

# Annual Report 2020



Comprehensive Social Intervention,  
Our Contribution to Open Paths



*Fundación Carvajal*  
Abriéndole caminos a la equidad

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### **Graphic and Audiovisual Design**

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## » Special Thanks to **Interest Groups**

The results of the Carvajal Foundation's management during 2020, the year of the global health emergency caused by Covid-19, are the product of the joint work of all the actors who participated in the management and administration processes of the resources. These include: The Superior Council and the Board of Directors, the family, the Carvajal organization, the Carvajal Foundation collaborators, the partners and allies, the served beneficiaries and the communities near the Basic Community Service Centers, the media and our suppliers. Their support and commitment to working for those who need it most, has made it possible above the circumstances, to continue with the fulfillment of the mission and vision of the Foundation that honors the legacy of the Carvajal family and of each socially responsible actor.

Moving together through unknown terrain has revealed to us that we are a supportive, capable and resistant community. We managed to find answers and solutions to each challenge, we readjusted our priorities and we understood that the new ways of working suggest that, it is only possible to achieve great objectives, if we remain united and aligned for the social cause. We appreciate every effort; we highlight the commitment and dedication of each ally during this time of crisis. We invite them to continue strengthening our ties and consolidating projects that continue to impact the present and future of the communities. Let's look at this time with hope: we have a country ahead of us that needs us. Let's remind ourselves daily that we help not only build a nation, but the lives of each of the people we reach.

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

## » Partners and Allies

The Carvajal Foundation has the support and backing of organizations, institutions and companies that work in the management and implementation of projects that promote the development of communities in vulnerable situations.

### Partners from the Public Sector

1. Municipal Government of Cali - Secretariat of Culture
2. Municipal Government of Cali - Secretariat of Education
3. CENIT Hydrocarbon Transport and Logistics S.A.S
4. Esenttia S.A.
5. The Colombian Family Welfare Institute - ICBF
6. The Colombian Institute of Educational Credit and Technical Studies Abroad - ICETEX
7. Ministry of Culture
8. Ministry of Education
9. Ministry of Housing, City and Territory - Fonvivienda National Housing Fund
10. National Learning Service - SENA

### Partners from the Private Sector

1. Cargill
2. Carvajal Packaging S.A.
3. Celsia S.A. E.S.P.
4. Inversor Corporation
5. Joint Corporation for Research and Development of Education – Corpoeducacion
6. Urrea Arbeláez Corporation
7. Extituto
8. Celsia Colombia Foundation
9. Corona Foundation
10. Las Golondrinas Foundation
11. Foundation for Promotion and Community Service - Prosecom Foundation
12. Propal Foundation
13. Scarpetta Gnecco Foundation
14. Family, Woman, Adolescence, Childhood with Love Social Foundation – Famiamor
15. WWB Foundation
16. Gases de Occidente
17. Sugarmill of Cauca - INCAUCA S.A.S.
18. Muromar Logistics OP S.A.S
19. La Tours S.A.
20. ProPacífico

## Partners from the International Sector

1. United States Agency for International Development - USAID
2. Association for Cultural, Technical and Educational Cooperation - ACTEC
3. Inter-American Development Bank – IDB
4. CAF America
5. Cuso International - Canadian Embassy
6. Ford Foundation
7. Capital Foundation
8. Del Valle Foundation
9. Mainel Foundation
10. Generalitat Valenciana
11. International Republican Institute - IRI
12. Jesuiten Weltweit
13. Limmat Stiftung
14. International Organization for Migration - IOM
15. Trafigura Foundation
16. United Way - Dividendo por Colombia

## Allies

1. United Nations High Commissioner for Refugees – UNHCR
2. Municipal Government of Quibdó, Chocó - Secretariat of Education
3. Municipal Government of Tumaco, Nariño - Secretariat of Education
4. Municipal Government of Buenaventura, Valle del Cauca - Community Affairs and Ethnic Affairs Program
5. Municipal Government of Buenaventura, Valle del Cauca - Secretariat of Coexistence for Civil Society
6. Municipal Government of Buenaventura, Valle del Cauca - Secretariat of Education
7. Municipal Government of Miranda, Cauca - Secretariat of Education
8. American University
9. Rice-Growing La Esmeralda – Arroz Blanquita
10. National Business Association of Colombia – ANDI
11. Association of Family and Business Foundations - AFE
12. Brilladora El Diamante S.A.
13. Brillaseo S.A.
14. CafexCoop - Café Ginebras
15. Casa de Colombia
16. Education and Research Center for Urban and Rural Community Development - CEDECUR
17. Collaborators Grupo Carvajal
18. Carvajal Cooperative - Coopcarvajal
19. Coursera
20. Alvaralice Foundation
21. BiblioTEC Foundation
22. Club Campestre Foundation
23. Entrepreneurs for Education Foundation – Regional Valle del Cauca
24. Fanalca Foundation
25. Luker Foundation





