



# Annual Report 2019

Comprehensive Social Intervention,  
Our Contribution to Opening New Pathways



*Fundación Carvajal*  
Abriéndole caminos a la equidad



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# Special Thanks to Interest Groups

To the interest groups, Superior Council and Board of Directors, Carvajal Family, Carvajal Organization, collaborators of the Carvajal Foundation, partners and allies, business and family foundations, beneficiaries served, communities close to the Community Service Centers, suppliers and the media: thanks for the trust and support that positively contributed to the management of the Carvajal Foundation during 2019.

Through the Comprehensive Social Intervention Model and the programs of the lines of action: Business Development – Income Generation, Education and Culture, and, as a transversal axis, Social and Community Development, we train leaders, businessmen, educational agents, teachers and children for a society with values that unite their efforts for the social and economic development of the communities.

**We remain committed to creating equitable environments that allow all of us to grow together!**

*Fundación Carvajal*  
A b r i é n d o l e   c a m i n o s   a   l a   e q u i d a d

# Partners and Allies

These are the organizations, institutions and companies that work with the Carvajal Foundation for the management and implementation of projects that promote the development of vulnerable communities:

## Partners from the Public Sector

1. Municipal Government of Buenaventura - Secretariat of Education
2. Municipal Government of Cali - Administrative Department of Technology
3. Municipal Government of Cali - Secretariat of Welfare
4. Municipal Government of Cali - Secretariat of Culture
5. Municipal Government of Cali - Secretariat of Economic Development
6. Municipal Government of Cali - Secretariat of Education
7. Departmental Library Jorge Garcés Borrero
8. Barrancabermeja Urban Development and Housing Company
9. Departamental Government of Valle del Cauca - Secretariat of Welfare
10. Departamental Government of Valle del Cauca - Secretariat of Education
11. The Colombian Family Welfare Institute - National
12. The Colombian Family Welfare Institute - Regional - Valle del Cauca
13. Ministry of Culture
14. Ministry of Housing, City and Territory - Fonvivienda National Housing Fund
15. National Learning Service
16. National Open Distance Learning University
17. Esenttia

## Partners from the Private Sector

1. Valle del Cauca Family Compensation Fund - Comfandi
2. Cargill
3. Carvajal Packaging S.A.
4. Inversor Corporation
5. Urrea Arbeláez Corporation
6. Exstituto de Política Abierta
7. Corficolombiana Foundation
8. Corona Foundation
9. Propal Foundation
10. Scarpetta Gnecco Foundation
11. WWB Foundation
12. Gases de Occidente
13. Sugarmill of Cauca
14. Child Protection Institution Casita de Belén
15. Muromar Logistics Op S.A.S
16. ProPacífico
17. United Way - Dividendo por Colombia

## International Partners

1. United States Agency for International Development - USAID
2. Association for Cultural, Technical and Educational Cooperation - ACTEC
3. Inter-American Development Bank - IDB
4. Cuso International - Canadian Embassy
5. Ford Foundation
6. Santa Teresa Foundation
7. Unbound Foundation
8. International Republican Institute - IRI
9. International Committee of the Red Cross - ICRC
10. Jesuiten Weltweit
11. Limmat Stiftung
12. International Organization for Migration - IOM
13. Trafigura Foundation

## Allies

1. United Nations High Commissioner for Refugees - UNHCR
2. Aseo Ya
3. Brilladora el Diamante
4. Brillaseo S.A.
5. Carnes y Derivados de Occidente
6. Cervalle
7. Carvajal Group Collaborators
8. Coomeva
9. Coopcarvajal
10. Coordinadora
11. Crepes & Waffles
12. Restrepo Barco Foundation

13. Georgetown University
14. FMC Group
15. Harvard University
16. Herpo
17. Inducarnes
18. Innovations for Poverty Action - IPA
19. Juan Felipe Córdoba
20. Manpower (Versa)
21. Mercadería Justo & Bueno
22. Mercatodo
23. Movilizadorio
24. The American University
25. Ocupar (Alúmina y Opecom)
26. Sesame Workshop
27. Productos Alimenticios La Locura
28. Proviser
29. Rexico S.A.S
30. Salamanca S.A.
31. Save the Children
32. Buenaventura Port Society
33. Summar Productividad
34. Supermercados Mercar
35. Supertiendas Cañaveral
36. Swiss Contact
37. Swissocial
38. Telemercadeo Internacional
39. Tostao Café Pan
40. Externado University of Colombia



# Glossary



## A

### **Alliances:**

Relationships established with a public, mixed or private entity that make it possible to unite efforts through collaborative actions that allow the achievement of the proposed objectives, without providing resources in cash. These alliances may be at a national or international level. (Carvajal Foundation).

## C

### **Center for Productive Development:**

A physical space that integrates training and innovation for social, business and labor development, facilitating the increase of income and the improvement of the quality of life of the beneficiaries. (Carvajal Foundation).

### **Child Development Center:**

A care modality for early childhood; a space that promotes and enhances the comprehensive development of children under five (5) years of age, through pedagogical actions, qualified care and nutrition. It also handles the promotion of the rights to health, protection and participation. (The Colombian Family Welfare Institute).

### **Community Service Centers:**

Strategy for the outreach and concentration of the supply of basic public and private goods and services for the community. The services include: public library, registry office, financial entities,

grocery store, spaces for training and community meetings. (Carvajal Foundation).

### **Comprehensive Social Intervention:**

"Social action motivated by the unacceptability of the experiential situation of a group of individuals, caused by the foundational dynamics of the system." (Corvalán, 1996, p. 5; Model Document of Integral Social Intervention of the Carvajal Foundation, page 11).

## K

### **Knowledge Management:**

Process of converting tacit knowledge into explicit knowledge, as the intellectual capital of the organization, democratizing the information and making knowledge available to everyone, within the framework of a controlled, integrated and structured environment. (Carvajal Foundation).

## R

### **Research and Development:**

Support area of the Carvajal Foundation that leads the systematic formulation, management of alliances, monitoring and evaluation processes. It uses evidence for learning and decision-making, allowing for the identification of result-oriented development strategies for the improvement of the quality of life of the communities. (Carvajal Foundation).

## S

### **Social Ecosystem:**

Articulation of four variables: social organization, technology, community and the environment, in order to create new investment and innovation strategies in transformation processes. (Otis D. Duncan).

### **Social Responsibility:**

Awareness of the impact that decisions and activities will have in the relationships between communities and companies, organizations and their interest groups, the environment or areas of influence in the future.

“There cannot be a healthy company in a sick social environment, because sooner or later the ills of society have an impact on its performance. Therefore, the responsible entrepreneur must necessarily commit to the solution of social problems.” (Manuel Carvajal Sinisterra, 1960).

### **Sustainable Development:**

Fulfillment of “the needs of the present generation without compromising the ability of future generations to fulfill their own needs.” Sustainable development has emerged as the guiding principle for long-term global development. It consists of three pillars: economic, social and environmental. (United Nations).

## T

### **Theory of Change:**

Description of how an intervention is supposed to achieve the desired results. Accordingly, it exposes the causal logic of how and why a project, the modality of a program or an innovation design will achieve the expected results. (IDB, 2017, Impact assessment in practice).

## V

### **Vulnerability:**

Situation that affects the well-being of the communities because it exposes them greatly to the effects of inequality, including poverty, exclusion and violence. It is the result of different historical, economic, political and cultural factors (often caused by the absence or presence of the institutions) that have made it impossible for people with different abilities, experiences and ways of seeing the world to influence their own development processes and the economic dynamics that allow them to transform their lives. (Ministry of National Education 2005, 2014; Model of Comprehensive Social Intervention Document, page 15).

# Alfredo Carvajal Sinisterra

Presidency of the Superior Council of the Carvajal Foundation



# Words from the **Presidency of the Superior Council** of the Carvajal Foundation

2019 was a bad year for the economies of the emerging countries of Latin America. I would say that their growth was almost zero. The global downturn affected the price of natural resources, the main source of income for the Latin American continent. In addition, Mexico was negotiating the free trade agreement with the USA under pressure and Brazil's stagnation continued. These two economies have a significant impact on the rest of the countries. The economy of our neighbor Venezuela decreased 23% and Nicaragua 5%. Fortunately, Colombia had over 3% positive growth. It is necessary to grow and combat inequality, otherwise the reduction of economic differences and the generation of equal opportunities is not achieved. That is the case of Venezuela.

A wide disparity in income continues to affect social stability in almost all countries. Colombia is not the exception: it has not managed to reduce the gaps to reasonable levels. This adverse situation has been deepened by the immigration of Venezuelans, as the two countries share their border with various walkable crossing points. In this regard, the number of migrants to our territory is the highest.

We continue the work in accordance with the purposes that inspired the founders. To moderate the adverse consequences of the economic gaps, we dedicate our activity to the poorest, to the communities that suffer

the most detrimental consequences in the cities of Cali and Buenaventura.

We seek to alleviate income shortages with relevant education. We emphasize the fundamentals, thus giving them tools whose application in daily life allows them to increase their sources of livelihood. Above all, we complement the training they receive in state schools with programs of our authorship, which have proven to be very effective.

For those people who have an entrepreneurial spirit, we envision an improvement in their competitive capacity, enhancing their opportunities and strengths to accelerate their growth and improve their economic results. Thus, they are offered clear and practical training for the management of their ventures.

For people who prefer to be employed, we make agreements with companies, especially those in the service sector, and we train candidates to carry out previously agreed-upon jobs. Accordingly, the preparation offered is absolutely relevant.

We continue to explore more effective methods and tools to enhance income generation for those who need it the most. It is striking how the cost-benefit equation is increasingly potentiated.

# Manuel José Carvajal De Roux

Presidency of the Board of Directors of the Carvajal Foundation



# Words from the Presidency of the Board of Directors of the Carvajal Foundation

In my role as president of the Board of Directors, I highlight the work that we carried out collaboratively in 2019, following the strategic orientation of the Carvajal Foundation, under the premise: "going further, doing good, doing things right."

The geographic focus of attention continues to be Valle del Cauca and northern Cauca, providing development opportunities to the most vulnerable communities. This is a process that by mandate and conviction requires us to unite efforts to the economic and social ecosystem of the region and the country, promoting alliances between the private and public sectors. Our presence in other territories remains in force, through the Comprehensive Social Intervention Model and institutional programs transfer.

Having a framework for action that includes these elements requires conscious leadership based on knowledge management to strengthen our methodologies. For example, since 2017, as part of the work for educational quality and permanence, we are part of the Intersectoral Board of Education of Cali. Here we integrate an interdisciplinary team that represents various sectors, with heterogeneous views and positions, that have built a shared vision of the educational transformation horizon for **Cali**.

Recognizing the importance of expanding the impact evaluations of our work, we are committed to evaluating our programs through partnerships with academic institutions such as Harvard University and Georgetown University. These ensure the validation of the conceptual and methodological frameworks that underpin the interventions, the effectiveness of the expected changes in the communities and the possibility of influencing public policy.

On the other hand, our awareness of the need to improve, rethink and innovate our internal management system drives us towards new challenges to work on Collective Impact. This is a work scheme that coordinates the actions of the different actors involved in a system that are supported by facts and data

# María del Rosario Carvajal Cabal

Executive Presidency of the Carvajal Foundation





# Words from the **Executive Presidency** of the Carvajal Foundation

Words from the Executive Presidency of the Carvajal Foundation, **Comprehensive Social Intervention, Our Contribution to Opening New Pathways**, which was prepared with special dedication to present the results of the work with communities, leaders, partners and allies, with whom we interacted during 2019.

True to our philosophy of life and to the entrepreneurial duty, the Carvajal Foundation's action is based on three premises: **educating for life, helping people to help themselves and learning by doing.**

We work intensively for the well-being of communities and people in vulnerable conditions, through training programs that develop abilities for income generation, education and culture and social leadership, understanding **education as a liberating tool.** We work for the human, social and economic growth of the communities of Valle del Cauca and northern Cauca, as well as in other regions of the country, where we transfer different methods to strengthen their social fabric.

The institutional strategy is aligned with the United Nations' Sustainable Development Goals to enhance our postulates regarding the need to eradicate poverty to achieve equal opportunities and better living conditions.

Accordingly, this year's management concentrated on the consolidation of the programs of the three lines of action: **Business Development – Income Generation, Education and Culture**, and, as a transversal axis, **Social and Community Development**, with a total social investment of \$30,834 millions of Colombian pesos. For this to happen, we strengthened our relationships with partners and allies, we ensured the financial sustainability and operational effectiveness of the Foundation, we drove innovation and we invested in the scalability of knowledge. Convinced of the importance of the well-being of employees, we set out the resources to raise the level of their professional skills and promote a work environment that is both challenging and harmonious.

In **Business Development** we invested \$7,917 millions of Colombian pesos to reach more than 3,000 people whom we support, guide and train to strengthen skills that contribute to the improvement of their individual and family income, thus allowing them progress and a better quality of life. Fostering sustained and inclusive economic growth, productive employment and decent work have been challenges brought to reality through the programs: **Individual Business Strengthening and Relevant, Inclusive and Sustainable Employability**, with which we contribute to the prosperity of the communities with the accompaniment of public and private allies.

Regarding **Individual Business Strengthening**, we consolidated training initiatives and advanced in the impact measurement systems, in the design of digital platforms for greater accessibility to knowledge and in providing tools for decision-making by entrepreneurs. We saw advances in the income generation of the participating women, received accompanied by internationally renowned institutions and increased the number of beneficiaries.

In regards to **Relevant, Inclusive and Sustainable Employability**, we supported income generation through training in different areas, expanded the mentoring network to achieve greater coverage, developed pilots for labor inclusion and transferred knowledge and experiences.

A large proportion of our efforts in **Education and Culture** were dedicated to generating better and greater evidence in the education sector, scaling innovations for early childhood, providing basic learning and working from the logic of Collective Impact and Systemic Change. These results were possible thanks to the trust of national and international allies, from the public and private sectors. We invested \$13,510 million Colombia pesos throughout the year in the **Educational Quality and Permanence and Education and Cultural Environments Lines of Intervention**.

Initiatives aimed at **Educational Quality and Permanence**, in terms of equality and inclusion, and at the promotion of opportunities for lifelong learning, were possible thanks to the use of dialogue as an instrument to develop collective impact approaches.

Through these initiatives we implement pilots of different kinds to improve socio-emotional skills in high school students, to exchange good practices, and to qualify educational agents and community mothers, raising the quality of care for boys and girls.

We have been careful to frame the programs in the National Development Plan, municipal and departmental governments' public policies, with which we unite efforts and resources around clear goals.

The Child Development Centers, community homes and official educational institutions have been epicenters of many hours of work and satisfaction of families, mainly in Cali and Buenaventura.

Regarding **Educational and Cultural Environments**, we worked to strengthen the digital innovation ecosystem in Cali, drawing on our experience in managing library services.

In regards to the third great strategic challenge of the Foundation: **Social and Community Development**, defined as the transversal axis of the intervention work, we equipped 1,561 mothers, fathers or family caregivers with social and emotional capacities to promote good parenting in homes and classrooms, reducing family violence. We also strengthened 143 social leaders and 39 community-based organizations.

It took us several months to materialize one of the most important alliances in the country: thanks to the will of different organizations and the convergence of

goals, as well as the opportunity to achieve synergies, Active Buenaventura is a reality. Its purpose is to respond to the need of reconfiguring the relationship between citizens and local institutions, as well as strengthening public management and democracy in the territory, with an investment of close to \$6,9 millions of US dollars in the next five years.

During this period, I highlight the outstanding work at a technical level to expand the impact of our Carvajal Foundation's Radio Station - Clásica 88.5 FM on technology platforms such as Spotify, SoundCloud and TuneIn, in the format of podcasts and playlists, linked to the promotion and dissemination of our Social Intervention Programs.

I cannot let this opportunity pass without thanking all the organizations and institutions of the territory, the department and the nation, for joining the goals of the Carvajal Foundation, and society in general for the enthusiasm displayed in each of the activities. Every minute that we share with people is a firm step to continue opening pathways, as well as a motivation to follow this beautiful opportunity that life gives us to contribute to the country.

I finish this editorial reiterating our heartfelt gratitude to the interest groups with whom we interact for their invaluable contribution to prosperity and to the improvement of the quality of life of thousands of people. You make the pathway towards a more just and equitable society possible.

**Thank you very much.**



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# Institutional Foundations



Mission  
Vision  
Corporate Governance  
Methodology  
Sustainability Context  
Addressing and Strategic Planning 2019  
Comprehensive Social Intervention Model  
Social Investment 2019

# Our Mission

The Carvajal Foundation is an organ of social justice and Christian charity and an expression of the desire for solidarity of the Colombian people.

Pioneers in social responsibility, the Carvajal Foundation develops practical knowledge through interventions in Cali and Buenaventura, Valle del Cauca, to enhance the development of human capital in the most vulnerable communities.

Our experience and knowledge are transferred and escalated through public policy, joining efforts with partners and allies.

# Our Vision



# Corporate Governance

## Superior Council

It ensures the preservation and application of the inspiring principles of the institution, guaranteeing the preservation of the legacy of its founders:

**President of the Superior Council:** Alfredo Carvajal Sinisterra.  
**Vice President of the Superior Council:** Alberto Carvajal Cabal.

Members	First Alternate	Second Alternate
Monseñor Darío de Jesús Monsalve Mejía.		
María del Rosario Carvajal Cabal.	Diego Felipe Llano Carvajal.	Alberto Carvajal Cabal.
Gustavo Adolfo Carvajal Sinisterra.	María Paula Carvajal Vanegas.	Amparo Carvajal Sinisterra.
Jorge Hernando Carvajal Sinisterra.	Juan Martín Carvajal Leib.	Beatriz Castro Carvajal.
Alfredo Carvajal Sinisterra.	Manuel José Carvajal De Roux.	Alfonso Carvajal Valli.

**Permanent Guest:**

María Eugenia Carvajal de Guerrero, representative of the fourth generation of the Carvajal Family.

# Board of Directors

It supports decision-making in regard to investment, strategy and management of the Social Development Programs:

**Chairman of the Board of Directors:** Manuel José Carvajal De Roux.

**Vice President of the Board of Directors:** Beatriz Castro Carvajal.

## Members

Diego Felipe Llano Carvajal.  
Beatriz Eugenia Mejía Arango.  
Alfonso Carvajal Valli.  
Bruno Carvajal Libreros.  
Ana María Guerrero Carvajal.

Padre José González.  
Manuel Ramiro Muñoz.  
Manuel José Carvajal De Roux.  
Beatriz Castro Carvajal.

### Permanent Guest:

Isabela Marín Carvajal, representative of the fifth generation of the Carvajal Family.

# Directors of the Carvajal Foundation

**María del Rosario Carvajal Cabal**  
Executive President

**Mónica María Zapata Domínguez**  
Director of the Administrative and Financial Unit

**Mario José González Mora**  
Director of the Business Development Unit

**David Alejandro Gironza Rodríguez**  
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**Alejandro Martínez Patiño**  
Head of Legal Management

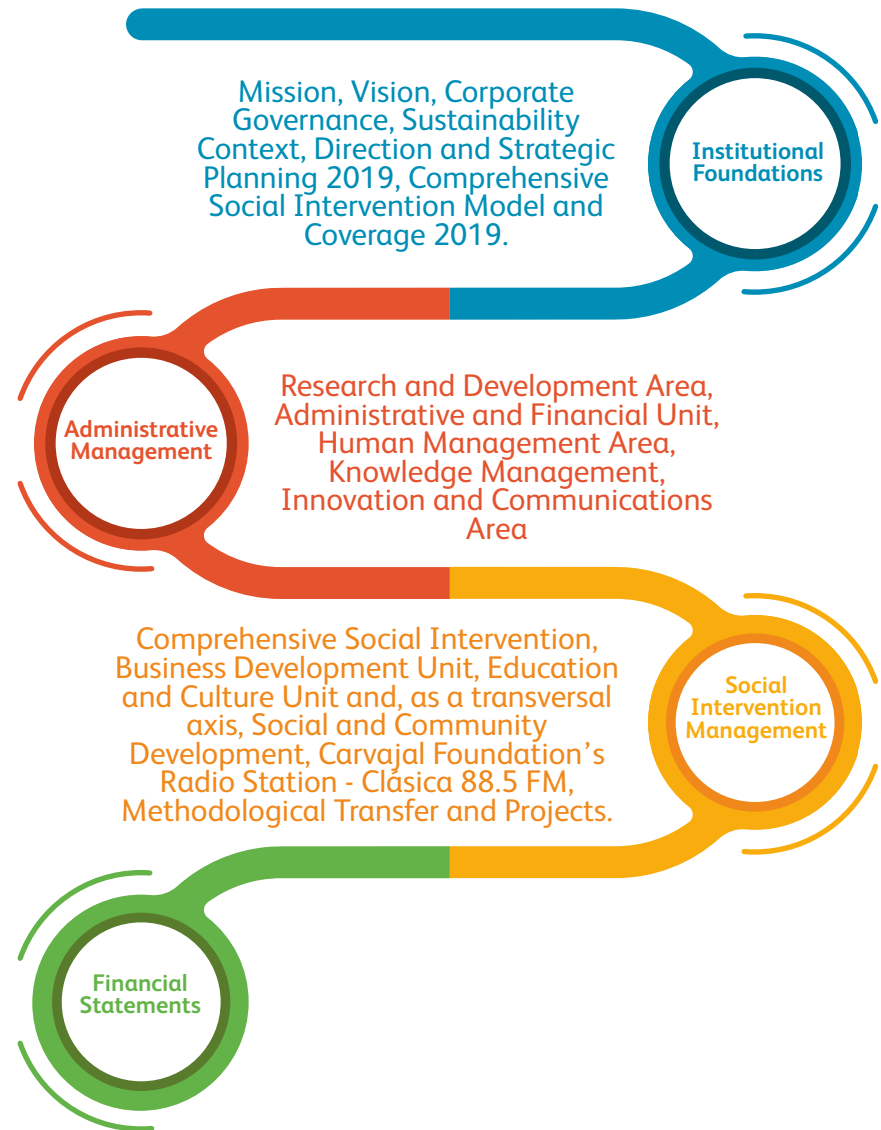


# Our Methodology

The 2019 Annual Report responds to some of the guidelines of the G4 Methodology for the preparation of Sustainability Reports of the Global Reporting Initiative - GRI, which presents the principles of organizational work.

The driving force behind the report is the **Comprehensive Social Intervention Model**, emphasizing the institution's philosophy, transparency, equity and commitment. Likewise, it makes visible the contributions of the mission and support areas to the achievements and impacts during this period, fulfilling the organizational vision and mission as part of the relationship with the various actors: community, allies and collaborators.

