

IMPACT OF CREDIT AND COLLECTION POLICIES ON THE SOLVENCY OF THE COOPERATIVA RIOBAMBA LTDA. FOR THE YEAR 2023, IN THE PROVINCE OF CHIMBORAZO.

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Abstract

Credit and collection policies are key to the financial stability of savings and credit institutions, as they have a direct affect on delinquency, liquidity, and profitability. Therefore, poor management in these areas may compromise the solvency and sustainability of organizations, particularly in the cooperative sector in Latin America, where these entities play a crucial role in financial inclusion. In this framework, this article develops a case study applied to the Cooperativa Riobamba Ltda. in Ecuador during 2023. A descriptive and correlational design with a mixed approach was used. The qualitative analysis was based on a questionnaire administered to credit and collections staff, while the quantitative component considered financial indicators such as profitability, delinquency, and solvency ratio. The results show deficiencies in risk analysis and monitoring of the overdue loan portfolio, which affects the institution's solvency. It is concluded that strengthening internal controls and adopting technological tools is essential to improve portfolio management and ensure cooperative financial sustainability.

Keywords: Credit cooperatives, financial policy, solvency, risk management, Ecuador.

1. INTRODUCTION

Credit and collection policies are an essential pillar in the financial management of savings and credit institutions, as they directly influence delinquency, liquidity, and profitability. Proper management of these processes reduces risks, ensures the timely recovery of loaned resources, and sustains institutional solvency. Conversely, poor practices may compromise operational stability and limit medium-term growth (Vargas & Miranda-García, 2023).

In Latin America, savings and credit cooperatives play a key role in financial inclusion by serving segments of the population that have historically been excluded by traditional banks. These entities not only facilitate access to credit, but also promote local development and social cohesion (Gonzalez & Bacuilima, 2024). In Ecuador, the cooperative sector is a fundamental component of the popular and solidarity economy, regulated by the Superintendency of Popular and Solidarity Economy, and represents a significant alternative for thousands of families and small businesses (Vásquez, Sarmiento, & Urgilés, 2024).

Within this context, Cooperativa de Ahorro y Crédito Riobamba Ltda. has played a prominent role in the province of Chimborazo, offering financial products adapted to local needs. However, during 2023, it faced a sustained increase in its overdue portfolio and a deterioration in some solvency indicators, raising concerns about the effectiveness of its credit and collection policies. Factors such as the post-pandemic situation, inflation, and growing competition in the financial system have intensified this challenge (Aguas & Coello, 2022). Based on this issue, there is a need to conduct a more in-depth case study of Cooperativa Riobamba Ltda. with the aim of identifying strengths and weaknesses in its credit and collection policies and evaluating how these affect its financial stability.

In this regard, the research seeks to answer the following question:

What is the impact of credit and collection policies on the financial solvency of Cooperativa de Ahorro y Crédito Riobamba Ltda. during the year 2023?

2. LITERATURE REVIEW

The literature review provides insight into how credit and collection policies influence the financial solvency of institutions. The studies reviewed, both international and national, provide evidence that guides the analysis of the case of Cooperativa Riobamba Ltda.

At the international level, (Córdova, 2020) studied the effect of collection agencies on credit supply and recovery in the United States. The research focused on how legal restrictions on these agencies modify the behavior of financial institutions. The result was that a higher level of restrictions reduces recovery capacity and limits the willingness of institutions to extend new credit, which has a direct impact on liquidity and solvency.

In a complementary study, (Morales & Tipáz, 2022) analyzed the effects of regulatory changes on collection practices in several US states focusing on the relationship between regulation, access to credit, and financial stability. The results showed that stricter collection rules reduce clients' ability to access new lines of credit and increase financial costs, which affects the stability of institutions by altering the quality of their portfolios and their risk management capabilities.

In the Ecuadorian context, (Heredia & Puente, 2023) investigated the credit and collection processes at the Nueva Huancavilca Cooperative in the canton of La Libertad. The study focused on identifying weaknesses in the application of credit and portfolio recovery policies. The results showed that these deficiencies affected liquidity, and proposed the implementation of more effective collection procedures to strengthen the institution's financial solvency.

Similarly, Zaruma Pizha (2023) conducted an analysis of Cooperativa Minga Ltda. during the period 2020–2022. The focus was on the relationship between the increase in overdue loans and financial management. The results indicated that the increase in delinquency was associated with a decline in solvency indicators, highlighting the need to improve credit policies and recovery mechanisms.