26. Leonisa Group
27. Mayagüez Foundation
28. Restrepo Barco Foundation
29. Regional Port Society of Buenaventura Fabio Grisales  
Bejarano Foundation
30. Unbound Foundation
31. Galletería y Panificadora MAMI S.A.
32. Georgetown University
33. Governorate of Valle del Cauca - Secretariat of Social  
Development and Participation
34. Coomeva Group - Solutions and Services Center
35. Leonisa Group
36. SSI Group - Immediate Health Service
37. Harvard University
38. Innovations for Poverty Action - IPA
39. Juan Felipe Córdoba
40. Movilizadorio
41. Porkcolombia

42. Reckitt Benckiser S.A.
43. Ladera Health Network - E.S.E.
44. Network, Goal and Peace
45. Salamanca S.A.
46. Save the Children
47. Semillas Valle S.A.
48. Sesame Workshop
49. Port Society of Buenaventura
50. Supertiendas Cañaveral S.A.
51. Swiss Contact
52. Swiss Social
53. Cultural Technocenter Somos Pacífico
54. Vallecaucana Action Unit
55. Comprehensive Attention and Reparation to Victims  
Unit
56. Externado University of Colombia
57. Vanderbilt University





## » Glossary



## )) **Alliances:**

Relationships that were settled with public, private or mixed entities, through collaborative actions, which allow the achievement of objectives. These alliances can occur at the national or international level.

## **Anchor Company:**

Entity that is involved in the "Relevant, Inclusive and Sustainable Employability" program, based on the identification of barriers and definition of profiles for the linkage and employment of vulnerable communities.

## )) **Basic Community Services Centers:**

Strategy for approaching and concentrating the supply of basic public and private goods and services, for the community. Among them, they offer services such as: public libraries, registry offices, financial entities, shopkeepers' supply, training spaces for income generation and consolidation of the social and community fabric.

## )) **Carvajal Foundation School:**

E-learning platform that allows the implementation of strategies with digital content in favor of training processes, within the framework of Comprehensive Social Intervention and the Training for Work and Human Development Institute.

## **Child Development Center:**

Provides an institutional service that seeks to guarantee Initial Education, care and nutrition, for children under 5 years of age, within the framework of Comprehensive and Differential Care, of the Colombian Family Welfare Institute - ICBF. This care is attended through pedagogical actions, qualified care and nutrition, as well

as promoting the rights to health, protection and participation, which favor their integral development.

## **Comprehensive Social Intervention:**

"The social action produced from the unacceptability of an experiential situation of a group of individuals, which in turn would be caused by the basic dynamics of the system" (Corvalán, 1996). For these intervention actions to have a permanence in time, it is recognized that the social intervention proposals must include the communities in the transformation of their realities and attend, not only to the needs of the individual, but also those of the family and society. This, in order to strengthen people's socio-emotional capacities, contribute to the construction of the social fabric and achieve sustainable community development over time (Fundación Carvajal, 2019).

## )) **Micro-Businesses:**

Economic unit, with a maximum of nine individuals employed, who carry out a productive activity of goods or services, in order to obtain an income (DANE).

## )) **Partner Company:**

Entity that participates in the "Relevant, Inclusive and Sustainable Employability" program, based on the employment of the communities served.

## **Productive Development Center:**

The strategic axis that integrates training and innovation for social, business and labor development, which enhances the competences and skills for the generation of income and the improvement of the quality of life of the participants.

## )) Social Ecosystem:

Articulation of four variables: social organization, technology, community and environment, which are associated in order to create new investment and innovation strategies in transformation processes (Duncan, 1961).

## Social Responsibility:

awareness about the impact that decisions and human activities will have in the future, regarding the relationships between communities and companies, organizations and their interest groups, the environment or areas of influence. “There cannot be a healthy company in a sick social environment, because, sooner or later, the individuals of society have an impact on their performance. For this reason, the responsible businessperson must necessarily commit him/herself to solving social problems” (Fundación Carvajal, 2019).