The structure of the document is based on the use of the information gathered with the technical teams, which shows the most relevant results. It is organized in four sections:



These scopes are complemented by life stories and expressions of collaborators from Carvajal Foundation on the management of their area or unit. This allows us to have a glimpse of the impact achieved from the programs or projects, referring to Carvajal Foundation's management and achievement abilities.



## Sustainability Context

Our experience of aligning the missionary purposes with the United Nations' Sustainable Development Goals has contributed significantly to strengthening the strategic direction of Carvajal Foundation. Furthermore, the work structure and the definition of goals related to the impact on the people and the communities with whom we interact.

Accordingly, we reinforce our responsibility as agents of the Social Ecosystem, through the mission areas: **Business Development - Income Generation, Education and Culture** and, as a transversal axis, **Social and Community Development**, defining five objectives and fourteen associated goals:



## Business Development

### Income Generation

We develop capacities for the generation of sustainable income in micro and small enterprises and people of productive age who live in vulnerable situations.

We provide support, guidance and training in business, technical, complementary and socio-labor competencies to promote opportunities in income generation and the improvement of the living conditions and quality of life of the communities intervened.



## Education and Culture

We promote 21st century skills and competencies, educational inclusion at initial, basic and adult education levels, access to culture, sports, recreation, information, use and appropriation of ICTs and ties for families during the educational process.



## Social and Community Development

We promote the generation and strengthening of socio-emotional and leadership abilities.

We foster and strengthen skills in the exercise of leadership of the population to develop negotiation, management and effective communication competencies. This, in order to promote greater participation at the family, organizational and community levels.

We strengthen skills that boost a balance between affection and firmness in parenting practices with boys, girls and adolescents.



This is our way of responding to a sustainability agenda that we materialize through training programs with communities, partners and allies, making use of the **Comprehensive Social Intervention Model**, aimed at social transformation.

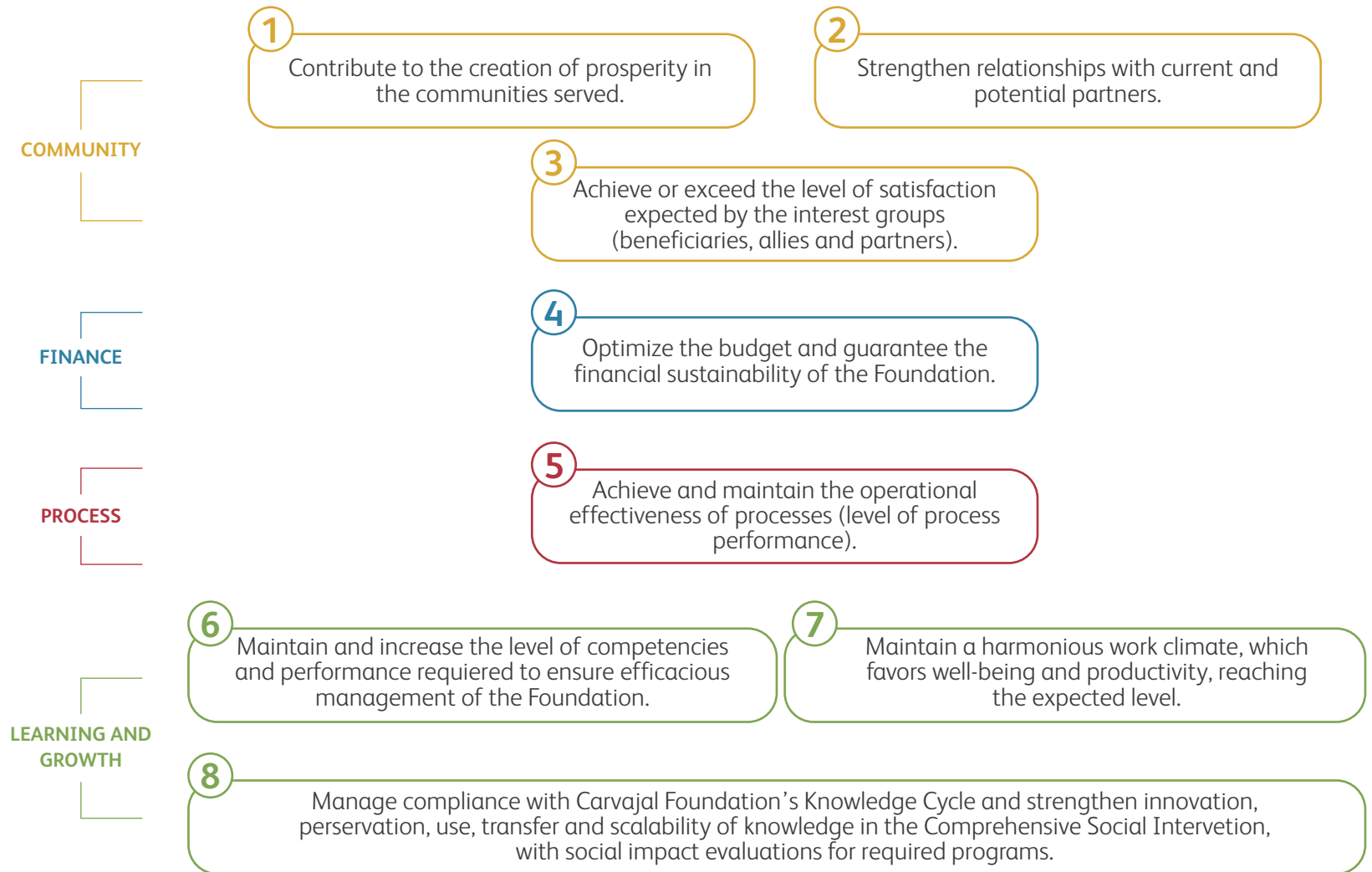
# Direction and Strategic Planning 2019

The use of the conceptual guidelines of the Balanced ScoreCard of Norton and Kaplan has allowed us to transfer our mission and vision statement to concrete measures of action.

The following diagram shows the strategic objectives of Carvajal Foundation associated with Community, Financial, Internal Process, Learning and Growth perspectives.



# Carvajal Foundation Strategic Map



# Community Perspective

**Objective 1: Contribute to the creation of prosperity in the communities served.**

- **Strategy 1:** Comprehensive Social Intervention with public-private partners.
- **Strategy 2:** Social intervention in the community through the management of the Community Service Centers.
- **Strategy 3:** Training Institute for Work and Human Development.

**Objective 2: Strengthen relationships with current and potential partners.**

- **Strategy 1:** Loyalty of allies and partners.
- **Strategy 2:** Visibility of the management of Carvajal Foundation.

**Objective 3: Achieve or exceed the level of satisfaction expected by interest groups (beneficiaries, allies and partners).**

- **Strategy 1:** Measure the level of satisfaction of interest groups.

# Financial Perspective

**Objective 4: Optimize the budget and guarantee the financial sustainability of the Foundation.**

- **Strategy 1:** Control and monitor the institutional budget.

# Internal Process Perspective

**Objective 5:** Achieve and maintain the operational effectiveness of processes (level of process performance).

- **Strategy 1:** Maintenance and improvement of the Quality Management System.
- **Strategy 2:** Efficacious management of the institutional risk map.

# Learning and Growth Perspective

**Objective 6:** Maintain and increase the level of competencies and performance required to ensure efficacious management of the Foundation.

- **Strategy 1:** Appropriation of the institutional strategy by the collaborators.
- **Strategy 2:** Development plan.

**Objective 7:** Maintain a harmonious work climate, which favors well-being and productivity, reaching the expected level.

- **Strategy 1:** Continuous monitoring of the work environment, its improvement plan and gaps closure.
- **Strategy 2:** Implement a wellness program.

**Objective 8:** Manage compliance with Carvajal Foundation's Knowledge Cycle and strengthen innovation, preservation, use, transfer and scalability of knowledge in the Comprehensive Social Intervention, with social impact evaluations for required programs.

- **Strategy 1:** Divulge the systematization of social intervention experiences and programs.
- **Strategy 2:** Virtual Learning Community as a tool that leverages face-to-face training.
- **Strategy 3:** Document programs and systematize social intervention experiences.

# Comprehensive Social Intervention Model

Over the years, we have built a methodological platform, the **Comprehensive Social Intervention Model**, with the purpose of guiding and focalizing our actions to accompany different social realities. We understand the importance of admitting adjustments and adaptations to the particularities of each interest group.

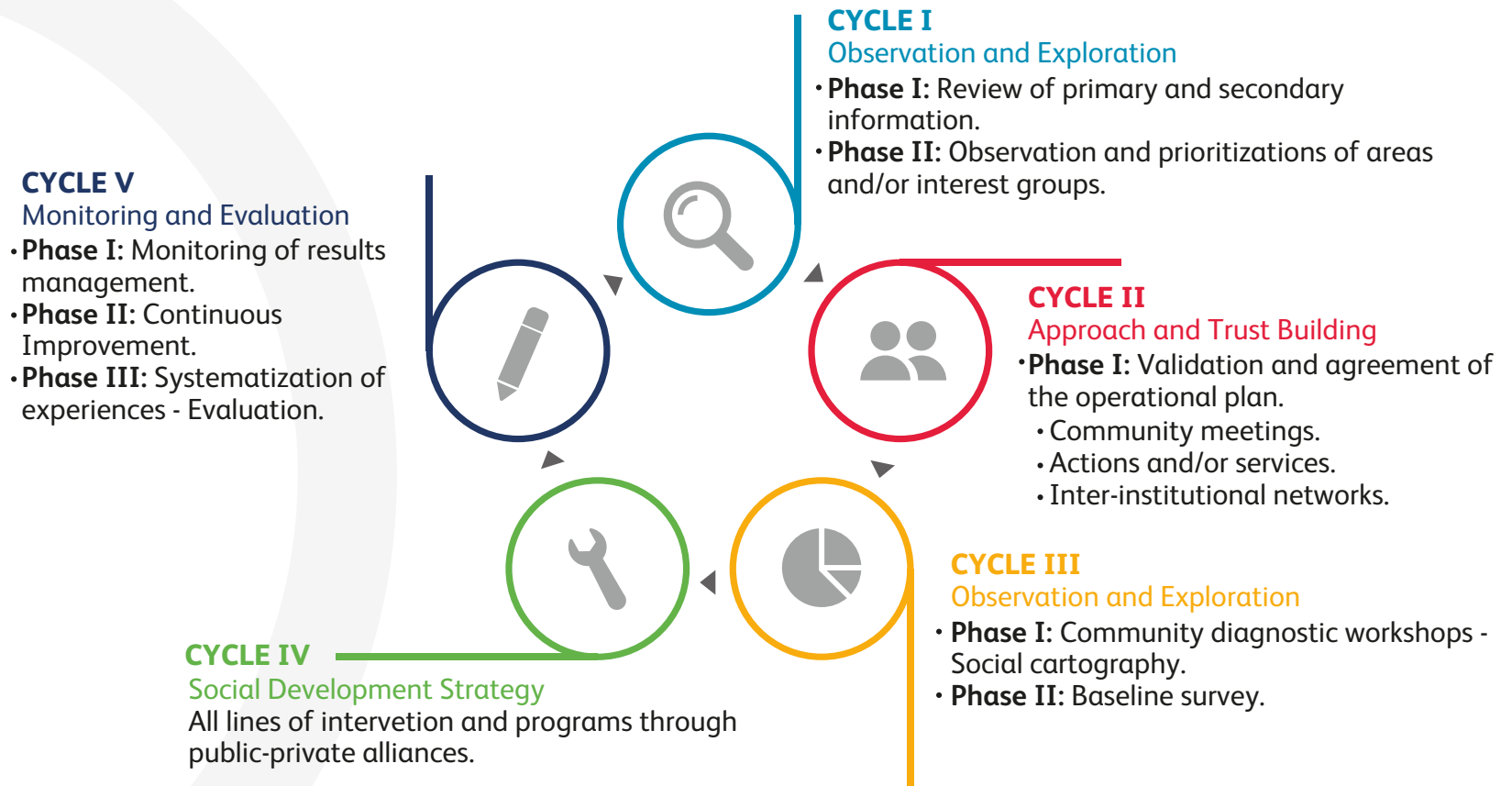
In 2019, we concentrated efforts on identifying the specific needs of vulnerable populations in Valle del Cauca and northern Cauca, listening to ideas and formulating strategies alongside communities, partners and allies. This has allowed us to expand coverage to other territories and implement public policies.

In the following diagram, we display the five cycles that make up Carvajal Foundation's **Comprehensive Social Intervention Model**. These are implemented as the methodological framework that supports how we operate. This means that each cycle is not linear in time or in the process, all work in parallel during the intervention, adjusting the actions to the needs and opportunities of the ecosystem:





# Comprehensive Social Interventional Model

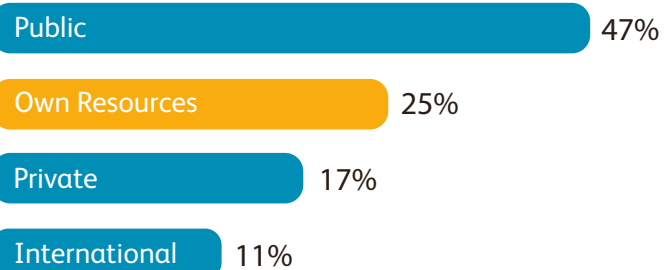


# Social Investment 2019

**\$30,834 millions of  
Colombian pesos**  
**9,4 millions of US  
dollars**

**25%**  
Own Resources

## Income Composition



**75%**  
Partners' Resources

# Social Impact

## Projects and Allies



**58** Projects Executed

**47** Partners and Allies:

### Partners and Allies Composition

Public	17
Private	17
International Cooperation	13



# Coverage

---

**10,052**

Unique Beneficiaries Served.

---

**1,111,529**

Services Provided in the  
Community Service Centers.

---

**145,601**

Services Provided from the  
Teaching Centers of the  
Community Service Centers.



# 7,553

Beneficiaries Enrolled in the Training Institute for Work and Human Development.

# 6,083

Beneficiaries Graduated from the Training Institute for Work and Human Development.



2

# Administrative Management





Research and Development Area  
Administrative and Financial Unit  
Human Management Area  
Knowledge Management, Innovation  
and Communications Area

# Research and Development Area

“

Based on the group's technical knowledge and experience, we lead and accompany the mission areas and the Presidency in strengthening the relationship with and management of new partners. We do this by formulating relevant and innovative projects, in accordance with the Foundation's programs and the needs of the allies.

”

**Jaime Chávez**  
Research and Development Analyst





Effectiveness of  
**75,5%**

**50**

Implemented projects for  
**\$ 16.008 millions of Colombian pesos**, in relation to the 2019 budget.

**80**

Projects formulated in alliances for

**\$21.189 millions of Colombian pesos**

Eighty projects were formulated in alliances for \$21,189 millions of Colombian pesos, of which 50 projects for \$16,008 millions of Colombian pesos were settled, reaching an effectiveness of 75.5%. In regards to the 2019 budget, and having as reference the goal of making alliances that generated an income of \$17,740 millions of Colombian pesos, the year ended with a compliance of 123.9%; meaning that in 2019 we settled projects for \$21,978 millions of Colombian pesos.

### Goals vs Resources



# The following resources were arranged:

In **Education and Culture**,  
**\$14,069 millions**  
of Colombian pesos were attained  
(150 % of a goal of \$9,350 millions of Colombian pesos).

In **Business Development**  
**\$7,910 millions**  
of Colombian pesos were attained  
(94 % of a goal of \$8,390 millions of Colombian pesos).



The Partner Satisfaction Annual Survey for the year 2018 was led, which evaluated the trust of allies and partners, obtaining a score of 92.2 %. The results highlighted the optimal management of resources, the training of the team of collaborators, the credibility and responsibility, the quality work and professionalism, and the accreditation and certification of the institution.

# Administrative and Financial Unit

“

The administrative process is part of the Quality Management System, which supports the planning, execution and control of all our activities. It supports the delivery of relevant information for timely decision-making, optimization and control of resources, support in the development of projects for the fulfillment of contractual requirements and providing services according to the expectations of our interest groups.

”

**Marisol Montenegro**  
Standardization and Improvement Coordinator



The operational effectiveness of the processes is the responsibility of the administrative function in regards to the **Comprehensive Social Intervention**. That is why we concentrate efforts and achievements in the rationalization of costs, in the search for efficiency through the optimization of processes and in the management of quality, which is reflected in the services.

We apply these operational effectiveness criteria for the benefit of the communities that surround the Poblado, Vallado and Casona Service Centers, for which we work in maintaining the infrastructure conditions, modernizing services and logistics for the different activities of more than a million citizens that inhabitant the Aguablanca sector. These include: notary, financial, registration, telephone, reading, health and food supply services. To support the projects, we established operational headquarters in Commune 18 (Child Development Center), The Three Crosses Hill (Carvajal Foundation's Radio Station - Clásica 88.5 FM), Santa Mónica and El Castillo in Cali, as well as our headquarters in Buenaventura.

The responsibility of responding to the different demands of the 58 projects executed in 2019, to the partners and allies, as well as to the control and regulatory bodies required budget optimization through control and monitoring, so that we guaranteed the financial sustainability of the Foundation.

By means of this management, we overcame the challenges generated by waiting for the start of some projects and the settlement of agreements, as a consequence of the Guarantees Law. The Financial Sustainability Indicator at the end of the year was 91 %.

The commitment of Legal Management is the protection of the Foundation's people, image, institutional reputation and heritage. That is why we constantly work on risk prevention, accompanying the different work teams. In 2019, we concluded the institutional database management project, keeping up to date with the current legislation (Colombian Law 1581 of 2012).

The maintenance and improvement of the Quality Management System is key to maintaining operational effectiveness, which is led by the Normalization and Continuous Improvement process. The latter has developed by means of the adjustments identified as a consequence of the dynamism of the projects, the learning derived from the alliances and the interactions with various interest groups.



# We renewed the **quality certification** in the standards:

## ISO 9001: 2015

Implementation of the **Comprehensive Social Intervention** process, aimed at improving the quality of life conditions for vulnerable populations. Design of programs and provision of training services for the job of kitchen assistants and the processing and manufacturing of food and beverage.



SC - CER325773



## NTC 5555: 2011

Design of programs and provision of training services for the job of kitchen assistants and the processing and manufacturing of food and beverage.



FT - CER402529

## NTC 5665: 2011

Training program for the job of Labor Technician for Kitchen Assistants.



CS - CER489447

In terms of the technological and computer management, important to support the planning, execution and monitoring of the operation, we highlight the implementation of the Novasoft purchasing module and the automation of the risk matrix in 2019. We designed the measurement tool for employability and business strengthening, for the assessment of the Parenting Skills Project and for the consolidation of the management of the **Education and Culture** Area.

In the path of operational effectiveness, we hired the Purchasing Process of Carvajal Technology and Services, capitalizing on their experience to increase the efficiency, improve response times and the selection of suppliers, and ensure greater accompaniment after their evaluation.

Recognizing the importance of allies in the development of our institutional and social activities, we worked on a loyalty strategy whose indicator at the end of the year is 73.2%. This figure encourages us to continue raising the quality of the interventions as a gesture of gratitude for the trust they have placed in Carvajal Foundation.



# Human Management Area

“

Our contribution is to guarantee the hiring of the suitable personnel, to care for the development of activities that seek the well-being of the collaborators and to help them develop their competencies with training programs that allow them to fulfill the purposes of the Foundation

”

**Jason Rebolledo**  
Human Management Assistant



Human Management leads the strategies of training and growth as drivers to increase the level of competencies and efficacious performance.

We participated in the Business Pact for Gender Equity, led by the Secretariat of Social Welfare of the Municipal Government of Cali. In this process, we received 40 hours of classroom-based training. This led us to an action plan, based on the continuous monitoring of the Work Environment Improvement Plan and of the gaps closure. Currently, we are implementing a communication campaign to strengthen the concept of gender equity and the actions to achieve it.

During the period, we managed the comprehensive performance evaluation, which considers aspects such as the appropriation of the institutional strategy, the work environment, well-being and productivity, so that collaborators experience it as part of their development.

We finalized the systematization of the Collaborators' Hiring Process as a consequence of the adjustment of the Human Management Portal that has three functionalities: bank of resumes, search for candidates and selection process.

In terms of training, we intensified the sessions and programs, enhancing the abilities of our collaborators in technical subjects, socioemotional skills and the English language. We developed the Induction Process and other activities for human development, and concluded the Executive Coaching Process started in 2018. On the other hand, we accompanied project leaders in the identification of opportunities for improvement and in the design of a Training Plan with a follow-up for the roles to become more efficient and relevant.

In February, we carried out the Diversity and Social Inclusion Week with different workshops that addressed gender, language and inclusive employment matters, as well as people selection practices, among others, achieving the participation of 50 collaborators.

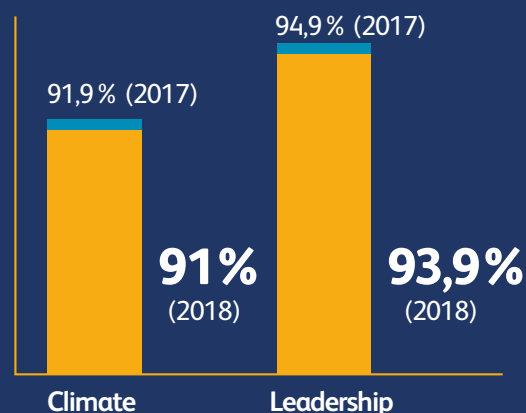
We applied the 2018 Climate and Leadership Survey to 23 leaders and 119 collaborators, reaching a coverage of 100%. The results obtained were: a figure of 91% in climate, compared to 91.9% in 2017, and 93.9% in leadership, compared to 94.9% in the same year. Although this reflects a small decrease in the results, we continue to maintain higher levels of performance. Based on this, we disclosed the respective results to all the teams, and managed the Improvement Plan for closing gaps.

## Climate and Leadership Survey 2018

**23** Leaders  
**119** Collaborators

**100% Coverage**

### Results





The Leadership School in Cali and Buenaventura was implemented for a group of 75 collaborators (coordinators and professionals). This was a set of experiential workshops whose main objective was to promote change or transformation by shifting awareness from BEING to DOING, through the use of coaching and other strategies that achieve sustainable results over time. On the other hand, the Direction Team started the Conscious Leadership Program with the Conscious Business Academy (CBA) of the University of Monterrey in Mexico, which was complemented by team coaching sessions.