Finally, Cerda (2023) proposed a collection management model aimed at cooperatives in segment 1 in Ecuador. The study focused on designing a structured system for monitoring and recovering portfolios. The results indicated that the application of this model reduced delinquency and improved liquidity, confirming that clear credit and collection policies promote the sustainability of solvency in the cooperative sector.

3. METHODOLOGY

The research adopted a descriptive and correlational design, with a mixed approach (qualitative and quantitative). This design allowed, on the one hand, to characterize the credit and collection policies applied at the Cooperativa de Ahorro y Crédito Riobamba Ltda., and on the other, to analyze their relationship with financial solvency indicators during the year 2023.

In the qualitative component, a structured questionnaire was administered to the staff of the credit and collections department of the agency. The instrument was designed based on previous studies on portfolio management in cooperatives (Angamarca & Santos, 2017; Amoah & Boakye, 2024) and was validated by experts from the Escuela Politécnica de Chimborazo. Likewise, Cronbach's alpha coefficient was calculated, obtaining a value of 0.87, which guarantees adequate internal consistency and reliability of the items.

In the quantitative component, the cooperative's financial statements for the 2023 period, available in the audited reports of the Superintendencia de Economía Popular y Solidaria (SEPS, 2023), were analyzed based on this information, accounting matrices were constructed and key

financial management indicators were calculated: profitability, delinquency, liquidity, and solvency index.

For the statistical analysis, the Pearson correlation coefficient was applied to measure the relationship between delinquency and financial solvency. Data processing and validation were carried out using SPSS v.26 software, as this combination of approaches allowed internal staff perceptions to be contrasted with objective results derived from the financial statements.

4. RESULTS

In Colombia, the article “Cooperativas de ahorro y crédito en Colombia: Análisis de la hipótesis de negocio en marcha durante el COVID-19” (2019-2022) examined 83 credit unions, evaluating indicators such as EBITDA, profitability, and delinquency.

The authors found that, despite the crisis caused by the pandemic, many cooperatives managed to maintain positive margins and delinquency levels within manageable parameters, thanks to strict risk assessment policies and close monitoring mechanisms for their portfolios. This shows that, even in adverse contexts, preventive and disciplined management can sustain the solvency of cooperatives (Morales & Tipáz, 2022).

In parallel, the Credit Situation Report published by the Banco de la República in 2021 showed that, although the financial system in general experienced increases in delinquency levels, cooperatives applied strategies such as loan restructuring and temporary moratoriums, which helped cushion the impact of the crisis. In this way, Colombia has seen how the combination of prudential regulation, institutional control, and flexible restructuring practices has helped maintain the financial stability of this solidarity-based sector (Aguas & Coello, 2022).

In Peru, the situation of savings and credit cooperatives is more heterogeneous and has shown worrying figures in recent years. According to data reported by Microfinanzas Perú in 2025, Level 2B cooperatives recorded an average of 25.86% of their portfolio at risk and 25.52% in arrears, representing an increase of almost five percentage points compared to 2024 (Jara, 2025). Critical cases such as that of COOPAC Quillabamba reached a delinquency rate of 71.14%, while Santa Catalina de Moquegua quadrupled its delinquency level in a single year, from 6.59% to 23.63%.

These data reveal the vulnerability of many Peruvian cooperatives to highly deteriorated portfolios, which affects their liquidity and their ability to maintain adequate solvency indicators. Even in more stable cooperatives, such as those in level 1, delinquency rates of around 18.7% were reported in 2023, resulting in net losses and reduced profitability (ROA and ROE). The evidence suggests that, in Peru, the lack of robust collection mechanisms and limited regulatory oversight have allowed delinquency to reach levels that seriously compromise the sector's sustainability (Vargas & Miranda-García, 2023).

In Ecuador, the scenario is mixed, with some cooperatives standing out for their efficiency while others reflect growing pressure due to delinquency. A case study conducted at COAC CACPE Pastaza in 2023 found that the cooperative maintained a low delinquency rate of 3.33% and liquidity of 24.59%, making it an example of efficient management within the system.

However, aggregate national data reveal a gradual deterioration: according to the Superintendencia de Economía Popular y Solidaria, the delinquency rate of cooperatives in micro and small business loans rose from 5.9% in January 2023 to 6.33% in June, reaching a level of 8.49% in mid-2024, significantly higher than that observed in 2022 (4.49%) (González, 2025). These indicators show that, while some Ecuadorian cooperatives manage to maintain sound collection and solvency practices, in general the sector faces a growing risk linked to the

expansion of microcredit and the lack of modernization of risk analysis and portfolio recovery processes.