## Sustainable Development:

According to the United Nations (1987), this concept refers to “the satisfaction of the needs of the present generation, without compromising the capacity of the generations, to satisfy 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.

## )) Theory of change:

Description of how an intervention is supposed to achieve its desired results. In this sense, it exposes the causal logic of how and why a project, a program modality or an innovation design will achieve the expected results (Inter-American Development Bank - IDB, 2017).

## )) Vulnerability:

Situation that affects the well-being of communities because it raises greater exposure to the effects of inequality, including poverty, exclusion and violence. It is the result of different historical, economic, political and cultural factors –many times caused by the absence or institutional presence– that have made it impossible for people, with different capacities, 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 Education 2005; 2014).

» Gustavo Adolfo  
**Carvajal Sinisterra**

Presidency of the Superior Council  
of the Carvajal Foundation





## » Caring is the Way

The Carvajal Foundation in the face of the public health challenges caused by the Covid-19 in 2020 and before the emergence of new paradigms of change, as well as the economic contraction worldwide, continues its work of social intervention without hesitation. The Foundation is looking after the communities, interest groups and collaborators, taking into account the guidelines estimated by the local, regional and national authorities, to preserve life.

In order to promote social and economic reactivation, we continue to support the communities from our three lines of action: Business Development, Education and Culture, and Social and Community Development, through important public and private alliances.

The Foundation, like other organizations, saw the need to quickly adjust its operation to virtual, through efficient tools. Some of these are: Carvajal Foundation School, an E-learning platform; the use of social networks for training purposes; Carvajal Foundation's Radio Station -

Clásica 88.5 FM, as an ally for the dissemination and awareness; and the design of virtual and creative and functional methodological resources, for non-face-to-face support, during the health emergency. In this way, we contribute to the democratization of knowledge and the use of ICTs as practices that favor innovation, at the service of our Comprehensive Social Intervention.

Given the teachings left by 2020, we ratify the importance of being flexible and responsive to the needs of the context, by innovating in the processes of social support. We take into account that the Covid-era has not gone away and a post-pandemic awaits us, thus human capital being a fundamental for the operational efficiency, digital acceleration and technological appropriation.

» Beatriz  
**Castro Carvajal**

Presidency of the Board of Directors  
of the Carvajal Foundation



## » Unexpected Situations, Positive Learning

To write about the year 2020 is to think about the unpredictable, the unthinkable, the improbable. The Covid virus broke into the world and paralyzed it. We confined ourselves, we enclosed ourselves. Everything that we considered habitual changed. The daily routines were transformed. The use of masks and virtual meetings were imposed, among many other changes.

As the year progressed, the economic dynamics contracted and the data on the most vulnerable people were showing their new realities: the food crisis and the increase in unemployment and poverty.

For the Carvajal Foundation, as expected, most of 2020 was a challenge. In the first moment its priority was to mobilize to collaborate with the multiple partners in food aid. Then, adapt all the work of the Foundation to the new reality, to generate trust with the communities, with allies and with collaborators, in order to achieve the missionary objectives of the institution.

The great achievement to highlight was the creative and accelerated progress in all the technological components of the Foundation as the best means to continue providing support and attention to the most vulnerable communities in Cali, Buenaventura and other regions of the country. This forced learning will be a capital of knowledge that the Carvajal Foundation will continue to deepen to improve and increase the social interventions with which it is committed.

All the members of the Board of Directors want to acknowledge the entire Foundation team for the results achieved in such an unexpected and challenging year.