Our permanent interest in improving people's quality of life motivated us to develop medical evaluations, active breaks, training in postural habits, inspection of job posts and adjustment of these, within the strategy of Safety and Health at Work to meet with the given requirements. In addition, we implemented the Psychosocial Risk Survey among service providers and collaborators. The Action Plan began its execution in the second half of the year.

Given the importance of generating citizen awareness in regards to the preservation of the environment, we trained teachers from the Center for Productive Development and conducted physical inspections.





**Knowledge Management, Innovation  
and Communications Area**

# Knowledge Management and Innovation

“

I consider that the main contribution is towards safeguarding the knowledge as intellectual heritage of the organization. With the collaborative work that we do with all areas, we praise the work we do at the Foundation and make it available to everyone.

”

**Claudia Lorena Palta**  
Knowledge Management and  
Innovation Coordinator



We strengthen the production and preservation of the intellectual capital of the institution through the build-up of the methodologies developed throughout our institutional trajectory, by means of the documentation of programs and the systematization of experiences of social intervention.

Knowledge Management and Innovation in 2019 was characterized by advances in the update of the documentation of the **Comprehensive Social Intervention Model** and the Programs of the Lines of **Support for Income Generation** and **Educational Quality and Permanence**.

The Carvajal Foundation received the International Certification of Belly Knowledge Management International - BKMI, the only knowledge management and intellectual capital certification that brings together, in the same field, representatives of recognized companies worldwide. This recognition was received for the advances and strategic orientations to continue growing in knowledge management.

In compliance with the strategic objective, we systematized experiences in the following projects: Training for Trainers, Citizen Competencies Seedlings, SCOPE: Sustainable Colombian Opportunities for Peacebuilding and Employment years 2 and 3, We Go Forwards II, Peace Laboratories for Social and Economic Inclusion of Vulnerable Populations year 2, Administrative Department of Technology, Employment Formalization - Business Strengthening, Social Impact Bonds - SIB II, Strategy for the Comprehensive Management of Solid Waste Project, Inclusive Productive Chains II, Let's All Learn to Read,





## Global Classroom Experience 2018-2019 and Prevention of Child Labor Project.

In order to manage the compliance with our knowledge cycle and to strengthen the innovation, preservation, use, transfer and scalability of the **Comprehensive Social Intervention**, we carried out four (4) study circles around the Business Strengthening Program and the socialization of the Training for Trainers experience, Micro MBA (Model Based on Business Actions) and Horizons with Compass for Learning. We worked together with Human Management, Business Development, and Education and Culture in advancing the virtualization of various sessions of the different institutional programs within the framework of the Carvajal Foundation School, as a virtual education strategy. In addition, we continued with the pilot in the Training for Trainers and Citizen Culture Seedlings projects, and with the business and knowledge network with graduates of the Business Strengthening Programs, derived from the Micro MBA Alumni strategy, which is structured based on the Peace Laboratories Project, executed with ACTEC and the Belgian government.

We presented the Institutional Educational Project for 2020–2025 with the following programs: Skill-Based Labor Technician-Chief Cook, Skill-Based Labor Technician-Assistant in Comprehensive Early Childhood Care, Academic Knowledge Program for the Pedagogical and Didactic Training of Teachers in Flexible Methodologies and Academic Knowledge Program for the Strengthening of Educational Practices in Basic Competences.

# Communications

The management of communications and the relationship with internal and external interest groups has been a process of learning and creating that responds to the need for information, accompaniment and community building.

At Carvajal Foundation, we consolidated the Identity Manual, an essential document to envision the brand's personality, which facilitates the applications and reflects the philosophy and institutional culture, in addition to contributing to the image.

We accompanied the Presidency and the strategic areas in their interventions in public and private events, designing the strategy, developing content and delivering materials such as brochures, photographs, videos, testimonies and banners, which contribute to the strategic institutional relations.

Aiming at making the Foundation's management more visible, at the request of most interest groups, in 2019 we socialized four (4) external newsletters and three (3) internal newsletters, while we updated monthly the billboards in the three (3) Community Service Centers in Cali and Buenaventura to keep the communities informed. We also redesigned the Carvajal Foundation's and Carvajal Foundation's Radio Station - Clásica 88.5 FM's websites, improving the time spent by digital audiences.

# 2019

## 3

Internal  
Newsletters

## 4

External  
Newsletters



- ✓ Website Redesign
- ✓ Carvajal Foundation's Radio Station - Clásica 88.5 FM

Having a closer and more collaborative relationship with journalists and the media has allowed us to publicize the alliances and social intervention projects in both Cali and Buenaventura, in the department and in the country, with 254 publications. As a consequence, we contributed to the construction of public opinion and to the creation of prosperity in the intervened communities, as they became more informed. Likewise, we strengthened the relationships with partners and allies such as Association of Business and Family Foundations, ProPaís, Carvajal Group S.A. and the Carvajal family

We had a notable evolution in the level of engagement through social networks, which in turn constitutes an additional advance in the construction of public opinion and in the visibility of allies, partners and communities

	Facebook	Twitter
<b>Visibility</b> (Engagement)	45%	22%
<b>Publications</b>	535	96
<b>Interactions</b>	24.105	2.123
<b>New followers</b>	5.496	
<b>Followers</b>	27.513	5.555

The contribution of internal communications to promote the well-being and productivity has been achieved through direct and massive channels and means that make collaborators aware of valuable and up-to-date information about the institution and its purposes.



3

# Social Intervention Management







Comprehensive Social Intervention  
Business Development  
Education and Culture  
Social and Community Development  
Carvajal Foundation's Radio  
Station - Clásica 88.5 FM  
Methodological Transfer  
Projects



# Comprehensive Social Intervention

Our intervention is based on the **Comprehensive Social Intervention Model**, which is the methodological platform that guides the mobilization of programs, based on the following areas of knowledge: **Business Development, Education and Culture** and, as a transversal axis, **Social and Community Development**.

Area	Lines of Intervention	Programs/Modalities
<p><b>Business Development</b></p>	<ul style="list-style-type: none"> <li>• Support for Income Generation</li> </ul>	<p><i>Individual Business Strengthening.</i></p> <p><b>Modalities:</b></p> <ul style="list-style-type: none"> <li>- Seedbeds .</li> <li>- Small Business Management.</li> <li>Micro MBA - Model Based on Business Actions.</li> </ul> <p><i>Relevant, Inclusive and Sustainable Employability.</i></p>

Area	Lines of Intervention	Programs/Modalities
<p><b>Education and Culture</b></p>	<ul style="list-style-type: none"> <li>• Educational Quality and Permanence</li> </ul>	<p><i>Initial Education Weaving Knowledge: A Journey with Imagination and Affection.</i></p> <p><i>Horizons with Compass for Learning</i></p> <p><b>Modalities:</b></p> <ul style="list-style-type: none"> <li>- <i>Compass: Competencies for Life and Something Else ... Girls, Boys and Youth.</i></li> <li>- <i>Compass: Competencies for Learning and Dreaming the Future ... for Youth and Adults</i></li> </ul> <p><i>Global Classroom</i></p> <p><b>Modalities:</b></p> <ul style="list-style-type: none"> <li>- <i>Global Classroom - Basic Competences.</i></li> <li>- <i>Global Classroom - ICT.</i></li> </ul>
	<ul style="list-style-type: none"> <li>• Educational and Cultural Environments</li> </ul>	<p><i>Alternate Study Day .</i></p> <p><i>Golazo – Social Reconciliation Strategy through Sports.</i></p> <p><i>Libraries - Key of Knowledge.</i></p>
<p><b>Social and Community Development</b></p>	<ul style="list-style-type: none"> <li>• Strengthening of Socioemotional Abilities</li> </ul>	<p><i>trengthening Ties, between Family and Society.</i></p> <p><b>Modalities:</b></p> <ul style="list-style-type: none"> <li>- <i>Leadership.</i></li> <li>- <i>Family and Parenting.</i></li> </ul>

**Note:** Our programs are based on Flexible Methodologies.

The background is a solid blue color. There are several thick, rounded brush strokes in various colors: a red stroke in the top right, a green stroke below it, a yellow stroke in the bottom left, and a dark blue stroke below the yellow one. The text 'Business Development' is centered in the middle of the page.

# Business Development

# Life Story



To watch the video, scan the QR code  
or click on this link:  
<https://youtu.be/kFrzqmdVWUY>



**Fredy Alberto Hoyos**  
Inclusive Productive  
Chains Project

**“Working the land  
always pays off”**

Just 30 minutes away from Cali, on the 18th Kilometer Road, there is a village surrounded by nature and with a temperate climate. It's called La Elvira. Its inhabitant Fredy Alberto Hoyos comes from a family of farmworkers and producers of the land. From a young age, he acquired skills to cultivate a wide variety of flowers and fruits. He then began his studies at the nearest school and managed to study a technical career in Computer Systems. However, ancestral traditions and the countryside have been his engine in life.

*“Growing up here is wonderful. The tradition in my family comes from farming and even though I studied, I stayed in my territory. I love the people and the culture that we have. For this reason, I started with the production of flowers. We formed an agroecological farm seeking the conservation of our territory and as I get to know a wider variety of plants, flowers, fruits and species, the need arises to educate, sensitize and show a pedagogical model that integrates the nature and the human part”.*

One of the attractions of La Elvira are the ecotourism inns, where they offer lodging, day trips, hiking, bird watching and sell agroecological products such as: dairy products, sweets, varieties of flowers. They even provide pedagogical workshops, like Fredy. There are many inhabitants of the township who seek to boost their ventures. However, they did so autonomously, and in many cases the sustainability of natural resources was not taken into account. For this reason, several organizations offer training processes such as the **Inclusive Productive Chains Project, Phase II** by the Secretariat of Economic Development of the Municipal

Government of Cali, Cuso International - Canadian Embassy and Carvajal Foundation.

*“I did not understand the meaning of 'Productive Chains', this concept was unknown to many. I attended, together with other colleagues from the township, when they opened the call for applications in Cali, where they shared with us information about the project and we had our first approach with Carvajal Foundation's team. We found the project very interesting because it has an educational and socioeconomic background, and by participating in its development we understood its meaning”.*

The **Inclusive Productive Chains** Project arose in order to establish commercial links with companies in the Valle del Cauca department. 104 microenterprises in the rural and urban sectors participated in the process, strengthening their managerial abilities and negotiation skills. Microentrepreneurs from the townships of La Elvira, La Leonera, Castilla, Altos de Aguacatal and La Paz were integrated into the project.

*“Within the process, I learned about Carvajal's history and realized that they have something in common with my vision: that of leaving a legacy, leaving an experience that is useful to others. Although there were long training days, we did not desert. Among the activities that were carried out, I remember that they visited each one of us and when we shared moments with other territories we discovered new alliances and understood what is a collaborative economy. On a personal level, I have improved in the production processes, filling out a technical sheet for a product, for example. Learning about costs, contribution margins*

*and digital marketing was something new and a little complex at the beginning”.*

Both the participants and the technical team of Carvajal Foundation made an effort in the training of this project. Together, they had life experiences that left a mark for the start of new ventures. Also, **“intra-chains”** were generated, a network that has boosted the union of several establishments which offer complete packages for the public, thus promoting the sustainability of the territory and its balance with nature.

“

*The project did not only offer training, it generated wealth in us. So much so, that the project ended and we are still united. We formed the “Cloud Forest Market”, a space where we present our products and the various activities that we offer in the township every month. We are being mirrors for the youngest to observe that one can hold onto the territory and at the same time reflect nature’s potential.*

”





## Business Development

From the **Business Development** Unit we contribute to the generation of income and quality of life of the communities served through the programs of *Business Strengthening and Relevant, inclusive and Sustainable Employability*.



# Business Strengthening

From the implementation of the *Business Strengthening* program, we highlight the training and support for the generation of managerial competencies to 728 business participants graduated in Cali and Buenaventura. This has been applied through the modalities of Seedbeds, Management for Micro and Small Companies and Micro MBA - Model Based in Business Actions and other modalities of the program.

For the third consecutive year in Cali, and with the support of the ACTEC Organization, the Micro MBA has contributed to more entrepreneurs taking on challenges in their managerial management, achieving disruptive changes that accelerate the growth and sustainability of their ventures.

255 entrepreneurs participated in Buenaventura, 77 in the Seedbed modality and 178 in Management for Small Businesses, thanks to various institutional alliances, with the Swiss and Canadian Cooperations, the National Government through the Ministry of Housing, City and Territory and national private partners. The project Strengthening Active Women 2019 is highlighted in alliance with the Limmat Foundation, the Urrea Arbeláez Corporation and the Leonisa Group, with the graduation of 28 women in Business Fundamentals for the strengthening of managerial competencies and socio-emotional skills.



# 728 ↑

Business participants graduated in Cali and Buenaventura

# 255

Entrepreneurs participated in Buenaventura

En el territorio de Buenaventura se logró también, capacitar a 59 personas en formaciones específicas como: Manipulación de alimentos con aplicabilidad en unidades productivas, y Servicio al cliente, en el marco de los proyectos Trafigura y Scope de Cuso International.

As a general result of the program, new business practices have been adopted with a positive impact on the improvement of management tools, on the profit margins, on the quality of employment, the differentiation of personal expenses, the break-even point, the stable cash and sales techniques. These practices have been adopted by participating entrepreneurs.

Of the initiatives in Cali, we highlight the agreement with the Secretariat of Economic Development, with which two projects were implemented. The first one was Inclusive Productive Chains Phase II, in alliance with Cuso International - Canadian Embassy, served 104 microenterprises in the rural and urban sectors. This in order to establish commercial links with companies from Valle del Cauca, whose lessons were referenced in the design of the Economic Development Policy of the city of Santiago de Cali 2030. The second, Seed Growing Plan, in partnership with the WWB Foundation, served 57 entrepreneurs in the training process to boost their businesses in the short term. 30 of them received financial capital to implement their investment project.

1,204 participants from Cali and Buenaventura graduated from this program. Of these participants, 663 have been formally hired by 89 companies in the region and 403 people are in the process of labor intermediation for the first quarter of 2020.

## Relevant, Inclusive and Sustainable Employability

# 1.204

## Participants from Cali and Buenaventura

### 663

were hired by 89 companies in the region

### 403

are in labor intermediation



We highlight the involvement of 31 anchor companies that were accompanied in the coordination of job profiles for the elimination of 21 barriers<sup>1</sup> that limit the employability of vulnerable communities, and for the adoption of the gap closure approach for accessing decent employment.



*170 Social Impact Bonds - SIB are in operation around the world, two of which have been implemented in Colombia. The apprenticeships have made it possible to impact the permanence of employment and the accompaniment of families in transformational dynamics.*

We also highlight the implementation of the Social Impact Bond - SIB "Cali Progresses with Employment", a financing scheme that favored 429 graduates in training processes for employability, with the support

of the Secretariat of Economic Development of the Municipal Government of Cali, the IDB-LAB and the SECO Swiss Organization. The operation was done by the Investor Corporation in Colombia, representing social investors. In this initiative, it was possible to rely on the association of the IOM, whose accompaniment has allowed the participation of self-recognized Afro-Colombian and Indigenous populations, in the Territories of Inclusion and Opportunities (TIO) of the city of Cali.

In addition, the employability pilot project for the population with international protection and reception needs was initiated in Cali with the support of Cuso International - Canadian Embassy and the United Nations High Commissioner for Refugees - UNHCR, for the inclusion and job sustainability in private sector companies. To boost the initiative, Carvajal Foundation was accepted into the Inter-Agency Group of Mixed Migration Flows, whose main objective is to coordinate the response to the needs of refugees, migrants, returnees and host populations, in a complementary way with the government, international cooperation entities and civil society.

Another achievement of the Relevant, *Inclusive and Sustainable Employability Program* was the continuity of the Impact Assessment Process with teachers from Harvard University and Georgetown University. In their conclusions, they highlight the significant advances in people who were trained versus those who were not, according to the different employment variables:

• A greater probability of being employed .....	<b>+ 7.1</b>	Percentage points
• A greater probability of having a contract .....	<b>+ 13.1</b>	Percentage points
• Less probability of having casual employment .....	<b>-16.2</b>	Percentage points
• More days .....	<b>+ 2.2</b>	
• More hours worked .....	<b>+ 4.1</b>	
• A higher salary per month.....	<b>+ US \$ 13.3</b>	

For those who received more technical than social training, greater results were obtained with significant impacts on:

• Terms of employment .....	<b>+ 8.4</b>	Percentage points
• Have a contract .....	<b>+ 15.9</b>	Percentage points
• Days .....	<b>2.7</b>	
• Hours worked .....	<b>5.4</b>	
• Salary .....	<b>+ US 22</b>	Additional month
• The probability of casual employment falls .....	<b>-15.1</b>	Percentage points

In alliance with Cuso International and the Canadian Embassy, the Mentoring Strategy was implemented linking 16 companies, who generate 14,800 local jobs and 35,700 jobs nationwide, with the aim of contributing to the permanence in employment of people from the organization base. 239 mentors graduated and accompanied 450 people to carry out semi-qualified work.



**16**  
Companies

**239**  
Mentors graduated

**450**  
People to carry out  
semi-qualified work

# Productive Development Center

From the Productive Development Center, 1,195 students were served with technical training processes through the National Learning Service Expansion of Coverage Program and with short courses in trades and socioemotional skills. Of these, 638 people graduated: 288 who come from the 2018 cohort at a technical level with the National Learning Service and 350 from short courses. In addition, 427 continue their training practice during 2020. 130 enrolled students withdrew during the training process, equivalent to a rate of 12%.

**1.195**  
Students were served with  
technical training processes

**638**  
People graduated



# Life Story



To watch the video, scan the QR code  
or click on this link:  
<https://youtu.be/B06mOAaNUOY>

## **Lisangel Barrios**

Jobs for the Inclusion of the Venezuelan  
and Colombian Population Project

“With a suitcase  
full of dreams”

Daring, confident and optimistic. This is Lisangel Barrios, a 24-year-old woman, raised in Valencia, a city located in the central region of Venezuela. Since she was little, she lived with her grandmother and aunt, two women who educated her and encouraged her persistence and dedication, stressing the importance of fighting for her dreams. In Venezuela, she was in the seventh semester of Public Accounting and worked as manager in an import business group at the same time. It was a job that allowed her to meet her basic needs and support her family.

The social crisis that Venezuela is experiencing meant for Lisangel that the economic resources she gained were not enough. She had to leave her career. Concerned about the situation and with the intention of fulfilling her goals, the idea of migrating arose. When she left her country, she carried only a suitcase full of dreams and the motivation to follow the example of her family.

*"The way I was raised was what prompted me to make the decision that I had to leave, because my aunt and my grandmother are very hard-working women (...) I couldn't allow them to stop doing their things or gain their things to pay for my career (..) I preferred to go, to find stability and being able to help them. The hardest thing was leaving them behind."*

Lisangel recalls that her arrival in Colombia was smooth and that the first job she had was as a saleswoman in a shoe store, a profession that she did not plan to pursue after working six years in an office. Then, she went to work in an internet room, where she learned about Carvajal Foundation from a client who motivated her to enroll in one of the courses they were

offering to the Venezuelan migrant population in Colombia, of the **Jobs for the Inclusion of the Venezuelan and Colombian Population** Project.

Lisangel, thinking that something good awaited in her destiny, enrolled in the **Call Center** Course so she could work with her aunt's favorite instrument: the voice. When her family in Venezuela received the news, she was relieved to know that, from the training course, she would choose a stable and formal job.

*"When I told my aunt that I was going to work with her favorite instrument, she asked 'Really?'. I said 'Yes, I am going to do a Call Center Course'. During the whole process, I was writing to her. When I had to do voice tests with the teachers, I would say 'Oh yes! I have a commercial voice' and I would send her the audios. She would say 'Of course. If you sing, obviously you have a commercial voice'. My grandmother was also very happy, because her dream was to see me graduate."*

From the process, Lisangel highlights the support and commitment of the teachers and coordinators. Not only in a financial but also in a personal way, they constantly asked the participants if they felt comfortable and gave them support in case they had any questions.

At first she studied and worked, but being close to finishing the course with the Foundation, she had to leave her job, since it required full-time attendance. As soon as the process was over, she was hired by a national bank, supporting a credit and release campaign. She put all her efforts to take advantage of the opportunity. Her positive attitude and perseverance allowed her to continue with the company for a long time.



*"As a lesson learnt from the training and work, I believe that you should not be pessimistic and put aside thoughts like 'It's because I am Venezuelan', 'We are not going to be hired'. No! You have to think positively and have and transmit good energy, to such an extent that the person who is interviewing you, feels it."*

Lisangel became an example for her family, and motivated her brothers to follow her footsteps of coming to work in Cali. Currently, she is working in Coomeva Cooperative, in a friendly environment, with people she regards as 'excellent'. Her free time is spent playing sports, hanging out with her nephews and teaching them new things.

“

*I recommend the Foundation one hundred percent. In my case it was very useful, I got a job (..) My recommendation to the community is that, if the opportunity arises to train yourself, do it. And, if it is with Carvajal Foundation, even more, because it is not only educational but also personal growth.*

”





# Education and **Culture**

# Life Story



To watch the video, scan the QR code  
or click on this link:  
<https://youtu.be/8ke60XihHJ0>



**Anaeli Velasco**  
Accelerated  
Learning Program

**“Push forward, because  
it’s scary going backwards”**

Anaeli Velasco, a 15-year-old girl who is studying at the Ciudadela Desepaz Technical Educational Institution in Cali, believes that education opens pathways. At her young age, she has gone through many ups and downs that, at some point, led her to make wrong decisions that kept her away from her goal of continuing her studies. She recognizes that the discipline and perseverance of her teachers have inspired her to think about the future and now she wants to continue educating herself to help others.

Studying was not her forte. She preferred to be in other spaces that she considered entertaining. She had some temperamental problems and felt insecure in the classroom. At her school, she had the support of a psychologist and of her teacher Sandra, who worked with her on her shortcomings, enhancing her abilities and skills.

Due to poor academic performance in Mathematics and Spanish, Anaeli joined the **Accelerated Learning** program of the Ministry of Education supported by Carvajal Foundation, which promotes the permanence in the educational system of over-age students until they finish academic training with quality and equity.

*“Accelerated Learning was a very beautiful experience that gave me confidence and security. Even though my parents and siblings did not always support me (..) I showed them that I can advance.”*

For Anaeli, the process was very difficult. She failed the school year and stopped sharing the classroom with her friends. Knowing that she had to join a new group intimidated her, but her new classmates welcomed her and gave her support, making the classes enjoyable.