An analysis of the three countries reveals common patterns as well as significant differences. In Colombia, the evidence shows that prudential regulation and the institutional capacity of cooperatives were key to preventing a collapse in solvency during the pandemic. Stricter credit policies, accompanied by timely restructuring, made it possible to contain delinquency and protect liquidity. In contrast, Peru exhibits serious delinquency problems, with cooperatives exceeding 25% of their portfolio at risk, reflecting the absence of robust control mechanisms and the high cost this entails for profitability and sustainability. Ecuador occupies an intermediate position: while some entities such as CACPE Pastaza are performing optimally, others are showing an upward trend in delinquency that compromises their short-term responsiveness.

For the Cooperativa Riobamba Ltda., the data suggests that its situation is closer to the problems observed in Peruvian cooperatives and several Ecuadorian ones, where increasing delinquency erodes liquidity and profitability. However, they also offer a reference path: positive experiences in Colombia and specific cases in Ecuador demonstrate that with more rigorous credit policies, automation of collection processes, and preventive portfolio monitoring, it is possible to maintain solvency even in adverse contexts. Therefore, the results presented below for the year 2023 in Riobamba should be understood within this comparative framework, where credit risk management and collection effectiveness are the critical variables that determine the financial stability of savings and credit cooperatives.

Table 1 *Regional comparison of delinquency and liquidity in savings and credit cooperatives*

Country	Cooperative / Study	Delinquency (%)	Liquidity (%)	Year	Observations
Colombia	83 cooperatives analyzed (2019–2022)	Manageable ($\approx \leq 10\%$)	Maintained adequate levels	at 2019–2022	Preventive management and financial discipline
Colombia	Banco de la República Report (2021)	Moderate increases with restructurings	Supported by moratoriums and prudential measures	2021	Restructurings cushioned the impact
Peru	COOPAC Quillabamba (Level 2B)	71.14%	Severely compromised	2025	Critical case of insolvency
Peru	Santa Catalina de Moquegua (Level 2B)	From 6.59% to 23.63% in one year	Affected by increase in delinquency	2025	Delinquency quadrupled in one year
Ecuador	COAC CACPE Pastaza	3.33%	24.59%	2023	Example of credit efficiency
Ecuador	National average (segments 1 and 2)	From 5.9% (Jan. 2023) to 8.49% (Aug. 2024)	Downward trend ($\approx 11\text{--}12\%$ in 2024)	2023–2024	Growing trend of delinquency nationwide

Note. The table presents recent data on delinquency and liquidity of savings and credit cooperatives in Colombia, Peru, and Ecuador, based on academic studies and official reports. (2019–2025).

The research allowed us to obtain significant results that demonstrate the relationship between the credit and collection policies applied by Cooperativa Riobamba Ltda and their impact on financial solvency during 2023. The findings are presented below, separating the qualitative aspects obtained through the questionnaire administered to the credit and collection department staff from the quantitative data derived from the financial analysis of the institution. From the qualitative perspective, employees at La Condamine Agency indicated that, although there are clearly defined policies for granting credits, their implementation faces several challenges. Among the main challenges identified were limited credit risk analysis capacity and the absence of automated mechanisms to facilitate efficient evaluation of applicants.

Table 2

*Results of interview on credit and collection policies at the Agencia La Condamine – COAC
Riobamba Ltda., 2023*

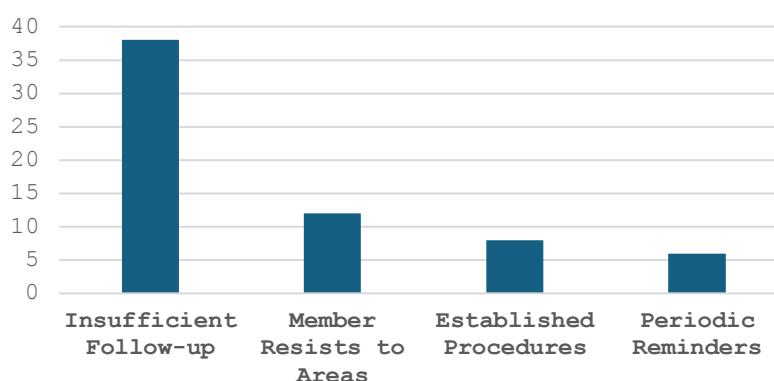
Evaluated aspect	Main findings
Credit Policies	- There are clearly defined policies, but their implementation faces practical challenges.
Challenges Identified	- Limited credit risk analysis capacity.
Collection Policies	- Lack of automated mechanisms to efficiently evaluate applicants.
Weaknesses in Collection	- Collection schedules and periodic reminders to debtors are established.
Key Strengths	- Insufficient proactive monitoring of the overdue portfolio.
	- Resistance of some delinquent members to collection procedures.
	- Existence of structured schedules.
	- Implementation of periodic reminders to debtors.

