial sustainability and risk management.

María Cruz Pemán – Chief Human Resources Officer

María Cruz Pemán leads Pro Mujer's Human Resources division, handling staff development, recruitment, and workplace culture. She emphasizes the importance of training and employee well-being in sustaining Pro Mujer's mission. With a career in HR leadership, she ensures that the organization attracts and retains talented professionals. Her perspective centers on the staff's ability to deliver quality services.

Natasha Ferrari – Director of Communications and Institutional Relations

Natasha Ferrari oversees Pro Mujer's image, media relations, and communications strategy. She ensures that the organization's mission and impact are effectively shared with donors, governments, and the public. Natasha is also skilled at handling crises that affect Pro Mujer's reputation. Delegates in this role should think about how decisions will look to external audiences.

Positions

Vanessa Dager – Chair of the Board of Directors

Vanessa Dager chairs the Pro Mujer Board and plays a key role in guiding its overall governance. She represents the Board in setting long-term strategy and ensuring accountability across the organization. With leadership experience in international business and nonprofits, she focuses on balancing growth with mission. As Chair, she must bring together diverse voices on the Board to form consensus.

Mark Roy McMahon – Secretary of the Board

Mark Roy McMahon acts as Secretary of the Board of Directors, ensuring transparency, compliance, and proper record-keeping. His background includes legal and governance expertise, making him detail-oriented in how the Board operates. He ensures meetings and decisions follow best practices. Delegates in this role will likely stress good governance and organizational integrity.

Zelma F. Acosta-Rubio – Senior Executive

Zelma F. Acosta-Rubio is a seasoned senior executive with experience in multinational companies and nonprofits. Known for her leadership in organizational strategy, she brings a global perspective to Pro Mujer's decision-making. She often advocates for innovation and strong corporate partnerships. Her role on the Board is to connect business expertise with social impact.

Camilo Méndez – Treasurer of the Board

Camilo Méndez serves as the Treasurer of the Board, supervising Pro Mujer's financial health at the governance level. He has experience in finance and investment, ensuring donor funds are responsibly managed. His focus is on transparency in accounting and securing resources for long-term stability. Delegates in this role may lean toward cautious financial strategies.

Scott Taitel

Scott Taitel is an expert in impact investment and social enterprise finance. He has worked with universities and nonprofits to design innovative funding models. His focus is on sustainability, encouraging organizations to think beyond traditional grants. As a Board member, he is likely to push for creative financial solutions.

Robert Rosone

Robert Rosone has a background in global finance and investment banking. His expertise helps Pro Mujer navigate relationships with private-sector partners. He is often focused on expanding donor networks and attracting new investors. Delegates in this role may emphasize building stronger ties with the corporate world.

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Positions

VMark Garay

Mark Garay is a business leader with experience in global operations and corporate governance. He brings management expertise and strategic oversight to the Board. He often supports efficiency reforms and scalability. Delegates in this role can focus on long-term planning and risk management.

Jeffrey Macdonach

Jeffrey Macdonach has a career in business strategy and international development. He provides insight on scaling programs across different regions. His focus is often on growth and ensuring Pro Mujer can adapt to changing markets. Delegates in this role may advocate for bold, future-oriented decisions.

Adriana Ríos Welton

Adriana Ríos Welton is a lawyer and executive with experience in corporate and nonprofit governance. She brings legal expertise to the Board, especially in compliance and partnerships. She also has a strong focus on equity and women's rights, aligning closely with Pro Mujer's mission. Delegates in this role may balance law, ethics, and social justice.

Alejandra Meglioli

Alejandra Meglioli has worked extensively on women's rights and humanitarian programs. Her expertise lies in gender equality, social policy, and advocacy. She ensures that Pro Mujer's programs remain inclusive and mission-driven. Delegates in this role will likely champion the voices of women served by the organization.

Ana Demel

Ana Demel is a law professor and expert in international transactions and development. She brings academic insight into how global markets and legal frameworks affect nonprofits. She often stresses careful contract design and legal risk assessment. Delegates in this role may emphasize strong governance and legal safeguards.

Cinthia Fernholz

Cinthia Fernholz is an expert in finance, investment, and socially responsible enterprises. She focuses on ensuring that funding supports both growth and social impact. She often advocates for innovative, mission-aligned financial strategies. Delegates in this role may try to bridge the gap between social purpose and financial rigor.

Positions

Diego Cristancho

Diego Cristancho is a leader in finance and investment management. He specializes in financial oversight and brings expertise in Latin American markets. He helps the Board assess risks and opportunities in expansion. Delegates in this role may emphasize regional knowledge and financial responsibility.

Estibalitz Laresgoiti Servitje

Estibalitz Laresgoiti Servitje is a social entrepreneur and innovator in digital health. She has co-founded startups that use technology to expand healthcare access. Her perspective focuses on the future of digital services in Latin America. Delegates in this role may push for technological innovation while considering issues of access and equity.