She didn't always get the best grades, but kept trying. Every day, through games, she strengthened her skills, which got her to know herself better. She began to see a world full of opportunities in reading, writing and mathematics, to grow and envision her future.

*“I always got low grades, because some subjects were very hard for me. I kept trying and trying, because no one is born learned (...) When I started getting threes and fours, I felt very happy because I saw the effort I had made.”*

In her learning process, she met Malcom Rodríguez, an educator with whom she had an experience that she describes as “fantastic”. In the process, she also got to know Carvajal Foundation. She did an entrepreneurial project with her classmates that focused on shirt printing. She received the award for Excellence in Business Education, given to her by the Foundation, and won two scholarships for the 2020 Entrepreneurship Summer Camp at ICESI University. Anaeli says that dreams can be possible. It surprised her that she could get so far, and that an institution like Carvajal Foundation was supporting her, an example that she hopes to follow.

Today Anaeli has a better relationship with her family and hopes to finish school to become a great Architect, a profession with which she wants to help the entire community. *“I want to tell all the girls, boys and young people that we always have to push forward, because it's scary going backwards (...) Take advantage of school because every day something important is learned that will serve for your future.”*

“

*I thank Carvajal foundation, because without their support we would not have won the entrepreneurship award and made our story visible. I never thought of living such an experience. It is very good that the Foundation helps schools and communities that need it (...) The Foundation has to continue forward.*

”





## Education and Culture

Carvajal Foundation, through the **Education and Culture** Unit, is committed to contributing to the improvement of educational quality and permanence, with the implementation of Flexible Methodologies and Strategies that promote 21st century competencies, family bonds and educational inclusion. Its Lines of Intervention are: **Educational Quality and Permanence**, and **Educational and Cultural Environments**.

# Education Quality and Permanence

During 2019, we worked on the following programs:

- Initial Education Weaving Knowledge: A Journey with Imagination and Affection
- Horizons with Compass for Learning
- Global Classroom

We highlight the training and qualification of 1,514 educational agents in early childhood that were part of the *Initial Education Weaving Knowledge: A Journey with Imagination and Affection Program*, who received didactic material thanks to public-private partnerships at the national level. Through this training, close to 23,376 girls and boys, from 0 to 5 years old, were benefited.

**1.514**

Trained and qualified educational agents

**23.376**

Girls and boys benefited

The impact evaluation carried out by Swiss Social, evidenced that girls and boys aged 36 months who attend a traditional community home where the community mother has been trained through this program, have an overall impact of 0.17 standard deviations. They obtained up to 20 percentage points more than the control group in language skills, executive functions and psychomotor development.



It is wonderful to recognize that an initiative that was born 15 years ago in the El Retiro neighborhood, with 40 community mothers, is today a public policy program in alliance with The Colombian Family Welfare Institute and national and international partners. This has allowed us to expand coverage to 8,000 educational agents and impact 480,000 boys and girls.

In alliance with the Inter-American Development Bank - IDB and the Sesame Workshop, we implemented the Little Adventurers Project, evaluated by the Innovation Poverty for Action - IPA. We trained and graduated 269 educational agents, indirectly benefiting more than 5,000 early childhood girls and boys, improving their learning in science and logical mathematical thinking.

Additionally, we qualified and graduated 1,001 educational agents from traditional community homes in the departments of the Valle del Cauca, Chocó and Huila, through the MAS+ Located Accompaniment Model, designed by The Colombian Family Welfare Institute and the National Government in 2016. This boosted the improvement of the quality of initial education, thanks to the transformation of pedagogical practices.

For the third year, we renewed the alliance with the Departmental Government of Valle del Cauca to implement actions that allow inclusive education in the 149 official educational institutions located in 34 non-certified municipalities, qualifying 6,786 teachers and 1,073 students.

Through Horizons with Compass for Learning of Carvajal Foundation and Acceleration of Learning of the Ministry of Education Programs, we graduated 332 teachers from 23 educational institutions in Cali and Buenaventura. The impact of the programs is reflected in the permanence of 4,000 girls and boys, between the ages of 9 and 14, in the educational system, thereby mitigating delay and dropping out of school.

# 1.001

Educational agents graduated in Valle del Cauca, Chocó and Huila, with the Más+ Model



## Inclusive Education

# 6.786

Qualified teachers

# 1.073

Characterized students

## Program

## Horizons with Compass for Learning

# 332

Graduated teachers

# 4.000

Indirectly benefited girls and boys





To reduce the learning gaps in basic reading and mathematics competencies, the Global Classroom Program accompanied 11 official educational institutions in Cali, from 18 locations, to improve basic competencies of 864 girls and boys. The program, evaluated by Harvard University, aimed at lagging students from second to fifth grades, had an impact of 0.32 standard deviations in its performance in basic competencies for children who attended all the tutorials. The school repetition rate decreased by 25% and dropout decreased one point during the implementation of the program.

## Global Classroom Program

# 864

Girls and boys accompanied in 11  
official educational institutions

## Educational and cultural Environments

During 2019, we worked on the following programs:

- Alternate Study Day
- Golazo – Social Reconciliation Strategy through Sports
- Libraries - Key of Knowledge

In the Golazo - Social Reconciliation through Sports Program, 41 monitors and coaches were trained in Cali and Buenaventura, to appropriate the Training Schools Strategy, indirectly serving 1,300 children and adolescents on issues of living together and educational permanence.

Likewise, in the educational and cultural spaces of the three didactic centers located in the Service Community Centers in the neighborhoods of El Poblado, Vallado and Casona, we strengthened the library system, which provided 145,601 services and benefited 4,005 people.

### Didactic Centers

**145.601**

Servicios prestados

**4.005**

Personas atendidas



### Golazo – Social Reconciliation Strategy through Sports

**41** Monitors and coaches

**1.300** Girls, boys and adolescents indirect beneficiaries

In 2019 we signed an alliance with the Administrative Department of Technology of the Municipality of Santiago de Cali, for the strengthening of the Digital Innovation Ecosystem. This was promoted through the use and appropriation of ICTs, the Digital Appropriation Points and Digital Innovation Laboratories, formerly known as Digital Live Points and Infocalis, which are usually located inside the city's public libraries.

224 people participated in the certificate programs of the Training for Artistic and Cultural Trainers Strategy, developed with the Ministry of Culture, in the following modalities:

## Certificate programs:

**Citizen Culture: Management Tools and Social Intervention in the School Context**

**Diversity and Family with Emphasis on Gender and Ethnicity**

**School and Community Based Rehabilitation**

We highlight the participation of Carvajal Foundation on behalf of NGOs in the Interdisciplinary Board of Education alongside the Municipal Government of Cali, the Teachers Union and private organizations. The Foundation's leadership has been important for the consolidation of the social architecture that the city of Cali required for educational transformation from a Collective Impact perspective. Ongoing conversations with Strive and organizations like AISDevelopment Corporation have made it easier for other organizations nationwide to understand the importance of Collective Impact in the social sector.





To watch the video, scan the QR code  
or click on this link:  
<https://youtu.be/X3TTQIti9Fw>

## **Deyson David Quejada**

Golazo - Social Reconciliation Strategy  
through Sports Program.

“Here you don't win with goals  
**but with values**”

Since 2007, 11-year-old Deyson Quejada dreamt of becoming a soccer player in Buenaventura. “Kick it!” “Goal!” were the words that reaffirmed his passion and admiration for soccer, a popular sport that brings together 22 players on a field, to be protagonists and score a great goal.

*“I have always liked soccer. Since I was little, I entered a sports school. I started as a goalkeeper. It did not go so well. Then, I went through different positions. I practiced until I was 17 years old. Although my dream was to be a soccer player, now I live it as a **Golazo Sports Agent**.”*

At 23, Deyson spends much of his time on a court training boys and girls from Santa Fe, Inmaculada, Punta del Este, Montechino and Lleras neighborhoods in Buenaventura, with risk factors associated with conflict, violence and poverty. He dreams of contributing to their individual, educational and family growth, with social and coexistence tools, through soccer.

*“Santa Fe was the first neighborhood where I started in 2015. Children resolved their differences with fights and blows, not only between themselves, but with their families and their environment. It was hard work that involved doing an accompaniment to improve their character with what they liked the most, soccer.”*

Being a sports agent and having 50 girls and boys in charge, led him to remember his childhood, in which he grew up without tenderness and expressions of affection. Now, his role as a trainer is different: *“Transmitting affection, giving a hug and saying ‘I love you’, it was a challenge. The children showed me their*

*affection all the time, ‘I love you very much, teacher’, to the point of telling me about their things (...) It led me to realize that beyond being their coach, I was their counselor.”*

He demonstrates his love for **Golazo** through his commitment and discipline. He got a certification on Grassroots Soccer and Human Development, while getting to know the context of the children. *“On some occasions I had to talk to parents who solved everything with bad words, beatings and weapons.”* It was there when Deyson understood the meaning of **Golazo** as a liberating source which provided access to education, healthy use of free time and the generation of opportunities for comprehensive training.

*“Soccer for children is the opportunity to come together and change their lives. It implies having healthy fun. It is something new for them and their communities.”*

Soccer has preserved Deyson’s childhood dream and has strengthened him as coach. Although he had to give it up, he resumed it with strength and optimism when he began his Technology Studies in Port Management at Valle University in Buenaventura.

*“I wanted to study Physical Education, but the cost didn’t help me, so I studied something else. When a friend told me about the project ‘**We Are Golazo**’ I said yes and have been here for 5 years.”*

With the **Golazo** Program, Deyson had the opportunity to start his Technological Career in Sports with the National Sports School in Cali, where he has managed to strengthen his competencies in pedagogical and didactic innovation processes and put them in practice with children. *“Golazo's methodology is incredible. Here you don't win with goals but with values. It started with a game with different children, where they won 10 to 5. When I started the self-assessment, I asked ‘were you telling the truth when the ball went off the court?’ and the result was that we had lost. At first it was hard, but with time the children became more aware of their actions. This fills you with pride as a coach.”*

Deyson is no longer recognized by name but as the **“Golazo teacher”**, an image of which, according to him, he must take good care. *“I have the responsibility to set an example.”*

Deyson wants to continue being a **Golazo** Sports Agent and finish his Technological Career in 2020, in order to start with a Sports Training School for different disciplines, such as: soccer, volleyball and basketball.

“

*Being a **Golazo** coach implies having a love for the community, not looking at it as a job, but as an opportunity to help, being aware of social issues. It is a social commitment as a leader, wanting others to progress.*

”



Social and Community  
**Development**

# Life Story



To watch the video, scan the QR code  
or click on this link:  
<https://youtu.be/bOr7iZVt1XA>

**Linda Isabel Cuellar Mendoza**  
COPAZ Network Project in alliance  
with Active Buenaventura

“Seeds that will make a  
**difference in the future**”



18 years ago, Linda Isabel Cuellar Mendoza arrived in Buenaventura. A teacher passionate about the letters and who, from a young age, was instilled by her family with a sense of belonging and respect towards her customs and culture in her hometown, Valledupar. Being a teacher has given her the possibility not only of educating, but of learning from her students. She has worked in private and public educational institutions. In her classes at the Pablo Emilio Carvajal Educational Institution, she encourages her students to be spokesmen and participants when it comes to their rights. It should be noted that this institution is recognized by the Ministry of Education as an ethno-education pilot school.

*“I found this institution to be similar in principles and values to how my parents educated me in regards to its commitment and responsibility. It is an open school, named as such for the same common thread of children's rights, which allows the inclusion of girls, boys, youth and adolescents who have been mistreated, harmed or who, for whatever reason, are not welcome in other institutions.”*

In her role as an educator of the Spanish and English languages, she opens pathways not only to technical knowledge, but to multiple languages, teaching her students to own the linguistic and contextual expressions of their environment, through body, oral and written languages. Their context is framed by various social factors, such as

forced displacement, armed conflict, drug trafficking, family violence and vulnerability of rights. For that reason, participation initiatives arise in the educational institution to make children's rights visible, thus achieving a living together "pact" between parents, children, adolescents and administrative staff, which has allowed them to navigate different spaces.

Based on a Radio Station initiative, at the end of 2017, they created a space to advocate for the rights of children, youth and adolescents in rural and urban areas of Buenaventura, giving rise to the COPAZ Communication Network. In the midst of that search to continue vitalizing the network and making children's voices visible, Linda, as leader of the process, found that Carvajal Foundation had worked with the educational institution a few years before, strengthening a program called “Tele-secondary”, of which they had been part.

*“I did not know that **Active Buenaventura** existed. When we managed to arrange a meeting, I thought that only one person would attend, but when we arrived, we found a whole dynamic team that welcomed us with open arms. My children presented the ideas on which we had been working with the network, we socialized them and began to work together.”*

That is how **Active Buenaventura**, a project implemented in 2019 with the United States Agency for International Development - USAID and nine organizations from the public and private sectors, seeks to address the need to reconfigure the relationship between citizens and local institutions, as well as to contribute to the strengthening of public management and democracy in the territory.

In the middle of 2019, **Active Buenaventura** began to work with the COPAZ Network, enhancing the initiatives of each of the children that are part of. One of the first achievements was participating in the debate with the candidates running for Mayor of Buenaventura. The Active team strengthened each member of the network with technical tools and skills for exercising leadership, such as assertive communication competencies, body expression and conciliation strategies through playful methodologies for greater understanding.

“

*Thanks to several organizations that have come to the institution, the processes for the improvement of the pact have been strengthened and articulated from the classroom. This has led to the emergence of spaces, such as our own student radio station and stories of living together based on life situations of the students themselves.*

”



A circular portrait of a young man with short dark hair, smiling and looking slightly to the right. He is wearing a white t-shirt with a red and black collar. The background is a blurred outdoor setting with green foliage.

## “Learning to listen changes worlds”

**Walter Steven Mosquera**

COPAZ Network Project in alliance  
with Active Buenaventura

*“When we got to know the Active team, I felt a connection with everyone. Through their enthusiasm, they made us feel that it was possible for us to carry out the ideas we had for the debate... They accompanied us throughout the process, they taught us to analyze and think about a situation before speaking, to be more critical and proactive. In the past, I had not managed to understand that the world was full of rights and duties, and that we, as young people, could do something to be heard,”* says Walter Mosquera, a member of the COPAZ network and a graduate of the Pablo Emilio Carvajal Institution.

As part of the process, Walter Mosquera, a young man aged 18, highlights how making a difference wherever he goes pleases him, despite that at first, he was shy and spent his days behind a computer. For this reason, the debate was one of the most important events that marked his way of seeing things in his environment, allowing him to develop skills that he did not know about himself and thus, acquiring the tools that he and his peers needed to achieve their goal.

*“We met about three times during the week, to study, read and understand the governance plans of the candidates. With the accompaniment of Active, we prepared the methodology for the debate, and we were guided by areas of work. I remember that we were taught how to handle updated statistical data and figures as inputs for the arguments mainly focused on issues of protection and education. Just the day before the debate, we came up with the idea of decorating the space as a classroom. It was a collective construction, we set up desks and school materials that gave more strength to our debate,”* says Walter.

The debate was a success. The students raised their voices before the proposals of the candidates, achieving a different vision among the people in attendance. *“They found it very peculiar that we, as young people and children, were interested and knew about adult issues,”* Walter mentions. Parents were also surprised at the range of their children: seeing them so empowered with the issues was a source of pride for many.

*“We wanted to make visible the voices of our children and the debate drove them to envision their actions. I realize that **Active Buenaventura** really takes the community into account and that is valuable to us. They have been that light that opened our way,” says Linda.*

Consequently, new challenges are coming for Active Buenaventura and the COPAZ Network to continue working on social aspects regarding the leadership of children and youth, with activities such as talking with the councilors and holding workshops aimed at students and teachers.

*“I see that experience displayed in my students when they give their opinion during a presentation, as they communicate arguments with skill. That is why I admire the commitment and responsibility they are acquiring. If we generate a sense of belonging for their community and their culture in the children from the school, and they are aware of the value of their rights and that they must be respected, this will be reflected at home, in the neighborhood and in their community. Thus, forgetting the Buenaventura with social problems. Finding ourselves with a team like Active's, fills me with energy to continue in this dream of educating the little seeds that will make a difference in the future,” says Linda.*





## Social and Community Development

As a transversal axis, **Social and Community Development** provides social accompaniment in the interventions of the **Education and Culture** and **Business Development Areas**. Thus, it guides them in the improvement of healthy family relationships, and in the strengthening of the exercise of leadership and community organization, to reduce psychosocial risk factors in the communities of the prioritized territories. Its Line of Action is **Strengthening of Socioemotional Skills** with the *Strengthening Ties between Family and Society* Program.

Accordingly, we highlight the training of 1,561 fathers, mothers and family members who have graduated skilled in care and well-being practices for the development of girls, boys and adolescents in Valle del Cauca, at home and educational institutions. In addition, 93 leaders graduated and 39 community-based organizations from Cali and Buenaventura were trained by the Leadership Modality. This enhanced and strengthened individual competencies in negotiation, management, effective and collective communication, in the political, financial and strategic dimensions, among others, and thus promoting greater participation at the family, organizational and community levels.

At the beginning of 2019, we started the inter-institutional alliance Active Buenaventura, in which a pilot of the Participate More Model for active governments and citizens was implemented for the first time in the Buenaventura District. This pilot seeks to reconfigure the relationship between citizens and local institutions, as well as strengthening public management and democracy in the territory. The alliance is made up of the United States Agency for International Development - USAID Colombia and 9 more allies.

Following-up public management, **Active Buenaventura** succeeded in implementing the How Are We Doing, Buenaventura? advocacy mechanism, which facilitated the socialization of the first Citizen Perception Survey on issues such as employment, education, health, basic goods and services satisfaction and public management.

The accompaniment of the community of the San Antonio Citadel in Buenaventura also stood out during 2019. This was the second consecutive year of the process of strengthening the social fabric as part of the implementation of the Ministry of Housing, City and Territory's Free Housing Program public policy.

## Program for Strengthening Ties between Family and Society

Family and Parenting Modality

**1.561**

Family caregivers,  
fathers and mothers

Leadership Modality

**93**

Graduated leaders

**39**

Community-Based Organizations  
in Cali and Buenaventura



“

*The Active Buenaventura alliance is an inspiring milestone in terms of citizen participation and democratic strengthening for the transformation of this region.*

”

# Life Story



To watch the video, scan the QR code  
or click on this link:  
<https://youtu.be/nkbGKjSX3r0>

**William Bedoya**  
Parenting Skills Workshop

“The gift of  
being a father”



In the midst of colorful landscapes, flowers and the characteristic aroma of coffee from Piendamó, municipality of Cauca, William Bedoya grew up, an entrepreneur and father in love with his 10-year-old son, David.

William, aged 30, remembers that his home was a space of love and joy. His father was his inspiration, he pampered him, he coddled him and he was always there. *“My dad liked to play a lot with me, that’s why I am so affectionate with my son.”* When he was 7 years old, playing and walking in the fields were his favorite pastimes. That changed after the guerrilla first seized the municipality. The problems experienced there led his family to move to Cali with an aunt. *“It has been my greatest fear. I remember the sound of the bombs and seeing people running through my house. It was the route of entry and exit that the guerrilla took.”*

In Cali, at the age of 20, he became a father, an experience that has led him to acquire skills and learn from his son. Their relationship improved in 2019 for the **Parenting Skills Workshop** with Carvajal Foundation. *“I came to the workshop for the Comprehensive Treatment for Gangs Project of the Municipal Government of Cali, in which I am a promoter of peace and citizen culture in Commune 6. There, I decided to take the opportunity, the best gift in December. I was aware of the flaws and shortcomings with my son, I did not know how to solve them.”*

William admits that he has received practical tools through the workshop, improving the relationship with his family and neighbors. In his role as a peace promoter, he seeks to support the youth rebuilding of

the social fabric of their community, generating a project of life around living together in peace and health.

*“When I arrived in Cali, a new story began, although it was not not very different. There were small arms and the violence was experienced there too. I became acquainted with people, the streets and other things that with time and willpower I decided not to do anymore. Many young people have not achieved that, so training as a promoter is an example of how you can move forward.”*

In his role as a social agent, William continues to grow, actively participating in the activities of the Municipal Government of Cali and the organizations that arrive in Petecuy, his neighborhood. One of his achievements is the barber shop, a venture that for 11 years has contributed to the economic income of his family. Likewise, he enjoys it because he interacts more with his neighbors and the neighborhood youth. *“The barber shop interested me empirically. I started cutting the hair of my classmates and it went well for me. There, I decided to have my independent business, exploiting my art.”*

With the **Parenting Skills Workshop** I have managed to control stress and try out listening and looking into each other’s eyes. *“It allowed us to get to know each other, to learn things that we did not know about ourselves, assertively, without harming others. I remember the first class, we had to take out the weeds and look at the strengths. I let off steam. I said many things that I had not said, healing the wounds of the past.”*

In William's process, his mother has been key. She has also participated in the workshop, managing to scale that learning from mother to son and son to mother, a relationship that because of the daily routine and occupations of work moved to the background. *"Now, my mom and I, we keep hugging each other, telling each other that we love each other very much. And I enjoy spending more time with my son, I listen to him, I feel his feelings and I express my own to him, looking into his eyes. That generates trust without needing to speak harshly to him or pat him."*



“

*For William, being part of the Parenting Skills Workshop is a big responsibility that requires commitment and effort. Children are not a women's issue. On the contrary, it is a commitment as a father. Every day we are more, looking for self-care tools to recover our families and replicate these good practices with our children.*

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Carvajal Foundation's Radio Station  
**Clásica 88.5 FM**

# Carvajal Foundation's Radio Station Clásica 88.5 FM

At Carvajal Foundation, we count on Clásica 88.5 FM Radio Station, a cultural heritage of the Pacific region and an instrument for the education and integration of the community.

With 41 years dedicated to cultural and musical diffusion, our station has been characterized by its select programming that covers different periods of universal music, positioning Colombian music alongside other genres such as: jazz, bolero, Latin American, tango, salsa and rock. At the same time, it creates awareness in the audience on social responsibility issues through its radio programs: Pathways to Equity, Visible Voices and The Colombia that We Want.





In 2019, the Foundation's Radio Station strengthened its regional positioning and made its way nationally and internationally by restructuring its Web portal: [www.clasica885.com](http://www.clasica885.com). This creates opportunities for interaction with new audiences, facilitates access to live programming, generates information flows and visible spaces that support the Radio Station's ranking and make it more memorable for listeners, allies and the internal team.