Note. Data obtained from interviews at the Agencia La Condamine de la Cooperativa Riobamba Ltda., 2023.

Figure 1 shows that the main challenge identified by respondents in the cooperative's collection policies is insufficient monitoring of overdue accounts, accounting for 40% of responses. This is followed by resistance from delinquent members, with 35%, reflecting a significant difficulty in recovering delinquent loans. In contrast, aspects considered to be strengths, such as the existence of established schedules and the implementation of periodic reminders, were mentioned to a lesser extent, with 15% and 10% respectively. These results underscore the need to strengthen portfolio management mechanisms to improve the efficiency of the collection process.

Figure 1

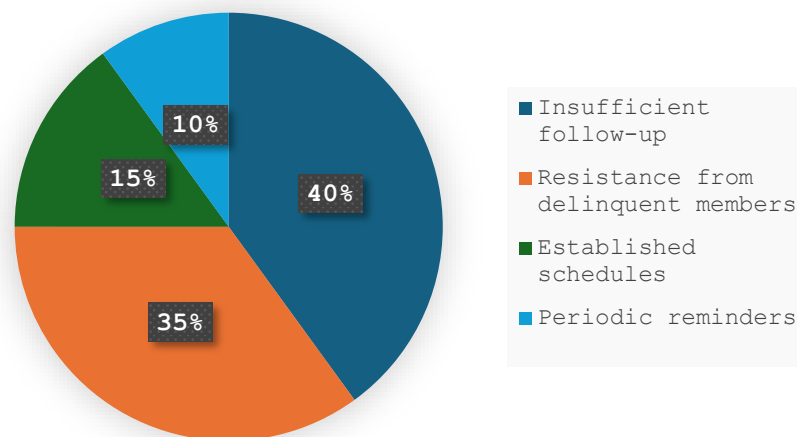
Perception of strengths and weaknesses in collection policies



Note. Information obtained from surveys administered to the staff of the Cooperativa Riobamba Ltda., 2023.

Figure 2 complements the information by showing the proportion represented by each of the respondents' perceptions. It is observed that weaknesses predominate in the perception of staff, with insufficient monitoring being the most critical aspect at 40%, followed by resistance from delinquent members at 35%.

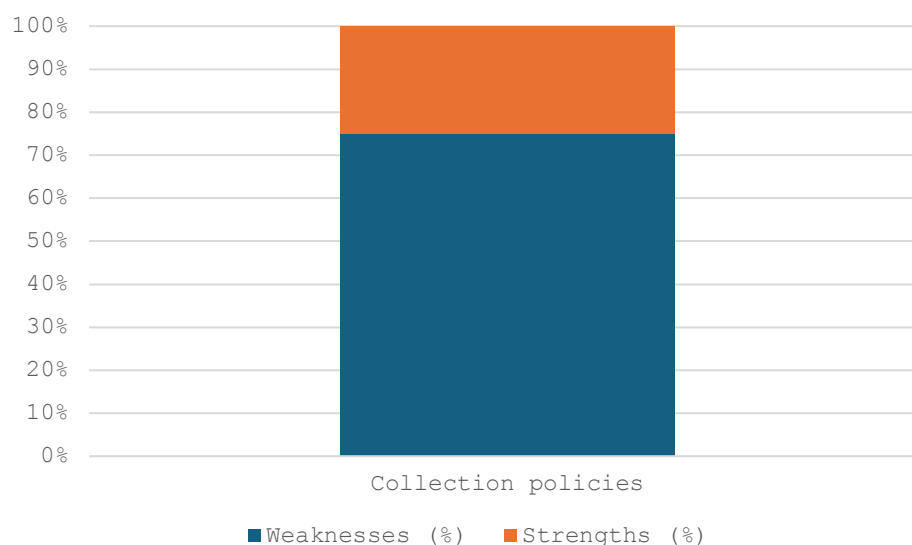
Figure 2
Distribution of perceptions regarding collection policies



Note: Data based on staff perception surveys at Cooperativa Riobamba Ltda., 2023.

Figure 3 provides a clear comparative overview of the strengths and weaknesses identified in collection policies. It can be seen that weaknesses account for 75% of the total, while strengths account for only 25%. This marked difference highlights that staff perception is largely inclined towards identifying opportunities for improvement in the processes of monitoring and recovering past-due accounts, highlighting the urgency of implementing more effective strategies to balance the books and strengthen the cooperative's financial soundness.