» Marcela  
**Astudillo Palomino**

Presidency of the Carvajal Foundation



## » Thank You for Maintaining **Unity and Commitment**

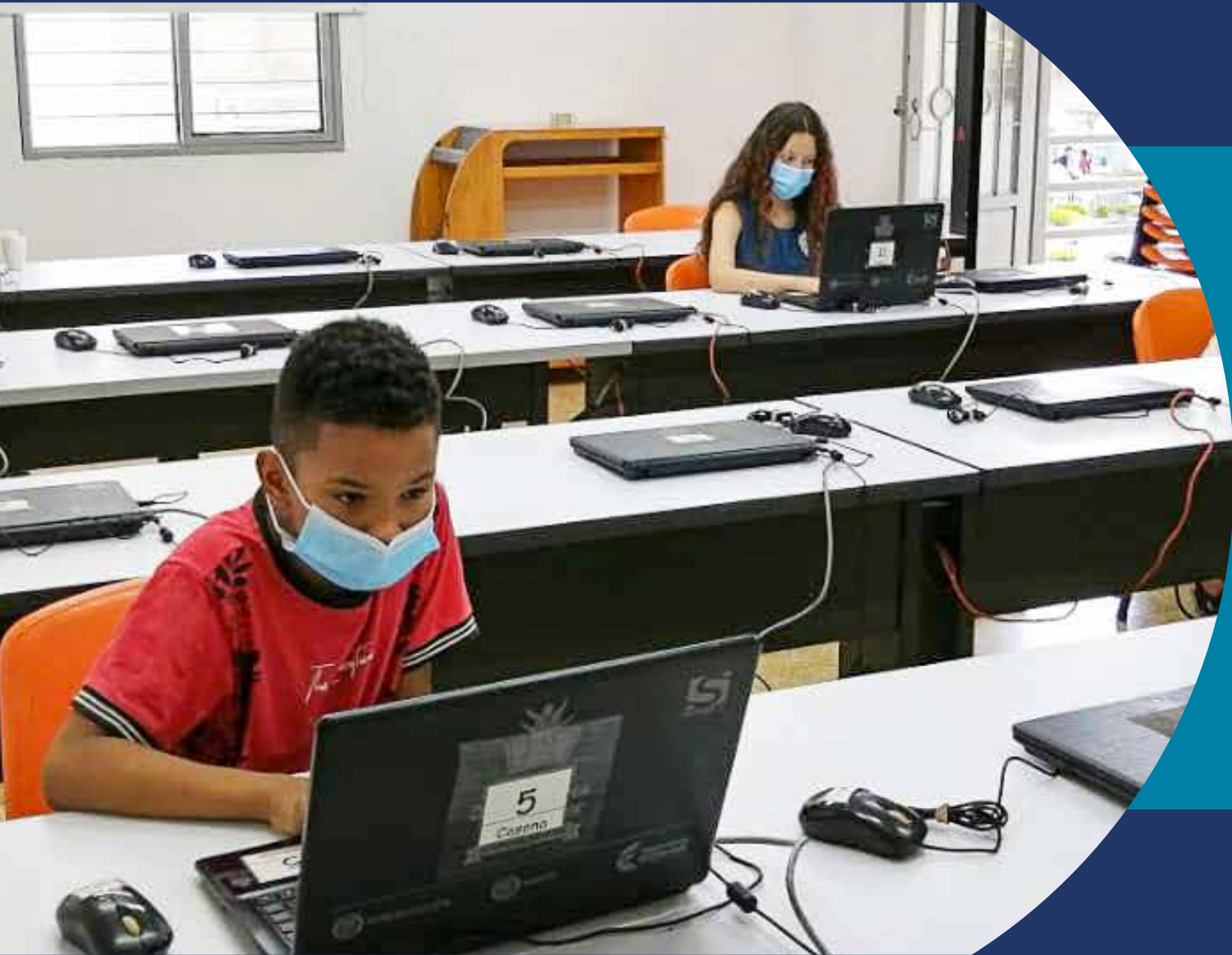
Working in the midst of complexity, in a context trapped by the uncertainty of a global pandemic, has represented a great challenge for the Carvajal Foundation. Despite this panorama, that was surprisingly imposed, we adapted our entire operation; going from face-to-face to virtuality in the times required by the communities served; reaching the expected goals for 2020; and being unconditional in the face of adversity with our beneficiaries and our human team. The strategy that María del Rosario Carvajal gave me, with great mastery and sensitivity, as part of her management until June 30th of 2020, allowed me to start a firm and constant career. We could not only reach the objectives proposed for the current term, but also continue working for the development of the most vulnerable communities and continue strengthening relationships with our allies and cooperators. We managed to achieve this from the values of solidarity and empathy, beyond a strategy or organizational plan.

Calming tensions in times of crisis and generating the least trauma in each and every one of the processes, meant honoring the evolution of the Foundation; an

organization that works every day to change the reality of thousands of lives that deserve the managed opportunities, with great determination.

In 2020 we generated answers together. This was the fascinating thing about this year: the joint and aligned work in favor of the other that deserves and needs our contribution. We were able to impact children and adolescents in their educational skills leveling processes, with innovative virtual forms of learning; we supported hundreds of educational agents; and we promoted leaders, businessmen, entrepreneurs and young people in training for work. This report duly presents the quantitative and qualitative results, that we continue to fulfill with our mission and vision as a Foundation.