In addition, with the support of Matías Carvajal, audio producer, it reached the Spotify<sup>2</sup>, SoundCloud<sup>3</sup>, TuneIn<sup>4</sup>, HeartRadio<sup>5</sup> and PodBean<sup>6</sup> platforms. The Clásica 88.5 FM also created playlists<sup>7</sup> with a recommended musical selection and a podcast pilot with interviews and information of interest.

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<sup>3</sup> Spotify: multiplatform application, used for streaming music.

<sup>4</sup> SoundCloud: online audio distribution platform.

<sup>5</sup> TuneIn: online radio that uses the Internet.

<sup>6</sup> HeartRadio: internet radio owned by iHeartMedia.

<sup>7</sup> PodBean: platform for creating audiolabs and videoblogs in Wordpress and adding favorite podcasts.

<sup>8</sup> Playlists: audio or video playback lists.



## Methodological Transfer

At Carvajal Foundation, we enhance and scale social impact, exchanging the knowledge from our **Comprehensive Social Intervention Model** and programs, adapting them to various national and international territories with the support of public, private and international institutions.

During 2019, four projects were transferred to Cartagena and Puerto Tejada, Colombia and Revenga, Venezuela:

## METHODOLOGICAL TRANSFERS 2019

Institutions	Program Transferred	Place
<b>Santa Teresa Foundation</b>	Relevant, Inclusive and Sustainable Employability	<b>Revenga, Venezuela</b>
<b>Unbound Foundation</b>	Strengthening Ties between Family and Society - Family and Parenting Modality	<b>Cartagena, Colombia</b>
<b>Essentia Foundation</b>	Experience in recyclers' projects	<b>Cartagena, Colombia</b>
<b>Propal Foundation</b>	Strengthening Ties between Family and Society - Leadership Modality	<b>Puerto Tejada, Colombia</b>



# Projects



Name of Project	City	Objective	Partners and Allies	Program
Located Accompaniment Model.	<p><b>Valle del Cauca:</b> Cali, Jamundí, Palmira, Tuluá, Yumbo, Buenaventura, Candelaria, Ansermanuevo, Buga.</p> <p><b>Chocó:</b> Quibdó, Alto Baudó, Bajo Baudó, Bojayá, Condoto, Istmina, Medio Atrato, Medio Baudó, Quibdó, Rio Quito, Sipi.</p> <p><b>Huila:</b> Neiva, La Plata, Pitalito, Isnos, Campoalegre.</p>	Contribute to the improvement of the quality of Initial Education for girls and boys through the recognition, support and transformation of pedagogical practices of education agents.	The Colombian Family Welfare Institute - National Limmat Stiftung.	Initial Education Weaving Knowledge: A Journey with Imagination and Affection.
Accompaniment to the Welfare Homes Modality of The Colombian Family Welfare Institute - Southeast Zone Center.	Cali.	Qualify the operational scheme of 232 Community Welfare Homes focalized by The Colombian Family Welfare Institute regional Valle del Cauca, in accordance with the provisions of the operational manual of the community modality of Comprehensive Community Homes.	The Colombian Family Welfare Institute - Regional - Valle del Cauca Department.	Initial Education Weaving Knowledge: A Journey with Imagination and Affection.
Accompaniment to the Welfare Homes Modality of The Colombian Family Welfare Institute - South Zone Center.	Cali.	Qualify the operating scheme of 238 Community Welfare Homes focalized by The Colombian Family Welfare Institute regional Valle del Cauca, in accordance with the provisions of the operating manual of the community modality of Comprehensive Community Homes.	The Colombian Family Welfare Institute - Regional - Valle del Cauca Department.	Initial Education Weaving Knowledge: A Journey with Imagination and Affection.

Name of Project	City	Objective	Partners and Allies	Program
Initial Education Weaving Knowledge: A Journey with Imagination and Affection Valle del Cauca.	<b>Valle del Cauca:</b> Cali, Restrepo, Andalucía, Tuluá, Calima - Darién, Bugalagrande and Zarzal.	Strengthen early childhood comprehensive care in Valle del Cauca, through training and support for educational agents.	Limmat Stiftung Corficolombiana Foundation.	Initial Education Weaving Knowledge: A Journey with Imagination and Affection.
Initial Education Weaving Knowledge: A Journey with Imagination and Affection Rural.	<b>Valle del Cauca:</b> Buenaventura and Dagua.	Strengthen early childhood comprehensive care in Dagua and Buenaventura, by training and accompanying educational agents.	Limmat Stiftung The Colombian Family Welfare Institute - National.	Initial Education Weaving Knowledge: A Journey with Imagination and Affection.
Little Adventurers: Closing Gender Gaps in STEM Skills from Early Childhood.	Cali.	Contribute to closing gender gaps in STEM competencies from early childhood.	Inter-American Development Bank - IDB.	Initial Education Weaving Knowledge: A Journey with Imagination and Affection.
Global Classroom: Improvement of Basic Competencies in the Official Educational Institutions of Santiago de Cali.	Cali.	Unite technical and financial efforts to carry out processes of teacher training and support, that contribute to the strengthening of basic competencies in the areas of language and mathematics, for boys and girls, between first and fifth grade of primary school.	Municipal Government of Cali - Secretariat of Education Jesuiten Weltweit.	Global Classroom.
Basic/Socio-emotional Competencies Improvement in the Educational Community attached to the Educational Institution of El Ortigal.	<b>Cauca:</b> Miranda.	Improve basic/socio-emotional competencies in the educational community of the Sugarmill of Cauca.	Sugarmill of Cauca.	Global Classroom.

Name of Project	City	Objective	Partners and Allies	Program
Flexible Methodologies, Phase I.	Cali.	Unite technical, administrative and financial efforts for the strengthening and implementation of flexible methodologies, for the care of over-age students, from vulnerable conditions, in the official educational institutions of the municipality of Cali.	Municipal Government of Cali - Secretariat of Education.	Horizons with Compass for Learning.
Flexible Methodologies, Phase II.	Cali.	Unite technical, administrative and financial efforts for the strengthening and implementation of flexible methodologies, for the care of over-age students, from vulnerable conditions, in the official educational institutions of the municipality of Cali.	Municipal Government of Cali - Secretariat of Education.	Horizons with Compass for Learning.
Flexible Methodologies.	<b>Valle del Cauca:</b> Cali, Buenaventura and Yumbo.	Unite human, financial and administrative resources and efforts in favor of the operation of flexible models in the south-west region of the country.	United Way - Dividendo por Colombia.	Horizons with Compass for Learning.
Flexible Methodologies.	Buenaventura.	Unite efforts to implement and carry out pedagogical and social support in 59 classrooms in the municipality of Buenaventura, by strengthening flexible models for the population outside of primary and secondary school, and by training 20 people in parenting skills experiences.	Municipal Government of Buenaventura - Secretariat of Education.	Horizons with Compass for Learning.

Name of Project	City	Objective	Partners and Allies	Program
Pedagogical Strengthening and Accompanying.	Cali.	Strengthen the methodology and provide pedagogical and social support to the Casita de Belén Child Protection Institution.	Child Protection Institution Casita de Belén.	Horizons with Compass for Learning.
Inclusive Education.	<b>Valle del Cauca:</b> El Águila, El Cairo, Ansermanuevo, Argelia, Ulloa, Alcalá, Versalles, Obando, Toro, el Dovio, La Unión, La Victoria, Roldanillo, Bolívar, Sevilla, Caicedonia, Andalucía, Riofrio, San Pedro, Trujillo, Bugalagrande, Darién, Zarzal, Yotoco, Restrepo, Vijes, Guacarí, Ginebra, El Cerrito, La Cumbre, Dagua, Candelaria, Florida and Pradera.	Strengthen the provision of pedagogical support services at the main headquarters of 149 official educational establishments in the 34 non-certified municipalities, that report or do not report the enrollment of students with disabilities and with exceptional talents and abilities.	Valle del Cauca Governorate - Secretariat of Education.	Inclusive Education.
Strategy for the Comprehensive Management of Solid Waste and Environmental Culture of the Official Educational Institutions of Cali with Carvajal Packaging S.A.	Cali.	Develop a strategy for the promotion of the recycling culture in 20 official educational institutions in Cali.	Carvajal Packaging S.A.	Others.
Implementation of the Use of the Virtual Toolbox –Convívela– (School Climate).	Cali.	Unite technical, administrative and financial efforts to implement the use of the Virtual Toolbox –Convívela– through the construction of a School Climate Improvement Plan, articulated with the Action Plan of the School Coexistence Committee, in each of the official educational institutions focalized by "My Community is my School" initiative.	Alcaldía de Cali - Secretaría de Educación Municipal Government of Cali - Secretariat of Education Scarpetta Gnecco Foundation.	Strengthening Ties between Family and Society - Family and Parenting Modality.

Name of Project	City	Objective	Partners and Allies	Program
Alliance for Good Parenting.	Cali.	Unite technical, financial and administrative efforts to strengthen the care, upbringing and emotional ties of families and/or early childhood caregivers in the municipality of Santiago de Cali.	Municipal Government of Cali - Secretariat of Welfare.	Strengthening Ties between Family and Society - Family and Parenting Modality.
Alliance for Good Parenting.	Cali.	Accompany the educational community of the six educational institutions prioritized by the project, to strengthen conflict resolution skills from a violence prevention perspective.	Scarpetta Gnecco Foundation.	Strengthening Ties between Family and Society - Family and Parenting Modality.
Alliance for Good Parenting.	<b>Valle del Cauca:</b> Guacarí and Buenaventura.	Unite economic, logistical, technical and human efforts and experiences to design an awareness, education and communications strategy for the youth violence prevention, in children and adolescents in Valle del Cauca, with special emphasis on parenting skills through the strengthening of knowledge in parenting schools.	Valle del Cauca Governorate - Secretariat of Welfare	Strengthening Ties between Family and Society - Family and Parenting Modality.

Name of Project	City	Objective	Partners and Allies	Program
Alliance for Good Parenting.	<b>Valle del Cauca:</b> Pradera, Palmira y Buenaventura.	Unite efforts to continue a communications and education strategy for violence prevention in Valle del Cauca, through training in caregiving, parenting and family finance practices.	WWB Foundation.	Strengthening Ties between Family and Society - Family and Parenting Modality.
Alliance for Good Parenting.	Cali.	Unite efforts to strengthen the care and upbringing practices of families and/or caregivers for the integral development of girls, boys and adolescents.	Urrea Arbeláez Corporation.	Strengthening Ties between Family and Society - Family and Parenting Modality.
Parenting Skills Unbound Foundation Transfer.	Cartagena.	Carry out a methodological transfer to a group of 15 people from the Unbound Foundation Cartagena team as part of the methodology's sustainability strategy.	Unbound Foundation.	Strengthening Ties between Family and Society - Family and Parenting Modality.
Key of Knowledge.	Public Library National Network (virtual).	Unite administrative, technical and human efforts for the help desk update and support services, of the functionalities of the technological application and new developments of the Key of Knowledge, that guarantee the effective operation and remote technical support for the libraries in operation and the new ones that are incorporated into the implementation process of this information system.	Ministry of Culture.	Key of Knowledge.

Name of Project	City	Objective	Partners and Allies	Program
Citizen Appropriation of ICT.	Cali.	Unite technical, economic and administrative efforts to strengthen the integration and capacity of the citizens of Santiago de Cali in the use and appropriation of ICTs, through digital innovation laboratories and digital appropriation points with a smart city prospective.	Municipal Government of Cali - Administrative Department of Technology.	Key of Knowledge.
Key of Knowledge - Department Library Jorge Garcés Borrero.	Valle del Cauca - Library Network.	Unite technical, human, administrative and financial efforts for the execution, construction and consolidation of the public catalog of bibliography of Valle del Cauca, according to specific activities.	Departmental Library Jorge Garcés Borrero.	Key of Knowledge.
Strengthening the Reading and Writing Habits of Girls, Boys and Adolescents.	Cali.	Unite technical, human, administrative and financial efforts to strengthen the implementation of technological applications based on Web information systems and their harmonization with the master catalog of bibliographic collections of the Public Library Network of Cali, mainly in the didactic central libraries: Poblado-Commune 13, La Casona-Commune 14 and El Vallado-Commune 15.	Municipal Government of Cali - Secretariat of Culture.	Key of Knowledge.

Name of Project	City	Objective	Partners and Allies	Program
Prevention of Child Labor.	Buenaventura.	Implement a strategy for the promotion of the children and adolescents rights in Buenaventura and the prevention of violence, through a methodology based on educating in values, citizen competencies and the use of free time, with an emphasis on prevention of child labor, protection of working adolescents and reduction of family violence.	The Colombian Family Welfare Institute - Regional - Valle del Cauca.	Golazo - Social Reconciliation Strategy through Sports.
Citizen Competencies Seedlings.	Cali.	Unite technical, human, administrative, financial, knowledge and management efforts, in order to carry out the actions of accompaniment to the educational community, for the strengthening of citizen competencies, from a citizen culture perspective, of the students of official educational institutions of the municipality of Santiago de Cali.	Municipal Government of Cali - Secretariat of Education.	Educational and Cultural Environments.
Training for Art and Culture Trainers.	Cali.	Unite technical, human, administrative, financial, knowledge and management efforts, in order to carry out training support actions in art and culture to strengthen citizen competencies, from a citizen culture perspective, applying the training of trainers strategy to the process within official educational institutions of Santiago de Cali.	Municipal Government of Cali - Secretariat of Culture.	Educational and Cultural Environments.



Name of Project	City	Objective	Partners and Allies	Program
Peace Laboratories.	Cali.	Strengthen the managerial competencies of the entrepreneurs so that their business stabilizes, progresses and improves the quality of life of their family.	Association for Cultural, Technical and Educational Cooperation - ACTEC.	Individual Business Strengthening.
Microenterprises and Virtual Community Trafigura.	Buenaventura.	Promote Carvajal Foundation's Business Strengthening Program by expanding the coverage, aimed at training 450 microentrepreneurs in vulnerable conditions, and piloting a virtual learning community that is articulated with face-to-face training and on-site support.	Trafigura Foundation.	Individual Business Strengthening.
Strengthening of High Impact Ventures.	Cali.	Unite efforts to provide methodological, technical and logistical support services to manage business capitalization processes.	Municipal Government of Cali - Secretariat of Economic Development.	Individual Business Strengthening.
Inclusive Productive Chains, Phase II.	Cali.	Strengthen managerial, technical and market opening competencies of 167 rural and urban microentrepreneurs in Cali (53 rural and 114 urban) to achieve 60 inclusive productive chains.	Municipal Government of Cali - Secretariat of Economic Development.	Individual Business Strengthening.

Name of Project	City	Objective	Partners and Allies	Program
Strengthening Active Women.	Buenaventura.	Strengthen socio-business abilities of 120 women entrepreneurs for the development of their productive activity and the generation of income.	Limmat Stiftung Urrea Arbeláez Corporation.	Individual Business Strengthening.
Strengthening Recyclers' Organizations.	<b>Valle del Cauca:</b> Cali, Buenaventura. <b>Cauca:</b> Popayán.	Strengthen and support to recyclers' organizations.	Carvajal Empaques S.A.	Collective Business Strengthening.
Esenttia Transfer.	Cartagena.	Orient and support the Board of Directors and team of the Cartagena Friendly Collection Center, as a strategic component in closing the plastic cycle in the Esenttia Sustainability Program and for the strengthening of good administrative practices within the collection center.	Esenttia.	Collective Business Strengthening.
Microenterprise Impact Assessment.	<b>Valle del Cauca:</b> Cali and Buenaventura.	Evaluate the impact of the Business Strengthening Program in its different modalities: Seedbeds, Small Business Management and Micro MBA, on the adoption of business practices and behavior of variables associated with profits, income and job creation of microenterprise, in Cali and Buenaventura.	Trafigura Foundation.	Individual Business Strengthening.

Name of Project	City	Objective	Partners and Allies	Program
Transformative Route.	Cali.	Empower female microentrepreneurs, social and economically, in vulnerable sectors of Cali, articulated with the transforming Micro MBA Program of the Carvajal Foundation's Business School, through the Peace Laboratories Project.	WWB Foundation.	Individual Business Strengthening.
Sustainable Colombian Opportunities for Peacebuilding and Employment - SCOPE.	<b>Valle del Cauca:</b> Cali and Buenaventura.	Contribute to the improvement of the quality of life of the vulnerable population by strengthening the supply of quality services, by training of the unemployed community that presents difficulties in entering the labor market in Cali and Buenaventura.	Cuso International - Canadian Embassy.	Inclusive, Relevant and Sustainable Employability Individual Business Strengthening.
Social Impact Bonds - SIB Phase II.	Cali.	Unite technical, economic and human efforts to provide the services of call for applications, pre-selection, profiling, orientation, psychosocial support, training, effective job placement and post-placement support for the six-month retention, and the general evaluation of the intervention to the people identified as eligible for the project.	Inversor Corporation International Organization for Migration - IOM.	Inclusive, Relevant and Sustainable Employability.

Name of Project	City	Objective	Partners and Allies	Program
Comfandi Employability.	Cali.	Strengthen the offer of free and quality services through technical and socio-laboral training for the unemployed population of Cali, which presents difficulties in entering the labor market.	Valle del Cauca Family Compensation Fund - Comfandi.	Inclusive, Relevant and Sustainable Employability.
Jobs for the Inclusion of the Venezuelan and Colombian Population in the Most Vulnerable Situation, Settled in Cali.	Cali.	Generate job opportunities for the Venezuelan population with international protection needs and Colombians in vulnerable situations, through tailor-made business management training for employment and comprehensive support for sustainability.	Cuso International - Canadian Embassy.	Inclusive, Relevant and Sustainable Employability.
Mentoring.	Cali.	<p>Implementation of the Mentoring Project to volunteers within private sector organizations, through the transfer of tools and methodologies that allow them to better understand their collaborators, contribute to their life projects, strengthen their retention processes and adapt in their workplace; especially with newly hired individuals.</p> <p>The implementation must be carried out with 15 private organizations in the city of Cali. At the same time, it must guarantee the adoption and replication of the program's tools by at least 70 % of the intervened companies.</p>	Cuso International - Canadian Embassy.	Inclusive, Relevant and Sustainable Employability.

Name of Project	City	Objective	Partners and Allies	Program
Virtual Employability Transfer from Cali, Colombia to Revenga, Venezuela.	<b>Venezuela:</b> Revenga.	Virtual transfer of the Inclusive, Relevant and Sustainable Employability Program.	Santa Teresa Foundation	Inclusive, Relevant and Sustainable Employability.
Closing Gaps for Employability.	Cali.	Train individuals who were victims of forced displacement, residents of Cali referred by the International Committee of the Red Cross - ICRC, within the framework of the Inclusive, Relevant and Sustainable Employability Program of the Carvajal Foundation.	International Committee of the Red Cross - ICRC.	Inclusive, Relevant and Sustainable Employability.
Active Buenaventura	Buenaventura.	The Active Buenaventura Alliance, made up by the United States Agency for International Development - USAID Colombia and by nine national and international organizations: Corona Foundation, Movilizadorio, Gases de Occidente, International Republican Institute - IRI, Ford Foundation, Buenaventura Port Society, ProPacífico, Extituto de Política Abierta and Carvajal Foundation. This Alliance seeks for the citizens of Buenaventura to take ownership of public affairs and for institutions to respond to citizen requests, and thus build trust in the effectiveness of participation and in the processes of public decision-making.	USAID - Colombia, Corona Foundation, Movilizadorio, Gases de Occidente, International Republican Institute - IRI, Ford Foundation, Buenaventura Port Society, ProPacífico, Extituto de Política Abierta and Carvajal Foundation.	Strengthening Ties between Family and Society - Leadership Modality.

Name of Project	City	Objective	Partners and Allies	Program
All with San Antonio, Phase II.	Buenaventura.	Unite technical, administrative and financial efforts between the National Housing Fund and the Carvajal Foundation to strengthen the social fabric of families of the San Antonio Citadel in Buenaventura, by applying their own methodologies, to develop community management, the fulfillment of rights and compliance of the duties of the beneficiaries, their productive inclusion, security and coexistence based on their integral development.	Ministry of Housing, City and Territory - Fonvivienda National Housing Fund.	Strengthening Ties between Family and Society - Leadership Modality.
We Go Forwards, Phase II.	Buenaventura.	Promote self-management and envision of the participating organizations through collective action, providing their leaders with tools to exercise leadership and citizen participation in search of the well-being of their communities.	Ford Foundation Corona Foundation.	Strengthening Ties between Family and Society - Leadership Modality.
Community Strengthening in Villagorgona.	<b>Valle del Cauca:</b> Villagorgona village in Candelaria.	Strengthen the community fabric of Villagorgona.	Cargill.	Strengthening Ties between Family and Society - Leadership Modality.
Strengthening Ties between Family and Society - Leadership Modality Transfer and Accompaniment of Community Action Boards in Prioritized Territories by the Propal Foundation.	<b>Cauca:</b> Guachené.	Unite efforts between Propal Foundation and Carvajal Foundation to strengthen two community action boards of the El Guabal district in Guachené, Cauca.	Propal Foundation.	Strengthening Ties between Family and Society - Leadership Modality.

Name of Project	City	Objective	Partners and Allies	Program
<p>Pocess of Application, Characterization, Trust Building and Identification of Opportunities for Social Intervention Transfer and Accompaniment in Municipal Government of Barrancabermeja.</p>	<p><b>Santander:</b> Barrancabermeja.</p>	<p>Strengthen the technical and methodological abilities for social intervention of the Barrancabermeja Urban Development and Housing Company team, for the implementation of a social interest housing project in its initial stage..</p>	<p>Barrancabermeja Urban Development and Housing Company.</p>	<p>Strengthening Ties between Family and Society - Leadership Modality.</p>
<p>Expansion of Coverage of the National Learning Service, Derivative 4.</p>	<p>Cali.</p>	<p>Carry out training actions, uniting efforts, abilities and knowledge for the development of comprehensive professional training programs, within the framework of the Expansion of Coverage Program. This aims to train a greater number of Colombians, through alliances between the National Learning Service and training entities for work and human development or higher education, registered in the bank of educational institutions of Valle del Cauca.</p>	<p>National Learning Service.</p>	<p>Technical and Complementary Training.</p>
<p>Soft Skills Training for Employees of Muromar Logistics Op S.A.S.</p>	<p>Buenaventura.</p>	<p>Promote the development of competencies for work, in order to improve job performance and productivity within Muromar Logistics Op S.A.S.</p>	<p>Muromar Logistics Op S.A.S.</p>	<p>Technical and Complementary Training.</p>

Name of Project	City	Objective	Partners and Allies	Program
Comprehensive Support and Orientation for the Implementation of Strategies to Improve the Institutional Development of Buenaventura Regional Port Society Foundation - Fabio Grisales Bejarano.	Buenaventura.	Provide support and comprehensive orientation to the implementation of strategies to improve the institutional development of the Buenaventura Regional Port Society Foundation.	Buenaventura Regional Port Society Foundation - Fabio Grisales Bejarano.	Others.
Inclusive Productive Chains, Phase II.	Cali.	Improve sustainable and inclusive economic growth, to benefit people in poverty and vulnerability, particularly youth, women and victims of the armed conflict, through training and job creation, thus contributing to the consolidation of peace in Colombia.	Cuso International - Canadian Embassy.	Individual Business Strengthening.
Active Buenaventura.	Buenaventura.	Strengthen the implementation of the advocacy component for greater citizen involvement and participation in public decision-making, especially in the installation of "How Are We Doing, Buenaventura?".	Foundation for the Integral Development of the Pacific.	Strengthening Ties between Family and Society - Leadership Modality.
Educational Quality Cali.	Cali.	Contribute to the development of vulnerable girls and boys in the Aguablanca District of Cali, through the promotion of educational quality and permanence in six schools, where alumni of the Señor de los Milagros Corporation are enrolled.	Jesuiten Weltweit.	Global Classroom.