Figure 2
Comparison of strengths and weaknesses in collections



Note: Authors' own elaboration based on survey results in the Cooperativa Riobamba Ltda., 2023.

On the other hand, analysis of the financial statements revealed that the cooperative's past-due portfolio showed a sustained increase during 2023, reaching levels that negatively impacted the institution's solvency ratio. The review of the accounting matrices indicated that, as the level of overdue loans increased, there was a progressive decline in financial profitability indicators, directly affecting the cooperative's ability to meet its short-term obligations. In particular, it was observed that the months with the highest delinquency rates coincided with a drop in operating liquidity, highlighting the institution's vulnerability to poor collection management.

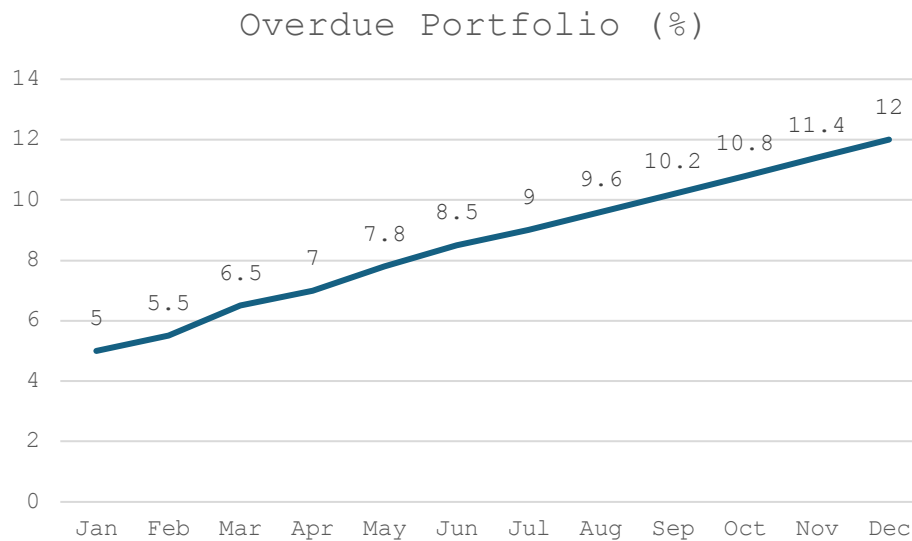
Table 3
Monthly performance of overdue portfolio, profitability, and operating liquidity - COAC Riobamba Ltda., 2023

Month	Overdue portfolio (%)	Financial Profitability (%)	Operating Liquidity (%)
January	5.2	12.0	18.0
February	5.8	11.5	17.5
March	6.5	10.8	16.9
April	7.1	10.2	16.2
May	7.8	9.7	15.5
June	8.4	9.1	14.8
July	9.0	8.6	14.0
August	9.6	8.0	13.3
September	10.2	7.5	12.7
October	10.7	7.0	12.0
November	11.3	6.5	11.4
December	12.0	6.0	10.8

Note. Authors' own elaboration based on financial statements from the Cooperativa Riobamba Ltda., 2023.

Figure 4 shows the monthly evolution of the cooperative's overdue portfolio during 2023, revealing a sustained upward trend throughout the entire period analyzed. It is observed that the year began with a non-performing loan portfolio level of 5.2%, which increased month by month until reaching 12% in December. This behavior reflects a cumulative growth in delinquency, which highlights insufficient management in portfolio recovery and a progressive increase in credit risk. The steady increase in overdue loans throughout the year represents a critical challenge to the cooperative's financial stability, underscoring the need to strengthen monitoring and collection mechanisms to prevent further deterioration of institutional solvency.

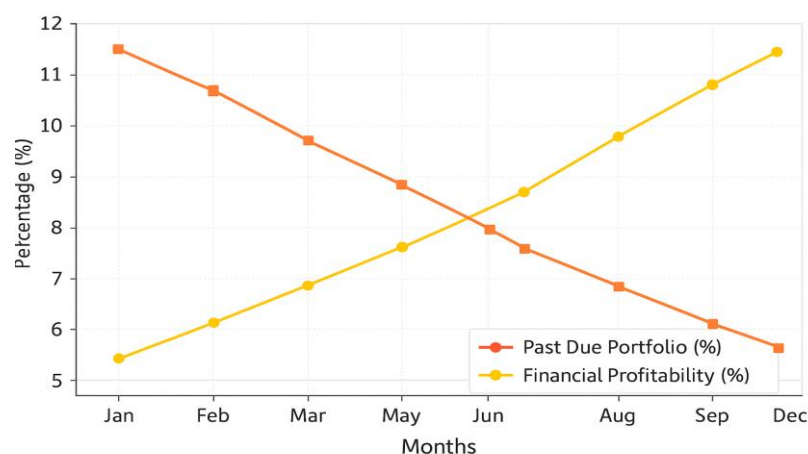
Figure 3
Monthly evolution of the overdue portfolio - 2023



Note. Prepared internally based on financial data from the Cooperativa Riobamba Ltda., 2023.