We will continue in the task of seeking solutions to the social problems of the most vulnerable communities, opening paths to equity.







## » Institutional Foundations

## » 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. ”

## » Our Vision

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.

## » 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.

**Gustavo Adolfo Carvajal Sinisterra**  
President of the Superior Council

**Alfonso Carvajal Valli**  
Vice President of the Superior Council

**María Eugenia Carvajal de Guerrero**  
Permanent Guest

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

## Board of **Directors**

It supports decision-making in regard to investment, strategy and management of the social development programs.

**Beatriz Castro Carvajal**  
President of the Board of Directors

**Ana María Guerrero Carvajal**  
Vice President of the Board of Directors

### Members

Diego Felipe Llano Carvajal

Alfonso Carvajal Valli

Ana María Guerrero Carvajal

Beatriz Eugenia Mejía Arango

Manuel José Carvajal De Roux

Padre José González

Beatriz Castro Carvajal

Isabela Marín Carvajal

Claudia Liliana Aparicio Yáñez

María Antonia Carvajal Cabal  
NextGen

### Permanent Guests

Laura Alhach Castro  
NextGen

Eugenio Castro Carvajal

## Steering **Group**

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Executive President

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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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**Amparo Sinisterra de Carvajal**  
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**Erika Johanna Acevedo Orduña**  
Head of Research and Development Area

**Astrid Ramírez Castaño**  
Head of Human Management Area

**Olga Lucía López Londoño**  
Head of Knowledge Management,  
Innovation and Communications Area

**Alejandro Martínez Patiño**  
Head of Legal Management Area

## » Methodology

The 2020 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, which emphasizes in the institution's philosophy, transparency, equity and commitment. Likewise, this Model makes visible the

contributions of the mission and support areas to the achievements and impacts during this year, 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, and shows the most relevant results of their processes. It is organized in four sections:

### Institutional Foundations

Presents the Mission, Vision, Corporate Governance, Sustainability Context, Direction and Strategic Planning 2020, Comprehensive Social Intervention Model and Social Coverage 2020.

Shows the achievements and results of the Research and Development Area, Administrative and Financial Unit, Human Management Area, and Knowledge Management and Innovation and Communications Area.

### Administrative Management

### Social Intervention Management

shows the achievements and results of the Social Intervention from the work of Business Development, Education and Culture, Social and Community Development, Carvajal Foundation's Radio Station - Clásica 88.5 FM, and Methodological Transfers.

Presenta los resultados de los estados financieros 2020 con el apoyo de la empresa Ernst & Young.

### Financial Statements

This Report is complemented by three representative life stories of beneficiaries of the programs and projects. They give an account of the impacts of the interventions carried out by the Carvajal Foundation in their lives.

# » Sustainability Context





In the process of evolution and growth, the Carvajal Foundation has redirected its actions aligned with the new management schemes by and for results, as a multidimensional strategy aimed at their achievement. This process has had as its principle in recent years the alignment to the global agenda of the United Nations' Sustainable Development Goals (SDGs). In addition, the reference framework of the different national and territorial planning tools, such as public policies and development plans, focusing its dialogue with different actors and agents of the context, on the desired transformations and their management.

This experience has contributed significantly to strengthening of the strategic direction of the Foundation, its work structure and to define goals aimed at impacting the people and communities with which we interact.

In this way, below we show the achievements of 2020 in the missionary areas Business Development, Education and Culture and, as a transversal axis, Social and Community Development.



# Business Development

## Goals 1 (End of Poverty) and 8 (Decent Work and Economic Growth)



In our alignment with goal 8.3, we promote actions that support productive activities and the growth of micro-businesses and SMEs. We have contributed to the achievement of significant changes in business management (Impact Indicator).

Activity	Results
Seedbeds	24% growth in company size
Management	Increase in sales of 44%
Micro MBA, Model Based on Business Actions	Increase in sales of 102% Increase in utilities of 134%

Thanks to the involvement of the private and foundational sector, as well as the contributions made by individuals, we were able to launch social and economic reactivation initiatives for 458 micro-businesses. Furthermore, we carried out training and business support processes and the supply of seed capital.

In hand with partners and allies, we were able to accompany 857 entrepreneurs through the remote work of Carvajal Foundation School E-learning platform.

We contribute to the fulfillment of goal 8.5 of achieving full and productive employment and decent work, through the implementation of our Inclusive, Relevant and Sustainable Employability route. With it, we have contributed to the employment relationship and permanence, in at least three months, by the employment of 64% of the beneficiary population (among Venezuelan and Colombian migrants).