Name of Project	City	Objective	Partners and Allies	Program
Knowledge III (Training of Community Mothers)	<b>Valle del Cauca:</b> Buenaventura <b>Northern Cauca</b>	Implement the Initial Education Weaving Knowledge: A Journey with Imagination and Affection Program, in various communities of Buenaventura and northern Cauca.	Limmat Stiftung.	Initial Education Weaving Knowledge: A Journey with Imagination and Affection.

# 4

## Financial Statements



## ***Fundación Carvajal***

***Estados Financieros por los Años Terminados  
el 31 de diciembre de 2019 y 2018 e Informe  
del Revisor Fiscal***

## Informe del Revisor Fiscal

Al Consejo superior de:  
Fundación Carvajal

He auditado los estados financieros adjuntos de la Fundación Carvajal, que comprenden el estado de situación financiera al 31 de diciembre de 2019 y los correspondientes estados de resultados integrales, de cambios en el patrimonio y de flujos de efectivo por el año terminado en esa fecha, y el resumen de las políticas contables significativas y otras notas explicativas. Los estados financieros de la Fundación Carvajal al 31 de diciembre de 2018, que hacen parte de la información comparativa de los estados financieros adjuntos, fueron auditados por otro revisor fiscal designado por Ernst & Young Audit S.A.S., sobre los cuales expresó su opinión sin salvedades el 22 de marzo de 2019.

La Administración es responsable por la preparación y correcta presentación de los estados financieros de acuerdo con las Normas de Contabilidad y de Información Financiera aceptadas en Colombia para Pymes; de diseñar, implementar y mantener el control interno relevante para la preparación y correcta presentación de los estados financieros libres de errores materiales, bien sea por fraude o error; de seleccionar y de aplicar las políticas contables apropiadas; y, de establecer estimaciones contables razonables en las circunstancias.

Mi responsabilidad es la de expresar una opinión sobre los mencionados estados financieros fundamentada en mi auditoría. Obtuve la información necesaria para cumplir con mis funciones y efectué mi examen de acuerdo con normas de auditoría generalmente aceptadas en Colombia. Las citadas normas requieren que cumpla con requisitos éticos, planifique y lleve a cabo mi auditoría para obtener seguridad razonable en cuanto a si los estados financieros están libres de errores materiales.

Una auditoría incluye desarrollar procedimientos para obtener la evidencia de auditoría que respalda las cifras y las revelaciones en los estados financieros. Los procedimientos seleccionados dependen del juicio del auditor, incluyendo la evaluación del riesgo de errores materiales en los estados financieros. En el proceso de evaluar estos riesgos, el auditor considera los controles internos relevantes para la preparación y presentación de los estados financieros, con el fin de diseñar procedimientos de auditoría que sean apropiados en las circunstancias. Así mismo, incluye una evaluación de las políticas contables adoptadas y de las estimaciones de importancia efectuadas por la Administración, así como de la presentación en su conjunto de los estados financieros. Considero que mi auditoría me proporciona una base razonable para emitir mi opinión.

En mi opinión, los estados financieros adjuntos, tomados de los libros de contabilidad, presentan razonablemente, en todos sus aspectos de importancia, la situación financiera de la Fundación Carvajal al 31 de diciembre de 2019, los resultados de sus operaciones y los flujos de efectivo por el año terminado en esa fecha, de conformidad con las Normas de Contabilidad y de Información Financiera aceptadas en Colombia para Pymes.

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**Building a better  
working world**

Además, fundamentada en el alcance de mi auditoría, no estoy enterada de situaciones indicativas de inobservancia en el cumplimiento de las siguientes obligaciones de la Fundación Carvajal: 1) Llevar los libros de actas y de contabilidad, según las normas legales y la técnica contable; 2) Desarrollar las operaciones conforme a los estatutos y decisiones del Consejo Superior y de la Junta Directiva, y a las normas relativas a la seguridad social integral; 3) Conservar la correspondencia y los comprobantes de las cuentas; y, 4) Adoptar medidas de control interno y de conservación y custodia de los bienes de la Fundación Carvajal o de terceros en su poder. Adicionalmente, existe concordancia entre los estados financieros que se acompañan y la información contable incluida en el informe de gestión preparado por la Administración de la Fundación Carvajal, el cual incluye la constancia por parte de la Administración sobre la libre circulación de las facturas con endoso emitidas por los vendedores o proveedores.

A handwritten signature in black ink that reads "Diana Acosta". The signature is written in a cursive style with a large, circular initial 'D'.

Diana Patricia Acosta Hernandez  
Revisor Fiscal  
Tarjeta Profesional 206236-T  
Designada por Ernst & Young Audit S.A.S. TR-530

Ciudad, Colombia  
17 de marzo de 2020

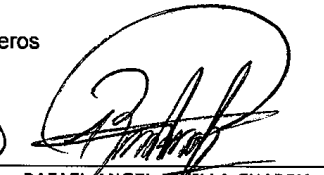
**FUNDACIÓN CARVAJAL**  
**ESTADOS DE SITUACIÓN FINANCIERA**  
**CON CORTE A 31 DE DICIEMBRE DE 2019 Y 2018**  
**(En miles de pesos Colombianos)**

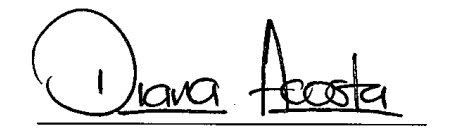
	Nota	2019		2018	
<b>Activo</b>					
Efectivo y equivalentes al efectivo	3	\$	4.343.181	\$	4.087.044
Cuentas comerciales por cobrar y otras cuentas por cobrar corriente	4		6.664.198		5.708.269
<b>Activos Corrientes</b>		\$	11.007.379	\$	9.795.313
Cuentas comerciales por cobrar y otras cuentas por cobrar no corriente	4		20.997.434		23.330.546
Propiedad, Planta y Equipo	6		8.573.184		8.634.296
Inversiones Permanentes	5		304.704.527		299.927.832
<b>Activos no corrientes</b>		\$	334.275.145	\$	331.892.674
<b>Total Activo</b>		\$	345.282.524	\$	341.687.987
<b>Pasivo</b>					
Obligaciones Financieras	7		-		19.626
Cuentas Comerciales por pagar y otras Cuentas por Pagar	8		2.376.932		1.769.699
Beneficios a Empleados	10		542.938		680.025
Otros Pasivos	9		2.302.736		1.770.133
<b>Pasivos corrientes</b>		\$	5.222.606	\$	4.239.483
Beneficio a empleados	10		1.011.117		1.029.143
<b>Pasivos no corrientes</b>		\$	1.011.117	\$	1.029.143
<b>Total Pasivo</b>		\$	6.233.723	\$	5.268.626
<b>Patrimonio</b>					
Fondo Social	11		200		200
Efecto adopción NIIF			296.704.017		296.704.017
Reservas			10.983.091		10.983.091
Excedentes Acumulados			28.732.053		28.397.356
Excedente del Ejercicio			2.629.440		334.697
<b>Total Patrimonio</b>		\$	339.048.801	\$	336.419.361
<b>Total pasivo y patrimonio</b>		\$	345.282.524	\$	341.687.987

Las notas son parte integral de los estados financieros

(\*) Ver certificación adjunta

  
 MARIA DEL ROSARIO CARVAJAL CABAL  
 Representante Legal

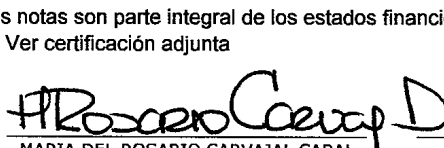
  
 RAFAEL ANGEL PILLA CHARRY  
 Contador Público  
 Tarjeta profesional No.68909-T


  
 DIANA PATRICIA ACOSTA HERNANDEZ  
 Revisor Fiscal  
 Tarjeta profesional No. 206236-T  
 Designado por Ernst & Young Audit S.A.S TR 530  
 (Vease mi informe del 17 de marzo de 2020)


**FUNDACIÓN CARVAJAL**  
**ESTADOS DE RESULTADOS INTEGRALES**  
**POR LOS AÑOS TERMINADOS EL 31 DE DICIEMBRE DE 2018 Y 2019**  
**(En miles de pesos Colombianos)**

	Nota	2019		2018	
<b>Actividades operacionales</b>					
Ingresos	12	\$	18.447.603	\$	17.042.907
Costos	16		(17.559.795)		(15.304.074)
<b>Resultado de las actividades operacionales</b>		<b>\$</b>	<b>887.808</b>	<b>\$</b>	<b>1.738.833</b>
Otros Ingresos	13		4.005.593		1.271.440
Gastos de Administración	15		(1.515.154)		(2.073.558)
Otros Egresos	17		(680.131)		(539.101)
Costos Financieros	14		(68.676)		(62.917)
<b>Ganancia antes de impuestos</b>		<b>\$</b>	<b>2.629.440</b>	<b>\$</b>	<b>334.697</b>
<b>Impuestos</b>		<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>
<b>Excedente (Déficit) del año</b>		<b>\$</b>	<b>2.629.440</b>	<b>\$</b>	<b>334.697</b>

Las notas son parte integral de los estados financieros  
 (\*) Ver certificación adjunta

  
 MARIA DEL ROSARIO CARVAJAL CABAL  
 Representante Legal

  
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 DIANA PATRICIA ACOSTA HERNANDEZ  
 Revisor Fiscal  
 Tarjeta profesional No. 206236-T  
 Designado por Ernst & Young Audit S.A.S TR 530  
 (Vease mi informe del 17 de marzo de 2020)


**FUNDACIÓN CARVAJAL**  
**ESTADOS DE CAMBIOS EN EL PATRIMONIO**  
**POR LOS AÑOS TERMINADOS EL 31 DE DICIEMBRE DE 2018 Y 2019**  
**(En miles de pesos Colombianos)**

Nota	Fondo Social	Efecto adopción NCIF	Reservas	Excedentes acumulados	Total
<b>Saldo al 31 de diciembre de 2017</b>	\$ 200	\$ 296.704.017	\$ 10.983.091	\$ 28.397.356	\$ 336.084.664
Utilidad (pérdida) del año				334.697	334.697
<b>Saldo al 31 de diciembre de 2018</b>	<b>200</b>	<b>296.704.017</b>	<b>10.983.091</b>	<b>28.732.053</b>	<b>336.419.361</b>
Reinversion Excedentes				28.732.053	28.732.053
Utilidad (pérdida) del año				2.629.440	2.629.440
<b>Saldo al 31 de diciembre de 2019</b>	<b>200</b>	<b>296.704.017</b>	<b>10.983.091</b>	<b>31.361.493</b>	<b>339.048.801</b>

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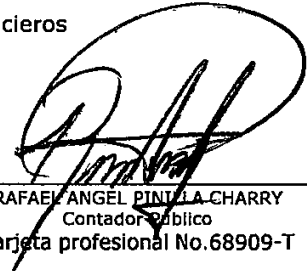


**FUNDACIÓN CARVAJAL**  
**ESTADOS DE FLUJO DE EFECTIVO**  
**POR LOS AÑOS TERMINADOS EL 31 DE DICIEMBRE DE 2019 Y 2018**  
**(En miles de pesos Colombianos)**

Flujo de efectivo por actividades de operación	Nota	2019	2018
<b>Excedente del Ejercicio</b>		<b>\$ 2.629.440</b>	<b>\$ 334.697</b>
Ajustes por:			
Depreciación		281.067	352.304
Provisión y recuperaciones		100.000	(46.694)
Recuperaciones		(215.735)	-
Provisión licencias		569.171	-
Utilidad en venta de inversiones		(2.479.933)	-
Utilidad en venta de activos		(200.000)	(14.766)
<b>Cambios en:</b>			
Deudores comerciales y otras cuentas por cobrar		1.277.183	2.486.177
Cuentas por pagar comerciales y otras cuentas por pagar		38.062	(10.308)
Otros pasivos no financieros		532.603	(586.510)
Beneficio a los Empleados		60.622	67.979
<b>Flujo neto de efectivo procedente de actividades de operación</b>		<b>2.592.480</b>	<b>2.582.879</b>
Compras de Propiedad, planta y equipo		(224.115)	(54.349)
Venta de activos		204.160	95.331
Inversiones		(2.296.762)	(2.348.528)
<b>Flujo neto de efectivo procedente de actividades de Inversión</b>		<b>(2.316.717)</b>	<b>(2.307.546)</b>
Pago de obligaciones financieras		(19.626)	(345.375)
<b>Flujo neto de efectivo procedente de actividades de financiación</b>		<b>(19.626)</b>	<b>(345.375)</b>
Incremento (Disminución) neto de efectivo y equivalentes al efectivo		<b>256.137</b>	<b>(70.042)</b>
<b>Efectivo y equivalentes al inicio del año</b>		<b>4.087.044</b>	<b>4.157.086</b>
<b>Efectivo y equivalentes al final del año</b>		<b>\$ 4.343.181</b>	<b>\$ 4.087.044</b>

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## 1. INFORMACIÓN GENERAL

**Operaciones** - La Fundación Carvajal opera en el Valle del Cauca, fue constituida por documento privado, se le reconoció Personería Jurídica por Resolución No. 03419 del 13 de septiembre de 1977 procedente del Departamento Administrativo Jurídico División Asuntos Delegados de la Nación Gobernación del Valle del Cauca, con una duración indefinida. Durante la vida social de la Fundación se han efectuado algunas modificaciones a los Estatutos, la última reforma se efectuó el 12 de diciembre de 2018, se modificó lo referente a las reuniones no presenciales de Consejo Superior y Junta Directiva y el procedimiento para la elección del Presidente Ejecutivo de la Fundación. Su objeto social principal consiste en: “La FUNDACIÓN CARVAJAL es una organización al servicio de la comunidad, abierta a todos. Está organizada y opera exclusivamente para fines caritativos, con propósitos educativos, culturales, de generación de ingresos y empleabilidad, de trabajo con familias, desarrollo de programas y proyectos de protección integral para niños, niñas, adolescentes y para sus familias y en general para la operación de cualquier programa de bienestar familiar, científicos, defensa y protección del medio ambiente y los recursos naturales, inclusión de personas en situación de debilidad manifiesta o indefensión, garantizar los derechos de las minorías, el derecho a la paz, a la salud, al trabajo, a las manifestaciones artísticas, culturales, deportivas y de promoción de la diversidad étnica colombiana, literarios, desarrollo del deporte aficionado, ejecución de programas de interés público, de cualquier programa comprendido en los planes nacionales y seccionales de desarrollo y para el beneficio de la comunidad en general. Para llevar a cabo estos propósitos la organización, entre otras cosas, investigará, analizará y diseminará información con respecto al desarrollo social y económico, buscará modelos para mejorar el ingreso familiar y las condiciones de vida de las personas; impulsará programas de salud, llevará a cabo actividades que apunten hacia la generación de avances científicos, tecnológicos, culturales y educacionales; asistirá en la solución de problemas relacionados con la población más vulnerable; adelantará acciones encaminadas al manejo y conservación de los recursos naturales y del medio ambiente; proveerá apoyo a las microempresas y a la creación de empleos; adelantará actividades relacionadas con la construcción de vivienda nueva y mejoramientos de vivienda, participará en la construcción de obras de interés público, y celebrará convenios o contratos con los mismos fines, promocionará actividades relacionadas con el deporte aficionado; brindará asistencia pública o social y protección de la vejez y de la infancia; es una organización de caridad y de ayuda mutua, y en general ejercitará todo tipo de actividades sin ánimo de lucro, conforme con sus propósitos”.

### RESUMEN DE LAS PRINCIPALES POLÍTICAS CONTABLES

#### Políticas Contables Generales

##### **Normas Contables Profesionales Aplicables**

A partir del 1 de enero de 2016 la Fundación prepara sus Estados Financieros de acuerdo con las Normas Internacionales de Información Financieras (En Adelante NIIF) para PYMES aceptadas en Colombia, establecidas en la Ley 1314 de 2009. El Gobierno Nacional, posteriormente mediante el Decreto 3022 del 27 de diciembre de 2013, denominado “Marco

Técnico Normativo para los preparadores de información financiera que conforman el Grupo 2º, precisa la aplicación integral de la Norma Internacional de Información Financiera, en la versión de NIIF para Pymes emitida por IASB, para las empresas que tengan activos totales entre 500 y 30.000 SMMLV o personal entre 11 y 200 trabajadores al cierre del ejercicio anterior. La Fundación está ubicada dentro de estos límites, por lo que está obligada a aplicar las NIIF para PYMES. En Colombia las NIIF PYMES corresponden a la versión emitida en español al 31 de diciembre de 2009, por el Consejo de Normas Internacionales de Contabilidad (IASB por sus siglas en inglés).

### **Presentación de estados financieros**

Los presentes estados financieros son presentados de acuerdo con las NIIF para PYMES e incluye la información de la Fundación como una entidad individual. En la preparación de estos estados financieros la Fundación ha aplicado las bases de preparación, las políticas contables, y los juicios, estimaciones y supuestos contables significativos descritos en los apartados 2.2 de Políticas Contables.

Los presentes Estados Financieros se presentan en pesos colombianos y todos los valores se han redondeado a la unidad de mil más próxima (COP\$000), salvo cuando se indique lo contrario.

### **Supuestos Contables**

La Fundación Carvajal, para elaborar sus estados financieros, los estructura bajo los siguientes supuestos contables:

#### **a) Base de causación (o devengo)**

Se reconoce los efectos de las transacciones y demás sucesos cuando ocurren (y no cuando se recibe o paga dinero u otro equivalente al efectivo); así mismo, se registrarán en los libros contables y se informará sobre ellos en los estados de los períodos con los cuales se relacionan.

#### **b) Negocio en marcha**

Se preparan los estados financieros sobre la base que está en funcionamiento, y continuará sus actividades de operación dentro del futuro previsible. Si existiese la necesidad de liquidar o cortar de forma importante la escala de las operaciones de la fundación, dichos estados deberán prepararse sobre una base diferente y, si así fuera, se revelará información sobre la base utilizada en ellos.

### **Bases de medición**

La Fundación Carvajal determina los importes monetarios cuando se reconocen los elementos de los estados financieros, deberá medirlos de acuerdo a las siguientes bases, escogiendo una de las dos:

#### a) Costo histórico

Para los activos, el costo histórico será el importe de efectivo o equivalentes al efectivo pagado, o el valor razonable de la contrapartida entregada para adquirir el activo. Para los pasivos de la Fundación, en el costo histórico se registrará el valor del producto recibido a cambio de incurrir en la deuda o, por las cantidades de efectivo y otras partidas equivalentes que se espera pagar para satisfacer la correspondiente deuda, en el curso normal de la operación.

#### b) Valor razonable

Se reconoce el valor razonable como el importe por el cual puede ser intercambiado un activo, o cancelado un pasivo, entre un comprador y un vendedor interesado y debidamente informado, que realizan una transacción en condiciones de independencia mutua.

### **Moneda funcional y moneda de presentación**

Las partidas incluidas en los Estados Financieros de la Fundación se expresan en la moneda donde opera la entidad (moneda funcional). Los Estados Financieros se presentan en pesos colombianos, que es la moneda funcional y de presentación de la Fundación.

### **Presentación de estados financieros**

#### a) Frecuencia de la información

La Fundación Carvajal presenta un juego completo de estados financieros anualmente, el cual estará conformado por:

- Estado de situación financiera;
- Estado de resultado integral;
- Estado de cambios en el patrimonio;
- Estado de flujo de efectivo y notas de las principales políticas significativas de la empresa.

#### b) Revelaciones en las notas a los estados financieros

Las notas a los estados financieros se presentan de forma sistemática, haciendo referencia a los antecedentes de la Fundación, la conformidad con la normativa internacional, las

partidas similares que poseen importancia relativa se presentan por separado, la naturaleza de sus operaciones y principales actividades; el domicilio legal; su forma legal, incluyendo el dispositivo o dispositivos de ley pertinentes a su creación o funcionamiento y otra información breve sobre cambios fundamentales referidos a incrementos o disminuciones en su capacidad productiva, entre otros.

c) Nota a los estados financieros sobre políticas contables utilizadas por las PYMES

La Fundación Carvajal; presenta normalmente las notas a los estados financieros bajo el siguiente orden:

- a. Declaración de que los estados financieros se elaboraron cumpliendo con la NIIF para las PYMES.
- b. Elaborará un resumen de las políticas contables significativas que se hayan aplicado.
- c. Información adicional que sirva de apoyo para las partidas presentadas en los estados financieros en el mismo orden que se presente cada estado y cada partida; y
- d. Cualquier otra información a revelar que se estime conveniente.

Para asegurar que la nota está completa, deberá repasar el Estado de Situación Financiera y el Estado de Resultado para cada rubro de presentación importante, y verificar la revelación de la política contable.

Los cambios en políticas, métodos y prácticas contables deben ser revelados y debe exponerse el efecto en los estados financieros, su tratamiento se rige por la sección 10, de la NIIF para las PYMES.

## **2. POLITICAS Y PROCEDIMIENTO CONTABLE**

### **1. ACTIVO**

#### **a) Efectivo y Equivalentes al Efectivo (Instrumentos Financieros)**

Se consideran como equivalentes de efectivo, aquellas inversiones a corto plazo de gran liquidez, que son fácilmente convertibles en importes determinados de efectivo, estando sujetos a un riesgo no significativo de cambios en su valor.