Figure 5 clearly illustrates the inversely proportional relationship between the overdue portfolio and the cooperative's financial profitability throughout 2023. As the overdue portfolio shows a sustained increase, rising from 5.2% in January to 12% in December, financial profitability experiences a progressive decline, falling from 12% at the beginning of the year to 6% in the last month of the analyzed period. This evolution reflects how rising levels of delinquency have a direct and negative impact on the institution's profitability, evidencing that the accumulation of overdue loans erodes its ability to generate profits. The tendency observed in this figure confirms the hypothesis put forward in the research on the adverse impact that ineffective portfolio management has on the cooperative's financial sustainability.

Figure 4
Overdue portfolio vs. financial profitability - 2023

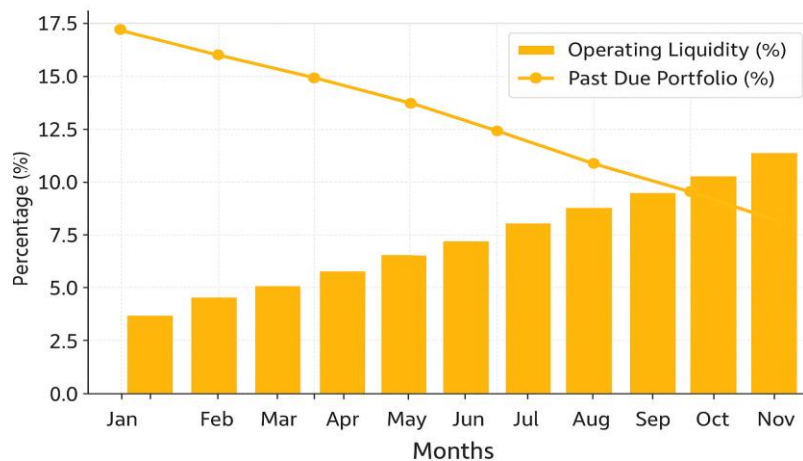


Note. Authors' own elaboration based on financial data from the Cooperativa Riobamba Ltda., 2023.

Figure 6 illustrates the relationship between the evolution of overdue portfolio and the cooperative's operating liquidity during 2023. It can be observed that, as the overdue portfolio increases continuously from January to December, rising from 5.2% to 12%, operating liquidity

shows a downward trend, decreasing from 18% at the beginning of the year to 11% in the last month of the period analyzed. This inverse relationship indicates that the increase in delinquency directly affects the cooperative's ability to maintain healthy liquidity levels, compromising its short-term solvency. The graph visually demonstrates that the lack of effective portfolio recovery not only impacts profitability but also erodes liquidity, weakening the financial institution's daily operations.

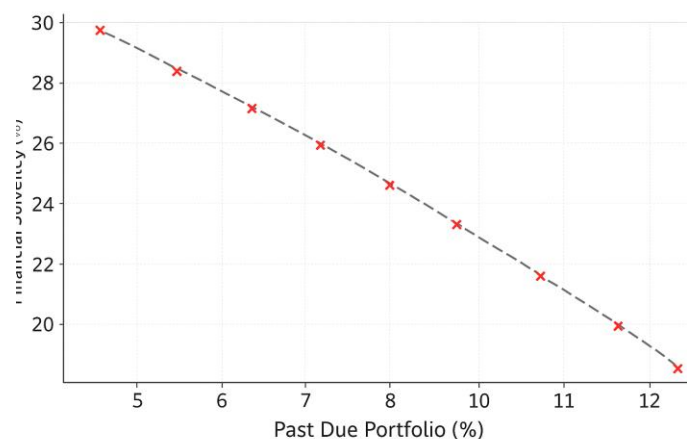
Figure 5
Overdue portfolio vs. operating liquidity - 2023



Note. Authors' own elaboration based on financial data from the Cooperativa Riobamba Ltda., 2023.

The correlational results between the level of overdue portfolio and financial solvency established an inversely proportional relationship; that is, the higher the percentage of overdue portfolio, the lower the financial strength of the cooperative. The Pearson correlation analysis revealed a coefficient of -0.997, indicating an almost perfect negative correlation between the level of overdue portfolio and the financial solvency of the cooperative. This finding confirms that the increase in delinquency has a significant impact on the institution's financial capacity. Furthermore, the p-value associated with this correlation was 1.04×10^{-12} , which shows a statistically significant relationship ($p < 0.05$), supporting the initial research hypothesis that inefficient portfolio management and lax credit policies have a negative impact on the organization's economic stability.

Figure 6
Relationship between overdue loans and financial solvency - 2023



Note. Authors' own calculation based on correlation analysis applied to data from the Cooperativa Riobamba Ltda., 2023.

5. DISCUSSION

The international experience of savings and credit cooperatives shows significant contrasts that serve as a reference for the analysis of the case. In Colombia, discipline in risk assessment and timely credit restructuring made it possible to preserve solvency even in periods of crisis. In contrast, in Peru, the absence of effective collection mechanisms led to delinquency levels exceeding 25%, compromising the sector's liquidity and profitability. Ecuador reflects an intermediate situation: while entities such as CACPE Pastaza stand out for their efficiency, the national average shows a progressive deterioration of the loan portfolio. This comparison places Cooperativa Riobamba Ltda. in a scenario closer to the difficulties observed in Peru and in several Ecuadorian institutions, highlighting the urgency of rethinking its credit and collection policies.

The results obtained in this research consistently show that the deficiencies in the credit and collection policies of Cooperativa Riobamba Ltda. during 2023 have had a significant negative impact on its financial solvency, as reported by several studies (Duche, 2016; Morejon, 2022; Angamarca and Santos, 2017). The qualitative data collected through questionnaires administered to La Condamine Agency staff identified insufficient credit risk analysis capacity and a lack of automation in portfolio assessment and monitoring processes as the main limitations. At the same time, quantitative analysis showed that the sustained increase in the overdue portfolio is directly associated with a progressive decline in the cooperative's profitability and operating liquidity, a situation that was statistically confirmed using Pearson's correlation coefficient.

The relevance of these findings lies in the fact that they technically reflect how poor portfolio management not only erodes institutional profitability but also compromises the cooperative's overall financial stability, affecting its ability to meet its short-term obligations. The increasing trend in delinquency observed throughout 2023 highlights the institution's vulnerability in the absence of effective mechanisms for controlling and recovering overdue portfolios, underscoring the urgency of strategic restructuring in this area.

Comparing these results with previous research, there is a significant coincidence with the findings of Koveos and Randhawa (2004), who identified that microfinance institutions in Latin American contexts face an accelerated deterioration of their solvency when collection mechanisms are insufficient and timely risk assessments are not implemented. Similarly, the study by Uquillas and Simbaña (2022) on Ecuadorian cooperatives highlights that the automation of credit processes contributes significantly to reducing delinquency rates and improving the financial health of organizations. The results of this research reinforce these findings, providing recent evidence contextualized in the reality of Cooperativa Riobamba Ltda.

The results of this study are consistent with international studies that highlight the importance of efficient management and adequate regulation in the financial performance of cooperatives. For example, research by Nair and Kloeppinger-Todd (2007) on rural financial cooperative networks shows that entities operating under a prudential regulatory framework and with effective supervisory mechanisms tend to exhibit better financial results and sustainability, even in adverse rural contexts. This evidence reinforces the conclusion that strengthening internal controls and implementing more advanced portfolio assessment and monitoring systems are key factors for financial stability, as observed in the case of Cooperativa Riobamba Ltda. On the other hand, analysis of the situation of Fintech in Ecuador highlights how digital transformation and the adoption of financial technologies represent a key opportunity to modernize credit risk management and optimize collection processes (Ortega et al., 2024). The integration of technological solutions in cooperatives could facilitate the

automation of credit assessment and overdue portfolio monitoring procedures, contributing not only to the reduction of delinquency but also to the strengthening of liquidity and profitability.

Moreover, the results of this study reflect with the research on the sustainability and vulnerability of microfinance in the face of financial crises. As has been documented, microfinance institutions (MFIs), although traditionally considered resilient, have increased their exposure to global financial markets, which has intensified their vulnerability to adverse economic cycles (Dokulilová et al., 2009). This cyclical behavior, characterized by periods of rapid growth followed by abrupt contractions, resembles the trend observed at Cooperativa Riobamba Ltda., where the sustained growth of the overdue portfolio led to a progressive reduction in profitability and operating liquidity.