Este rubro está compuesto por: Caja general, caja menor, bancos, depósitos a plazo (vencimiento a 3 meses), equivalentes al efectivo, moneda extranjera.

#### **Usos de los Excesos de Disponible:**

- Realizar el prepago de pasivos financieros
- Realizar pago a proveedores obteniendo descuentos

- Colocación en Fiducia o inversión en instituciones vigiladas por la superfinanciera, bajo la modalidad de renta fija
- Los dineros de fondos restringidos se invertirán en la misma forma en que el proyecto o aportante lo contemple.

#### **b) Cuentas por Cobrar (Instrumento Financiero)**

Las cuentas por cobrar son activos financieros no derivados que dan derecho a recaudos fijos o determinables que surgen cuando la Fundación proporciona dinero, bienes o servicios directamente a un deudor sin intención de negociar la cuenta por cobrar.

Las cuentas por cobrar se reconocen por el importe en la factura o contrato, registrando el correspondiente ajuste en caso de existir evidencia objetiva de riesgo de impago por parte del deudor.

Las principales fuentes de generación de deudores provienen de transacciones con:

- Arrendamientos – Bienes inmuebles
- 
- Convenios y/o proyectos:
- 
- Intereses sobre títulos valores

#### **Provisión o Deterioro de Cartera**

El deterioro o provisión de las cuentas por cobrar se revisa y actualiza al cierre de cada año con base en la existencia de evidencia objetiva que la Fundación no podrá cobrar todos los montos vencidos de acuerdo con los términos originales de las cuentas por cobrar.

El monto del deterioro es la diferencia entre el valor en libros del activo y el valor presente de los flujos de efectivo futuros estimados. El valor en libros del activo se reduce reconociendo una provisión y el monto de la pérdida se reconoce con cargo al Estado de Actividades “costos y gastos de operación - deterioro”, cuando este sea materialmente significativo. En el caso que la administración considere que una cuenta por cobrar se considera incobrable, se castiga contra la respectiva provisión de cartera de dudoso recaudo. La recuperación posterior de montos previamente castigados se reconoce en las cuentas de resultado del periodo.

La Fundación calcula el deterioro o provisión sobre las carteras determinando su riesgo de incobrabilidad de cada tipo de cartera así:

- 1) Se identificarán las facturas con deterioro parcial o total.
- 2) La Dirección Administrativa y Financiera autorizará el registro contable del deterioro de la Cartera.
- 3) Se incorporará a la contabilidad los respectivos registros contables.

Los criterios para evaluar posibles deterioros serán los que contempla el decreto 3022 de 2013 en su sección 11 numerales 11.22, 11.23 y 11.24 y a futuro cualquier nueva norma que se expida al respecto.

### **Castigo**

El deudor que haya tenido deterioro reconocido del 100% de su valor será castigado, posterior a la gestión de cobro que haga la fundación de manera directa e indirecta, dichos castigos serán aprobados por la dirección administrativa y reportados a la Presidencia Ejecutiva.

En caso de no contar con evidencia objetivo que permita medir el deterioro del valor de las cuentas por cobrar se podrá calcular a modo de provisión al cierre del ejercicio del periodo contable de la siguiente forma:

- Saldo cartera Vencida mayor a 90 días y menor a 180 días, hasta el 5% de dicho saldo.
- Saldo cartera Vencida mayor a 180 días y menor a 360 días, hasta el 10% de dicho saldo.

Saldo cartera si está vencida mayor a 360 días.

### **Instrumentos Financieros**

Los instrumentos financieros de la Fundación son registrados inicialmente al costo. Los instrumentos financieros de la Fundación son los mencionados en los Activos en los puntos a) y b) y en Pasivos en el punto a), b), c), d) y se reconocen así:

#### **Reconocimiento Inicial**

Al reconocer inicialmente un activo financiero o un pasivo financiero, la Fundación lo mide así:

- Al precio de la transacción, que incluirá los costos de transacción (por ejemplo, comisiones bancarias) excepto en la medición inicial de los activos

y pasivos financieros que se miden al valor razonable con cambios en el resultado.

- En caso de tratarse de una transacción de financiación en relación con la venta de bienes o servicios, si el pago se aplaza más allá de los términos comerciales o se financia a tipo de interés que no es una tasa de mercado, en cuyo caso la Fundación mide el activo financiero o pasivo financiero al valor presente de los pagos futuros descontados.

### **Medición posterior**

Al cierre del ejercicio, la Fundación valoriza los instrumentos financieros, sin deducir los costos de transacción en que pudiera incurrir en la venta u otro tipo de disposición, de la siguiente forma:

1. Los instrumentos de deuda se miden al costo amortizado utilizando el método del tipo de interés efectivo.
2. Los instrumentos de deuda corrientes (activos o pasivos corrientes) se miden al importe no descontado del efectivo u otra contraprestación que se espera pagar o recibir; pero si el acuerdo constituye una transacción de financiación, se valorará al valor presente de los pagos futuros descontados a una tasa de interés de mercado

### **Deterioro**

La Fundación Carvajal reconoce el deterioro en los instrumentos financieros medidos al costo o al costo amortizado. La evaluación del deterioro se realizará al cierre del ejercicio, y la pérdida de valor o su reversión se contabilizarán contra el resultado del ejercicio.

El deterioro se puede registrar en cuenta de compensación o directamente contra el instrumento financiero.

Los hechos o circunstancias que nos indicarían la existencia de deterioro, según la NIIF PYMES, son las siguientes:

- Que existan dificultades financieras significativas en el emisor o del obligado
- Que haya infracciones en el cumplimiento de los contratos;
- Que sea probable que el deudor entre en quiebra o en otra forma de reorganización financiera;
- Que los datos observables que indican que ha habido una clara disminución en los flujos futuros estimados de efectivo; y finalmente,
- Que se hayan producido cambios significativos con efecto adverso en el entorno tecnológico, de mercado, económico o legal del emisor de la deuda.



### Cálculo del deterioro en los instrumentos financieros básicos

Instrumento Financiero	Cálculo del Deterioro
Instrumentos a costo Amortizado	Importe en libros - Valor Presente de flujos de efectivos estimados
Instrumentos medidos a Costo	Importe en libros - Mejor estimación del importe de venta al cierre del ejercicio

#### c) Propiedad Planta y Equipo

La Fundación Carvajal reconoce sus Activos de PROPIEDAD PLANTA Y EQUIPO, cuando: Sea probable que la Fundación obtenga beneficios económicos futuros asociados con el activo y el costo del activo pueda medirse con fiabilidad.

La propiedad, planta y equipo se compone principalmente por:

- Inmuebles (Terrenos y Edificios)
- Vehículos
- Maquinaria y Equipo
- Muebles de oficina y equipo de cómputo.

#### Medición Inicial

- La Fundación Carvajal mide inicialmente al costo los elementos de Propiedad Planta y Equipo, estará compuesto por:
  - 1) El precio de adquisición (honorarios legales y de intermediación, aranceles de importación e impuestos recuperables) después de deducir los descuentos comerciales y rebajas
  - 2) todos los costos atribuibles a la ubicación de los activos en el lugar y condiciones necesarias para que pueda operar.
  - 3) la estimación inicial de costos de desmantelamiento o retiro, así como la rehabilitación del lugar sobre el que se asienta (es decir el mismo costo del punto 2).
- El costo de un elemento de propiedad planta y equipo será el precio equivalente en efectivo en la fecha de reconocimiento. Si el pago se aplaza más allá de los

términos normales de crédito, la Fundación no incluirá el costo financiero en la Propiedad, planta y Equipo, este se registrará en los resultados del período.

#### Medición Posterior

<b>Activo</b>	<b>Años</b>
Inmuebles (Terrenos y Edificios)	40
Maquinaria y equipo	10
Equipo de oficina	10
Equipo de transporte	5
Equipo de cómputo	5

- Después del reconocimiento inicial la Fundación Carvajal usará el modelo costo-depreciación.
- La Fundación reconoce la ganancia o pérdida por la baja en cuentas de un activo de propiedad planta y equipo en el resultado del periodo contable que se produjo.
- La Fundación reconoce el cargo por depreciación de la propiedad, planta y equipo que posee, en el resultado del período contable.

## 2. PASIVOS

### a) Cuentas por Pagar (Instrumento Financiero)

#### Medición Inicial

- La Fundación reconoce una cuenta y documento por pagar cuando se convierte en una parte del contrato y como consecuencia de ello, tiene la obligación legal de pagarlo (sección 11.12)
- La Fundación mide inicialmente una cuenta y documento por pagar al precio de la transacción incluidos los costos de ella.
- La Fundación mide la cuenta y documento por pagar al valor presente de los pagos futuros descontados a una tasa de interés de mercado para este tipo de pasivos financieros, siempre y cuando el acuerdo constituye una transacción de financiación (Sección 11 p 11.13)

### Medición Posterior

- La Fundación mide las cuentas y documentos por pagar al final de cada periodo al costo amortizado utilizando el método del interés efectivo cuando estas sean a largo plazo.
- La Fundación evalúa las estimaciones de pagos y se ajusta el importe en libros de las cuentas y documentos por pagar para reflejar los flujos de efectivos reales y estimados.

### **b) Provisiones**

En la preparación de Estados Financieros la Fundación realiza juicios estimaciones y asunciones que podrían afectar los valores de ingresos, gastos, activos y pasivos reportados a la fecha de los Estados Financieros, incluyendo las revelaciones respectivas. Aun cuando pueden llegar a diferir de su efecto final, la Fundación considera que las estimaciones y supuestos utilizados fueron los adecuados en cada una de las circunstancias.

Dentro de las principales estimaciones y juicios contables tenemos:

- i) Deterioro de activos financieros,
- ii) Pasivos contingentes.

### **c) Obligaciones Laborales**

#### Medición Inicial

- La Fundación registra un pasivo por beneficios a corto plazo que son los beneficios a los empleados cuyo pago será totalmente atendido en la terminación de los 12 meses y
- Las ganancias o pérdidas actuariales pueden ser reconocidas en el resultado o en el otro resultado integral

#### **Beneficios a Empleados**

**Beneficios a Corto Plazo:** Son Cesantías, intereses de las cesantías, vacaciones, primas legales y cualquier otra prestación extralegal que se pague dentro del mismo año.

Estos beneficios se registran por el valor de la transacción en el estado de resultados en que se incurran o causen.

**Beneficios de largo plazo:** se registra mediante el establecimiento de un cálculo actuarial que mida el valor presente de los pagos futuros, los cambios en los cálculos actuariales se llevarán a resultados.

#### d) Préstamos a Empleados

Medición Inicial

- La Fundación mide los préstamos inicialmente al precio de la transacción, es decir, al costo y los demás gastos inherentes a él (Sección 11 p 11.13).

Clases de créditos a empleados que existen en la fundación

Descripción	Clasificación
Calamidad doméstica	Corriente > 1 año
Educación	Corriente < 1 año
Vivienda	No corriente > 1año

### 3. PATRIMONIO

- El Patrimonio de la Fundación Carvajal fue constituido por un fondo social para cumplir con destinación específica.
- Los Excedentes de la Fundación se manejarán así:

Para dar cumplimiento a las normas fiscales que generan exoneración de impuesto de renta, la Fundación deberá registrar sus excedentes en una de las siguientes alternativas:

**Asignación Permanente:** En cuyo caso el valor designado se manejará en una cuenta patrimonial de reservas.

**Asignación a proyectos especiales:** En cuyo caso el valor designado inicialmente se manejará en una cuenta patrimonial de reserva para futuros proyectos, los desembolsos que estos proyectos generen se cargaran a esta reserva.

Las decisiones que se tomen con respecto a los excedentes deberán ser incluidos en el acta del Consejo Superior que apruebe los estados financieros del año terminado y la cual se debe celebrar antes de que se venzan los plazos para la presentación de la declaración de renta según las normas fiscales.

## 4. INGRESOS

### Medición Inicial

La FUNDACIÓN genera ingresos provenientes de: Dividendos, intereses en inversiones, arrendamientos, consultorías, capacitaciones, transferencias, donaciones, pauta, venta de vivienda de interés social, venta de activos fijos, y otros.

Para los ingresos recibidos de terceros con destinación específica para proyectos estos se manejarán de acuerdo con lo que establezca el convenio. Para mayor definición se estableció una política que se llama: registro y medición de los dineros recibidos de terceros.

- **Los ingresos asociados con las donaciones deben reconocerse** Si la donación es derivada de un convenio se reconoce inicialmente como ingreso, pero al cierre del ejercicio o de los ejercicios intermedios deberá reconocerse solo el ingreso proporcional a la parte ejecutada del mismo convenio. Si se recibe a título de donación sin ninguna contraprestación se reconoce como donación cuando se vuelva efectiva la consignación. Todas las donaciones deben consignarse en cuentas bancarias de la Fundación, ningún empleado de la Fundación podrá recibir donaciones en efectivo para la Fundación si no está debidamente autorizado por la Presidencia Ejecutiva. y para las donaciones en especie se debe verificar su valoración teniendo en cuenta los precios de mercado de los bienes que se reciben como donación.
- Los ingresos asociados a prestaciones de servicios: La Fundación Carvajal reconoce como ingresos en su estado de resultados las transacciones que involucren servicios y que se puedan medir con fiabilidad. El resultado de una transacción puede ser estimado con fiabilidad cuando se cumplan con las siguientes condiciones:
  - Cuando exista una orden de facturación – FORGF011 y FORGF012
  - Cuando exista un contrato de prestación de servicios
  - Cuando producto de un convenio se destinen recursos a cubrir los gastos administrativos.
- **Los ingresos asociados con los arrendamientos deben reconocerse cuando:** Es probable que la Fundación obtenga beneficios económicos asociados a la transacción. El importe de los arrendamientos puede ser medido de forma fiable, los ingresos por arrendamientos operativos (excluyendo los importes por servicios tales como seguros o mantenimiento) se reconocen en resultados en la medida que el contrato estipule la causación del ingreso de acuerdo al contrato de arrendamiento suscrito.

## 5. GASTOS

La Fundación Carvajal clasifica los gastos operacionales por el **método de la función** de los gastos, este método presenta las partidas de acuerdo a su función como parte del costo de venta o como costo de actividades de distribución o de administración.

La Fundación Carvajal clasificará los gastos operacionales así:

- La empresa reconoce un gasto, cuando surja un decremento en los beneficios económicos futuros en forma de salida o disminuciones del valor de activos o bien el surgimiento de obligaciones, además que pueda ser medido con fiabilidad.
- Son gastos operacionales todos lo que se relacionen directamente con el objeto social principal de la fundación.

### Medición

Los gastos operacionales y no operacionales miden al costo de los mismos que puedan medirse de forma fiable.

## 3. EFECTIVO Y EQUIVALENTES EN EFECTIVO

	2019	2018
Efectivo y bancos	<u>\$4.343.181</u>	<u>\$4.087.044</u>

Al 31 de diciembre de 2019 y 2018 no existen restricciones sobre el uso de efectivo y equivalentes de efectivo.

## 4. CUENTAS COMERCIALES POR COBRAR Y OTRAS CUENTAS POR COBRAR

	2019	2018
<b><u>Corto Plazo</u></b>		
Cuentas comerciales por cobrar	\$3.899.479	\$3.105.334
Inversantamónica	2.332.999	2.332.999
Provisión para cuentas de cobro dudoso	<u>(179.312)</u>	<u>157.359)</u>
Arrendamiento operativo por cobrar		
Anticipo	31.556	30.899
Impuestos	307.473	266.215
Préstamos a Empleados	77.649	48.083
Otras cuentas por cobrar	<u>194.354</u>	<u>82.098</u>
Sub Total	<u><b>\$6.664.198</b></u>	<u><b>\$5.708.269</b></u>

Cuentas por cobrar Largo Plazo a Inversantamonica (*)	<u>20.997.434</u>	<u>23.330.546</u>
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Total	<u><b>\$27.661.632</b></u>	<u><b>\$29.038.815</b></u>
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(\*) La variación de \$4.666 corresponde al abono a capital por \$2.333 y reclasificación al corto plazo por \$2.333.

El movimiento de la provisión para cuentas dudosas es el siguiente:

	<b>2019</b>	<b>2018</b>
Saldo al inicio del año	\$157.359	\$363.785
Castigos de cartera	(78.047)	(253.120)
Provisiones	<u>100.000</u>	<u>46.694</u>
Saldo al final del año	<u><b>\$179.312</b></u>	<u><b>\$157.359</b></u>

(\*) Las principales variaciones corresponden al castigo de cartera de las cuentas por cobrar a personas naturales.

## 5. INVERSIONES PERMANENTES

Nombre de la Compañía	Actividad principal	Proporción de participación accionaria y poder de voto	2019		2018	
			Costo Inversión	Proporción de participación accionaria y poder de voto	Costo Inversión	Proporción de participación accionaria y poder de voto
A Carvajal	Servicios Financieros	23%	207.056.884	23%	207.056.884	
B Inversantamonica	Actividades Inmobiliarias	23%	51.664.385	23%	51.664.385	
C Carvajal Propiedades e Inversiones S.A	Inmobiliario	21%	38.491.626	21%	38.491.626	
D Cartón Colombia S.A.	Industria	0,00%	-	0,25%	242.183	
E Fondo Nacional de Garantías	Actividades Financieras	3%	123.978	3%	123.978	
F Cemex Colombia S.A.	Industria	0%	164	0%	164	
G Cemex Argos S.A.	Industria	0%	84	0%	84	
<b>Sub total</b>			<u><b>297.337.121</b></u>		<u><b>297.579.304</b></u>	
H Fondo Patrimonial	Fiducias		7.367.406		2.348.528	
<b>Total</b>			<u><b>\$ 304.704.527</b></u>		<u><b>\$ 299.927.832</b></u>	

## 6. PROPIEDAD, PLANTA Y EQUIPO

	Terrenos y edificios	Maquinaria Y Equipo	Equipo de Oficina	Equipo de Computo	Vehiculos	Total
<b>Costo</b>						
01 de enero de 2018	\$9.153.132	\$1.387.716	\$1.570.643	\$1.536.544	\$276.342	\$13.924.379
Adiciones	0	1.580	16.956	35.813	0	\$54.349
Disposiciones	0	(145.535)	0	0	(47.853)	(193.387)
31 de diciembre de 2018	<u>\$9.153.132</u>	<u>\$1.243.762</u>	<u>\$1.587.599</u>	<u>\$1.572.357</u>	<u>\$228.490</u>	<u>\$13.785.340</u>
Adiciones 2019	-	1.395	0	222.720	0	224.115
Disposiciones	(66.059)	(25.635)	0	0	0	(91.694)
31 de diciembre de 2019	<u>\$9.087.073</u>	<u>\$1.219.521</u>	<u>\$1.587.599</u>	<u>\$1.795.077</u>	<u>\$228.490</u>	<u>\$13.917.760</u>
<b>Depreciación acumulada</b>						
01 de enero de 2018	\$773.703	\$1.268.816	\$1.272.863	\$1.282.422	\$239.062	\$4.836.866
Depreciación anual	124.999	37.935	131.321	48.169	9.880	352.304
Menos depreciación acumulada de los activos dispuestos	-	(92.021)	0	0	(20.801)	(112.822)
31 de diciembre de 2018	<u>\$898.702</u>	<u>\$1.214.730</u>	<u>\$1.404.184</u>	<u>\$1.330.591</u>	<u>\$228.141</u>	<u>\$5.076.349</u>
Depreciación anual	118.304	61.411	67.095	33.908	348	281.067
Menos depreciación acumulada de los activos dispuestos	-	(25.635)				(25.635)
31 de diciembre de 2019	<u>\$1.017.006</u>	<u>\$1.250.506</u>	<u>\$1.471.280</u>	<u>\$1.364.499</u>	<u>\$228.490</u>	<u>\$5.331.780</u>
<b>Provisión bienes muebles</b>						
01 de enero de 2018	74.695	-	-	-	-	74.695
31 de diciembre de 2018	74.695	-	-	-	-	74.695
activos dispuestos	(61.899)	-	-	-	-	(61.899)
31 de diciembre de 2019	<u>\$12.796</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$12.796</u>
Valor neto en libros al 31 de diciembre de 2018	<u>8.179.735</u>	<u>29.032</u>	<u>183.415</u>	<u>241.766</u>	<u>348</u>	<u>8.634.296</u>
Valor neto en libros al 31 de diciembre de 2019	<u>8.057.270</u>	<u>-30.985</u>	<u>116.320</u>	<u>430.578</u>	<u>0</u>	<u>8.573.184</u>



No existe ningún tipo de restricción sobre el dominio de la Propiedad, Planta y Equipo, ni sobre los flujos de efectivo por ellos generados.

## 7. OBLIGACIONES FINANCIERAS

	2019	2018
Pasivo corriente		
Otros (Tarjetas de crédito)	-	19.626
<b>Total</b>	<b>\$ -</b>	<b>\$ 19.626</b>

## 8. CUENTAS COMERCIALES POR PAGAR Y OTRAS CUENTAS POR PAGAR

	2019	2018
Cuentas comerciales por pagar	\$ 807.480	\$ 816.757
Otras cuentas por pagar (Impuestos, y acreedores varios)	658.171	610.832
Provisiones (i)	911.281	342.110
<b>Total</b>	<b>\$ 2.376.932</b>	<b>\$ 1.769.699</b>

- (i) Corresponde a la provisión para el pago de licencia de construcción de los centros de servicios Poblado, Vallado y Casona \$708.584 - provisión por reclamación de Constructora Limonar para la construcción de una vía en el Vallado \$142.110 y otras provisiones por \$60.587.