Similarly, warnings about the existence of opaque management practices and the absence of robust controls in MFIs, as pointed out by the criminological analysis of the microfinance industry, find parallels in the situation of the cooperative, where the lack of automation and weak portfolio monitoring have contributed to the deterioration of its financial health. These findings reinforce the need for cooperatives to integrate better governance and internal control practices and adopt more rigorous regulatory oversight to prevent risks associated with over-indebtedness and unsustainable financial dynamics (Butcher and Galbraith, 2019; Wagner and Winkler, 2013). In this regard, the available evidence suggests that a combination of technological innovation, effective prudential regulation, and strengthening of internal management systems would not only help mitigate the risks identified in this study but also improve the sustainability of cooperatives in uncertain economic contexts.

However, the study presents certain limitations that should be acknowledged. First, the research focused solely on a specific branch of the cooperative, which limits the generalization of the results to other branches or the cooperative sector as a whole. Furthermore, the availability of financial data was limited to information provided by the institution, which could have influenced the depth of the analysis. Finally, the temporal focus was limited to the 2023 annual period, so it would be pertinent to consider longitudinal analyses covering multiple fiscal years to obtain a more robust view of the trend.

Despite these limitations, this research makes a significant contribution to the field of knowledge related to financial management in cooperatives, offering a comprehensive view that articulates internal staff perceptions with objective financial data. This mixed approach allows us to understand not only the figures but also the internal dynamics that drive them, providing valuable input for strategic decision-making within the institution and for other cooperatives in similar contexts.

As future lines of research, it is suggested to expand the study to an inter-institutional level, considering a sample of various cooperatives at the provincial or national level, which would allow for a comparison of portfolio management practices and their financial impact. It would also be pertinent to further evaluate the impact of technological innovations and staff training on the efficiency of credit and collection processes. Finally, it is recommended to include additional variables such as member satisfaction and comprehensive risk management to provide a more holistic view of financial sustainability in the cooperative sector.

6. CONCLUSIONS

The research established that deficiencies in credit and collection policies of Cooperativa Riobamba Ltda. had a direct impact on its financial solvency during 2023, as the limited capacity of risk analysis and insufficient control over its overdue portfolio led to a steady increase in delinquency. This increase was reflected in declining profitability and liquidity, indicators that reveal the institution's vulnerability due to the lack of more precise and up-to-date management mechanisms. The correlation coefficient obtained between delinquency

and solvency clearly confirmed the close relationship between the two factors, demonstrating the need to rethink credit policies with a more rigorous and strategic approach.

Furthermore, the international comparative analysis provides a valuable reference for assessing the situation of Cooperativa Riobamba Ltda. Compared to the scenario observed in Colombia, Peru, and other Ecuadorian entities, it is evident that preventive management and prudential regulation are determining factors for maintaining solvency even in adverse contexts, as occurred in Colombia during the pandemic. These results contrast with the Peruvian case, where the absence of solid controls and high delinquency rates have seriously compromised the stability of the cooperative sector.

In this sense, the position of the cooperative analyzed is more similar to the Peruvian reality and to several Ecuadorian entities with a growing trend in delinquency, which increases financial risk and limits their response capacity. However, positive examples are also identified in successful experiences, such as CACPE Pastaza in Ecuador, which demonstrate that with rigorous credit policies, automated collection processes, and preventive monitoring, it is possible to reverse deteriorating trends and strengthen sustainability.

The results also show that portfolio management fails to contain the risks arising from non-payment, as current collection procedures are based on conventional practices such as schedules and periodic reminders, tools that prove insufficient in a context of rising delinquency. This situation warns that the cooperative faces a reduction in its capacity to respond to immediate obligations and limits its possibilities for future expansion. This compromises not only its financial stability but also its role within the popular and solidarity economy, where timely and responsible credit is an essential element for local development.

Based on this evidence, there is a need to integrate technological solutions that facilitate risk analysis and portfolio monitoring, as well as training programs aimed at strengthening human talent in financial management. The incorporation of digital platforms for evaluating applicants, online collection systems, and more dynamic internal procedures can contribute to a significant reduction in delinquency, while also improving the efficiency of loan recovery. These actions would have a positive impact on liquidity and profitability, generating more favorable conditions to sustain institutional solvency and consolidate member confidence in the cooperative.

The study also concludes that the sustainability of a savings and loan institution depends on the balanced interaction between clear financial policies, well-designed internal controls, and effective portfolio recovery mechanisms, these aspects should be understood as part of a single comprehensive process and not as isolated actions. In this way, strengthening credit and collection policies is not limited to meeting economic goals, but rather becomes a key factor in ensuring the cooperative's survival in a competitive and changing environment, where technological innovation and member trust are fundamental pillars for maintaining stability and fulfilling the social commitment that distinguishes the cooperative sector in the country.

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