## 9. OTROS PASIVOS

	2019	2018
Ingresos recibidos por anticipado (i)	\$ 2.298.746	\$ 1.770.133
Saldo de convenios y anticipos	3.990	-
<b>Total</b>	<b>\$ 2.302.736</b>	<b>\$ 1.770.133</b>

- (i) A continuación, se detallan los principales proyectos que conforman los ingresos recibidos por anticipado:

	<b>2019</b>	<b>2018</b>
Hacia Allá Vamos 2	\$ 500.373	\$ 369.992
Trafigura Fortalecimiento	288.153	267.859
Activa Buenaventura - USAID	360.925	73.143
Otros de Menor Cuantía	190.816	258.880
Bonos de Impacto Social 2019	168.000	-
ICBF MAS - Limmat Stiftung	162.334	-
Sena	141.396	77.542
Scope – Cuso	118.826	443.878
Emprendimiento Alto Impacto - Alcaldía Cali	64.420	-
Fortalecimiento de Mujeres Activas - FAMA	53.250	-
Aula Global - Alcaldía de Cali	50.699	-
Clima Escolar - Alcaldía de Cali	48.500	-
Comfandi Empleabilidad	41.800	-
Metodologías Flexibles - Alcaldía de Cali	41.569	-
Educación Inclusiva 2019 - Gobernación	45.075	70.000
Encadenamientos Productivos Inclusivos	4.249	68.839
Aceleración y Brújula - Dividendo	-	60.000
Llano Verde - Fonvivienda	18.361	50.000
Saberes Limmat	-	30.000
<b>Total</b>	<b><u>\$ 2.298.746</u></b>	<b><u>\$ 1.770.133</u></b>

## 10. BENEFICIOS A EMPLEADOS

El valor de las obligaciones de la Fundación por este concepto a 31 de diciembre de 2019 y 2018, corresponden a:

	<b>2019</b>	<b>2018</b>
Cesantías	\$ 268.162	\$ 223.892
Intereses sobre cesantías	30.556	26.208
Vacaciones	244.220	214.190
Otras obligaciones post-empleos	-	215.735
<b>Total</b>	<b><u>\$ 542.938</u></b>	<b><u>\$ 680.025</u></b>

Otros beneficios a empleados a largo plazo	1.011.117	1.029.143
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(\*) El valor de las obligaciones de la Fundación por el concepto de beneficios a empleados post-empleo a largo plazo se determinó con una valoración actuarial integral realizada por la empresa SQL informática, actuario Helbert Jiménez.

Este beneficio post-empleo corresponde a la obligación adquirida por la FUNDACIÓN Carvajal con 23 empleados.

A continuación, se muestra una conciliación entre los saldos iniciales y los saldos finales del pasivo por beneficios definidos:

	2019	2018
<b>Valor al inicio del periodo</b>	<b>\$ 1.029.143</b>	<b>\$ 1.093.487</b>
Incluido en el resultado del período		
Costos por interés	-	-
Incluido en otros resultados integrales		
Ganancia (pérdida) actuarial debido a:		
Experiencia	(18.026)	(64.344)
Cambio en factores de conmutación	-	-
Otros		
Beneficios pagados	-	-
<b>Valor final del periodo</b>	<b>\$ 1.011.117</b>	<b>\$ 1.029.143</b>

Supuestos	2019	2018
Tasa de descuento	4,08%	5,09%
Tasa de incremento pensional	3,18%	4,09%
Tasa anual de inflación	3,50%	3,30%
Tasa de mortalidad - Colombia	Tabla RV08	Tabla RV08

## 11. PATRIMONIO

	2019	2018
Efecto adopción Niif	\$ 296.704.017	\$ 296.704.017
Excedentes acumulados	28.732.053	28.397.356
Reservas	10.983.091	10.983.091
Excedente del ejercicio	2.629.440	334.697
Fondo social	200	200
<b>Total</b>	<b>\$ 339.048.801</b>	<b>\$ 336.419.361</b>

## 12. INGRESOS

A continuación, se presenta un análisis de los ingresos del período de la Compañía para operaciones que continúan:

	2019	2018
Actividades de servicio comunitario y social	\$ 9.977.522	\$ 7.976.957
Dividendos de sociedades (*)	6.272.575	5.681.621
Enseñanza	653.066	1.864.758
Alquiler	1.432.922	1.246.581
Recuperaciones de gastos operacionales	111.518	272.990
<b>Total</b>	<b>\$ 18.447.603</b>	<b>\$ 17.042.907</b>

(\*) Los dividendos se recibieron de: (i) Carvajal S.A. \$6.139.836, (ii) Cartón de Colombia S.A. \$94.069 y (iii) Fondo de Garantías S.A. Confe \$38.670.

## 13. OTROS INGRESOS

	2019	2018
Financieros	\$ 1.096.233	\$ 1.251.715
Utilidad en venta de acciones	2.479.933	-
Utilidad en venta y retiro de bienes	200.000	14.766
Eliminación prest. extralegal quinquenio	215.735	-
Diversos	13.692	4.959
<b>Total</b>	<b>\$ 4.005.593</b>	<b>\$ 1.271.440</b>

## 14. COSTOS FINANCIEROS

	2019	2018
Intereses por sobregiros y préstamos bancarios	\$ 318	\$ 19.061
Otros gastos por interés	68.358	43.856
<b>Total</b>	<b>\$ 68.676</b>	<b>\$ 62.917</b>

## 15. GASTOS DE ADMINISTRACION

	2019	2018
De personal	\$ 1.249.676	\$ 1.739.228
Servicios	139.873	160.526
Depreciaciones	43.714	76.454
Honorarios	34.868	40.991
Diversos	36.470	39.032
Impuestos	2.691	6.656
Arrendamientos	589	5.005
Mantenimientos y reparaciones	290	2.866
Gastos Legales	1.174	2.113
Gastos de viaje	285	405
Seguros	5.524	282
<b>Total</b>	<b>\$ 1.515.154</b>	<b>\$ 2.073.558</b>

## 16. COSTOS

	2019	2018
De personal	\$ 8.266.189	\$ 6.019.389
Servicios	2.154.368	3.535.718
Honorarios	2.485.793	2.087.500
Diversos (i)	2.432.308	1.815.955
Gastos Legales	780.293	466.722
Impuestos	344.985	316.868
Depreciaciones	237.353	275.850
Contribuciones y afiliaciones	190.577	252.047
Arrendamientos	272.417	244.973
Gastos de viaje	294.880	186.663
Seguros	72.712	86.117
Mantenimientos y reparaciones	27.920	16.272
<b>Total</b>	<b>\$ 17.559.795</b>	<b>\$ 15.304.074</b>

(i) Los gastos diversos se componen por:

	2019	2018
Suministros Generales	\$ 1.169.172	\$ 726.862
Transporte En Taxis Y Buses	423.410	388.755
Servicio De Casino Y Restaurante	306.788	1.664
Suministros Y Partes De Tecnología	152.627	63.056
Suministros de Alimentos	120.675	476.311
Provisión Deudores	100.000	46.694

Papelería General	71.876	24.568
Fotocopias	42.496	35.539
Combustibles Y Lubricantes	23.615	22.236
Otros Gastos Diversos	12.053	8.292
Suministros Materiales De Construcción	7.848	8.341
Libros, Suscripciones, Periódicos Y Revistas	1.748	1.416
Donaciones	-	2.600
Comisiones Bancarias	-	9.494
Becas Y Asistencia Social	-	127
<b>Total</b>	<b>\$ 2.432.308</b>	<b>\$ 1.815.955</b>

## 17. OTROS EGRESOS

	2019	2018
Donaciones	\$ 617.756	\$ 440.669
Gastos no deducibles	62.375	98.432
<b>Total</b>	<b>\$ 680.131</b>	<b>\$ 539.101</b>

## 18. INSTRUMENTOS FINANCIEROS

**Gestión de riesgo en la tasa de interés** - La Fundación Carvajal se encuentra expuesta a riesgos en la tasa de interés debido a que toma dinero en préstamo a tasas de interés variables. El riesgo es manejado por la Compañía realizando prepago de la deuda.

**Gestión de riesgo cambiario** - La Compañía realiza transacciones denominadas en moneda extranjera; en consecuencia, se generan exposiciones a fluctuaciones en la tasa de cambio. Las exposiciones a la tasa de cambio son manejadas dentro de los parámetros de las políticas aprobadas utilizando contratos sobre moneda extranjera.

Los importes en libros de los activos monetarios denominados en moneda extranjera al final del periodo sobre el que se informa son los siguientes:

	Activos	
	2019	2018
En dólares americanos	\$ 48.509	\$ 48.170

## 19. ACTIVOS Y PASIVOS CONTINGENTES

La Fundación Carvajal no es parte demandada en ninguna acción legal que implique el supuesto incumplimiento de la entidad en el suministro de bienes y/o servicios de conformidad con los términos contractuales.

La Fundación Carvajal no tiene demandas pendientes contra ningún proveedor con referencia al suministro de productos defectuosos.

## 20. IMPUESTO A LAS GANANCIAS

Las disposiciones fiscales vigentes aplicables a la Fundación estipulan que:

- (a) Los contribuyentes del régimen tributario especial están sometidos al impuesto de renta y complementarios a la tarifa del 20% sobre el beneficio neto o excedente, no obstante, para la Fundación dicho beneficio se considera renta exenta, toda vez que éstos serán reinvertidos en programas de gestión social y de interés general de acceso a la comunidad, conforme a los Artículos 19, 356 y 358 del Estatuto Tributario Nacional.
- (b) La Fundación no está sometida a renta presuntiva por pertenecer al régimen tributario especial, no es contribuyente del impuesto a la riqueza, ni del impuesto sobre la renta para la Equidad CREE conforme a los Artículos 191 y 293-2 del Estatuto Tributario y el artículo 20 de la Ley 1607 de 2012.
- (c) En 2016 aplican para efectos fiscales, las referencias a las normas contables contenidas en las normas tributarias conforme a la Ley 1607 de 2012; a partir del año 2017 con la expedición de la Ley 1819, la determinación del impuesto de renta se realizará conforme a los marcos técnicos normativos contables vigentes en Colombia, cuando la ley tributaria remita expresamente a ellas y en los casos en que esta no regule la materia.
- (d) Las declaraciones de impuestos están soportadas por el libro tributario previsto en el Artículo 4 del Decreto 2548 de 2014 así como todos los documentos, externos e internos y comprobantes que evidencian la realidad de las operaciones desarrolladas.
- (e) Para permanecer y tener la calificación dentro del régimen tributario especial la Fundación deberá cumplir con los procedimientos que la Dirección de Impuestos y Aduanas Nacionales defina, junto con los documentos establecidos por el Gobierno Nacional mediante Decreto. Los contribuyentes del régimen tributario especial se encuentran contemplados en el Artículo 140 y la calificación al régimen en el Artículo 148 de la Ley 1819 de 2016.

- (f) Los contribuyentes del régimen tributario especial están sometidos al régimen de renta por comparación patrimonial. La Reforma consagró que cuando el beneficio neto o excedente exento determinado de conformidad del Artículo 357 del Estatuto Tributario, resultare inferior a la diferencia entre el patrimonio líquido del último periodo gravable y el patrimonio líquido del periodo inmediatamente anterior, dicha diferencia se considera renta gravable, a menos que se demuestre que el aumento patrimonial obedece a causas justificativas. Lo anterior conforme al Artículo 151 de la Ley 1819 de 2016.

Las declaraciones del impuesto de renta pueden ser revisadas por las autoridades de impuestos dentro de los 2 años siguientes a la fecha de presentación o corrección; la Ley 1819 de 2016 extendió a partir del año 2017, el término general de firmeza de las declaraciones tributarias a 3 años, a partir de la fecha del vencimiento para declarar o a partir de la fecha de su presentación, cuando estas hayan sido presentadas de forma extemporánea.

**FUNDACION CARVAJAL  
DETERMINACION DEL BENEFICIO NETO  
POR EL AÑO GRAVABLE 2019**

<b>INGRESOS</b>	▾ 2019	▾ 2018
<b>Total ingresos de cualquier naturaleza</b>	22.453.196	18.314.347
- Ingreso contable por venta de activos e inversiones	(2.679.933)	(14.766)
- Otras recuperaciones	-	(270.979)
+ Intereses personas naturales	-	1.342
- ingresos dividendos certificados como NR ni GO	(6.272.575)	(5.681.621)
<b>TOTAL INGRESOS (1)</b>	<b>13.500.688</b>	<b>12.348.323</b>
<b>EGRESOS</b>		
<b>Total de costos y gastos contables</b>	<b>19.823.756</b>	<b>17.979.651</b>
Depuración de costos y gastos		
- Gastos no deducibles	(223.093)	(305.521)
- Impuesto de Vehículo	(1.232)	(2.786)
- Otros Impuestos	-	
- Depreciación por el año 2019	(281.067)	(352.304)
- Amortizaciones y deterioros por el año 2019	-	(4.000)
- Costos y gastos vigencias anteriores	(614.446)	(982.392)
- Gravamen al Movimiento Financiero no deducible	(94.539)	(89.179)
- Multas sanciones y litigios	-	(23.790)
- Donaciones no deducibles	(41.512)	(47.447)
<b>TOTAL COSTOS Y GASTOS DEDUCIBLES (2)</b>	<b>18.567.867</b>	<b>16.172.232</b>
<b>PERDIDA FISCAL NETA DEL AÑO (1) - (2)</b>	<b>(5.067.179)</b>	<b>(3.823.909)</b>

\*1 Gastos de personal no deducible las conciliaciones laborales

\*2 Gastos sin soporte contable necesario para ser deducible.

\*3 Gastos sin soporte de seguridad social - No deducible.



## 21. COMPROMISOS

La Fundación Carvajal al cierre del 2019 tiene convenios celebrados los cuales pasarán a periodos siguientes:

**Proyecto Fortalecimiento Trafigura:** El 01 de Julio de 2017 la Fundación Carvajal, realizó un convenio con Trafigura Foundation, el cual tiene como objeto la mejora de las condiciones de vida en Buenaventura mediante el fortalecimiento de microempresarios de áreas altamente vulnerables, con una duración de 36 meses. El valor del convenio es de \$1.902.400MM. A diciembre 31 de 2019 se ejecutó \$1.661.134MM.

**Proyecto Competencias ciudadanas semilleros:** El 12 de diciembre de 2017 la Fundación realizó el convenio de asociación N°. 4143.0.10.018-2017 con el Municipio de Santiago de Cali con duración de 24 meses, el cual tiene por objeto realizar acciones de acompañamiento con la comunidad educativa para el fortalecimiento de la competencia ciudadana. El valor del convenio es de \$946.488MM. A diciembre de 2019 ejecutó la totalidad del convenio.

**Proyecto formación a formadores arte y cultura:** El 14 de diciembre de 2017 la Fundación realizó el convenio de asociación N°. 4148.010.27.2.070-2017 con el Municipio de Santiago de Cali con duración de 24 meses, el cual tiene por objeto realizar acciones de acompañamiento formativo en arte y cultura para fortalecer competencias ciudadanas. El valor del convenio es de \$1.033.692MM. A diciembre de 2018 se ejecutó la totalidad del convenio.

**Proyecto empleos para construir futuro:** El 08 de agosto de 2016 la Fundación Carvajal realizó un convenio con CUSO Internacional, el cual tiene por objeto Contribuir a mejorar la calidad de vida de población vulnerable a través del fortalecimiento en la oferta de servicios y de calidad para la formación de la población desempleada que presenta dificultades para ingresar el mercado laboral en las ciudades de Cali y Buenaventura, con una duración de 36 meses. El valor del convenio es de \$3.000.000MM. A diciembre 31 de 2019 se ejecutó \$2.947.674MM.

**Laboratorio de paz:** El 01 de enero de 2017 la Fundación Carvajal realizó un convenio con ACTEC SBL, el cual tiene por objeto Inclusión social y económica de las poblaciones vulnerables en Colombia gracias al moderador transformador MicroMBA de ACTEC en conformidad al dossier del Programa ACTEC-Un Oficio para todos 2017-2021., con una duración de 60 meses. El valor del convenio es de \$ 1.770.668MM. A diciembre 31 de 2019 se ejecutó \$ 1.258.726MM.

**Convenio derivado 03 de ampliación de cobertura:** El 24 de Enero de 2018 la Fundación Carvajal realizó un convenio con Servicio Nacional de Aprendizaje -SENA, el cual tiene por objeto Realizar acciones de formación aunando esfuerzos, capacidades y conocimientos para el desarrollo de programas de formación profesional integral, en el marco del Programa de Ampliación de Cobertura, con el fin de formar a un mayor número de colombianos, mediante alianzas celebradas entre el SENA y las Entidades

de Formación para el Trabajo y el Desarrollo Humano, inscritas en el Banco de Instituciones Educativas, con una duración de 15 meses. El valor del convenio es de \$ 683.410MM. A diciembre 31 de 2019 se ejecutó \$ 683.410MM.

**Convenio derivado 04 de ampliación de cobertura:** El 28 de Febrero de 2019 la Fundación Carvajal realizó un convenio con Servicio Nacional de Aprendizaje -SENA, el cual tiene por objeto Realizar acciones de formación aunando esfuerzos, capacidades y conocimientos para el desarrollo de programas de formación profesional integral, en el marco del Programa de Ampliación de Cobertura, con el fin de formar a un mayor número de colombianos, mediante alianzas celebradas entre el SENA y las Entidades de Formación para el Trabajo y el Desarrollo Humano o de educación superior, inscritas en el Banco de Instituciones Educativas en la regional Valle, con una duración de 15 meses. El valor del convenio es de \$ 865.964MM. A diciembre 31 de 2019 se ejecutó \$ 724.568MM.

**Bonos de impacto social II-Corporación Inversor:** El 11 de abril de 2019 la Fundación Carvajal realizó un convenio de colaboración con la Corporación Inversor, el cual tiene por objeto aunar esfuerzos técnicos, económicos y humanos con el fin de prestar a la corporación Inversor los servicios de convocatoria, preselección, perfilamiento, orientación, apoyo psicosocial, formación, colocación laboral efectiva, entendida como la colocación laboral formal comprobada y verificada, y acompañamiento post colocación para la retención de seis meses, y la evaluación general de la intervención a las personas identificadas como elegibles para el proyecto. con una duración de 15 meses. El valor del convenio es de \$831.374MM. A diciembre 31 de 2019 se ejecutó \$490.167MM.

**Bonos de impacto social II-Organización Internacional para las Migraciones-OIM:** El 28 de agosto de 2019 la Fundación Carvajal realizó un convenio de implementación con OIM-Organización Internacional para las Migraciones, el cual tiene por objeto la realización de una estrategia de formación y vinculación laboral a través de la estrategia de Bonos de Impacto social-BIS a población auto reconocida como afrocolombiana y/o indígenas de la ciudad de Cali, con una duración de 10 meses. El valor del convenio es de \$149.995MM. A diciembre 31 de 2019 se ejecutó \$58.225.

**Modelo de Acompañamiento Situado (MAS):** El 02 de mayo de 2019 la Fundación Carvajal realizó aceptó la propuesta de cualificación de agentes educativos y madres comunitarias y vinculación al fondo ICETEX - ICBF Contrato interadministrativo 1622 de 2018, el cual tiene por objeto contribuir al mejoramiento de la calidad de la educación inicial de las niñas y los niños, por medio del reconocimiento, acompañamiento y transformación de las prácticas pedagógicas de las agentes educativas, con una duración inicial de 7 meses y una reasignación de actividades para el 2020. El valor del convenio es de \$ 2.136.473 MM. A diciembre 31 de 2019 se ejecutó \$ 1.856.868 MM.

**Acuerdo de Cooperación No. 72051419CA00002 Activa Buenaventura:** el 30 de noviembre de 2018 la Fundación Carvajal firmo un convenio de Cooperación con la

Agencia de los Estados Unidos para el Desarrollo Internacional "USAID" el cual tiene como objetivo general la implementación del Modelo de Marco de Participación Ciudadana "Activa Buenaventura", que busca generar condiciones adecuadas para la gobernabilidad democrática a través de tres (3) estrategias: liderazgo colectivo, incidencia en políticas públicas y gobierno abierto; cuya vigencia es del 01/02/2019 a 31/01/2024, el valor del convenio es de \$10.154.602 MM. A diciembre 31 de 2019 se ejecutó \$1.234.697MM

**Fortalecimiento de Mujeres Activas (FAMA) 2019:** El 02 de julio de 2019 la Fundación Carvajal firmo el Convenio de Donación 12066 con Limmat Stiftung y la Corporación Urrea Arbeláez, el cual tiene como objetivo Contribuir a la mejora del nivel socioeconómico de mujeres en situación de vulnerabilidad del Distrito de Buenaventura, con una duración de 10 meses, el valor del convenio es de \$317.800 MM. A diciembre 31 de 2019 se ejecutó \$85.036 MM.

**Contrato derivado de ampliación de cobertura:** El 29 de noviembre de 2019 se firma Adición y prorroga al contrato de aporte suscrito entre el Instituto Colombiano de Bienestar Familiar – ICBF adscrito al Centro Zonal SUR y Fundación Carvajal el cual tiene por objeto Cualificar el esquema operativo de los hogares comunitarios de bienestar - HCB, Focalizados por el ICBF de conformidad con las directrices, lineamientos y parámetros establecidos por ICBF, en armonía con la política de estado para el desarrollo integral a la primera infancia de cero a siempre, con una duración de 2 meses. El valor de la adición del contrato de aporte No 76.26.18.879 es de \$130.534MM.

**Contrato derivado de ampliación de cobertura:** El 29 de noviembre de 2019 se firma Adición y prorroga al contrato de aporte suscrito entre el Instituto Colombiano de Bienestar Familiar – ICBF adscrito al Centro Zonal Suroriental y Fundación Carvajal el cual tiene por objeto Cualificar el esquema operativo de los hogares comunitarios de bienestar - HCB, Focalizados por el ICBF de conformidad con las directrices, lineamientos y parámetros establecidos por ICBF, en armonía con la política de estado para el desarrollo integral a la primera infancia de cero a siempre, con una duración de 2 meses. El valor de la adición del contrato de aporte No 76.26.18.879 es de \$127.243MM.

## 22. HECHOS OCURRIDOS DESPUÉS DEL PERIODO QUE SE INFORMA

Entre el 1 de enero de 2020 y la fecha de emisión de estos Estados Financieros, no se tiene conocimiento de hechos de carácter financiero o de otra índole que afecten en forma significativa los saldos o interpretación de los mismo.

### **23. APROBACIÓN DE LOS ESTADOS FINANCIEROS**


Los Estados Financieros han sido aprobados por el Consejo Superior el 17 de marzo de 2020.

## CERTIFICACIÓN

Declaramos que hemos verificado previamente las afirmaciones contenidas en los estados financieros de la **FUNDACIÓN CARVAJAL** finalizados al 31 de diciembre de 2019 y 2018, los cuales se han tomado fielmente de libros de contabilidad. Por lo tanto:

1. Los activos y pasivos de la Compañía existen en la fecha de corte y las transacciones registradas se han realizado durante el período.
2. Todos los hechos económicos realizados han sido reconocidos.
3. Los activos representan probables beneficios económicos futuros (derechos) y los pasivos representan probables sacrificios económicos futuros (obligaciones), obtenidos o a cargo de la **FUNDACIÓN CARVAJAL** en la fecha de corte.
4. Todos los elementos han sido reconocidos por importes apropiados.
5. Los hechos económicos han sido correctamente clasificados, descritos y revelados.

  
**María del Rosario Carvajal Cabal**  
Representante Legal

  
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