We implemented "Cali Progresses with Employment – Social Impact Bonds II", at a municipal level, with 457 graduates and 303 linked. 61% managed to remain active in employment for at least six months.

These strategies contributed directly to SDG 1, which includes our reason for being, to the extent that we seek to reduce the proportion of men, women and children of all ages living in poverty (target 1.2).

## » Education and Culture

### Goal 4 (Quality Education)



We served 50% of students with the greatest educational backwardness in the Colombian Pacific, in alliance with the Ministry of National Education, ProPacífico, Celsia, Vanderbilt University and the Inter-American Development Bank. Hence, there was an increase from 42.8% to 61.9% of students located at adequate and higher levels in reading and mathematics. Thereby, we contributed to goal 4.1, that seeks to ensure that girls and boys complete the primary and secondary education, as well as produce relevant and effective learning outcomes.

In the qualification goal of the National Early Childhood Development Plan, which seeks the care of 26,000 community mothers, the Foundation contributed 11% to the comprehensive strengthening of early childhood. This is its contribution to goal 4.2, for it encourages girls and boys to have access to quality care and development and education services at this stage.

Within the framework of early childhood, an Early Childhood program is implemented and evaluated in Latin America aimed at reducing gender stereotypes and gaps in STEM in girls, achieving an increase of 0.16 standard deviations (SD) in mathematics and reduction of gender stereotypes by 0.26 (DS). The foregoing shows the way in which we seek to appropriate goal 4.5, which aims to eliminate gender disparities in education.

From the strategy that aims to achieve Quality Education, we reached 18% of the classroom teachers of Flexible Educational Models in Cali, with virtual training and digital content, reinforcing our commitment in aligning with goal 4.C: “Significantly increase the offer qualified teachers”.



# » Social and Community Development

## Goals 11 (Sustainable Cities and Communities) and 16 (Peace, Justice and Strong Institutions)



Based on skill strengthening, during the leadership exercise of the population served, we promoted the generation of their socio-emotional capacities to propitiate greater participation at the family, organizational and community levels. Likewise, we support the strengthening of skills that promote the balance between affection and firmness in parenting practices, with girls, boys and adolescents.

We accompanied 352 leaders and 72 community-based organizations –from the district of Buenaventura, from the communes around the Service Centers in Cali and the township of Villagorgona in the municipality of Candelaria– in their development processes. With this, we saw the achievement of a better capacity for negotiation, management, effective communication and advocacy, in alignment with goal 11.3: “(...)

enhance inclusive and sustainable urbanization and capacities for participatory, integrated and sustainable human settlement planning and management in all countries.” 80% of the leaders improved their individual leadership capacity and 64% of the community-based organizations improved their collective leadership capacity.

We were pioneers in the IOM - USAID Social and Community Inclusion project, at the Manuela Beltrán neighborhood, in the commune 14 in Cali, Valle del Cauca. Furthermore, we established an alliance with Cargill with its sustainability strategy, with an emphasis on Community Development in Candelaria, Valle del Cauca. We also implemented, together with the Ministry of Housing, City and Territory, the National Social Infrastructure Accompaniment System (SNAIS) for the social cohesion of 1,268 families, part of the free housing project in the San Antonio Citadel at Buenaventura. Furthermore, we achieved the articulation with the Board of Accompaniment and District Social Policy in the territory.

We implemented the Citizen Involvement Model, generating trust and effectiveness in participation and in public decision-making processes. This is embraced by



the framework of the interinstitutional alliance, Active Buenaventura, with USAID and nine entities from the private, the social and the international cooperation sectors. In Buenaventura, we participated in the construction of the 2020-2023 District Development Plan, where the inclusion of Open Government strategies was achieved. We launched the mechanisms for participation in advocacy in public policy, "How Are We Doing, Buenaventura?," "Digital Tide" and "Deliberature", thereby contributing to goal 16.7: "ensure responsive, inclusive, participatory and representative decision-making at all levels."

And, finally, we were able to train 769 people in parenting skills, indirectly impacting 1,000 families with the communication strategy of the Alliance for Good Parenting. With this, we contributed to a 20% reduction in domestic violence situations, thus promoting compliance of goal 16.2: "End abuse, exploitation, trafficking and all forms of violence and torture against children."



## » Direction and Strategic Planning 2020

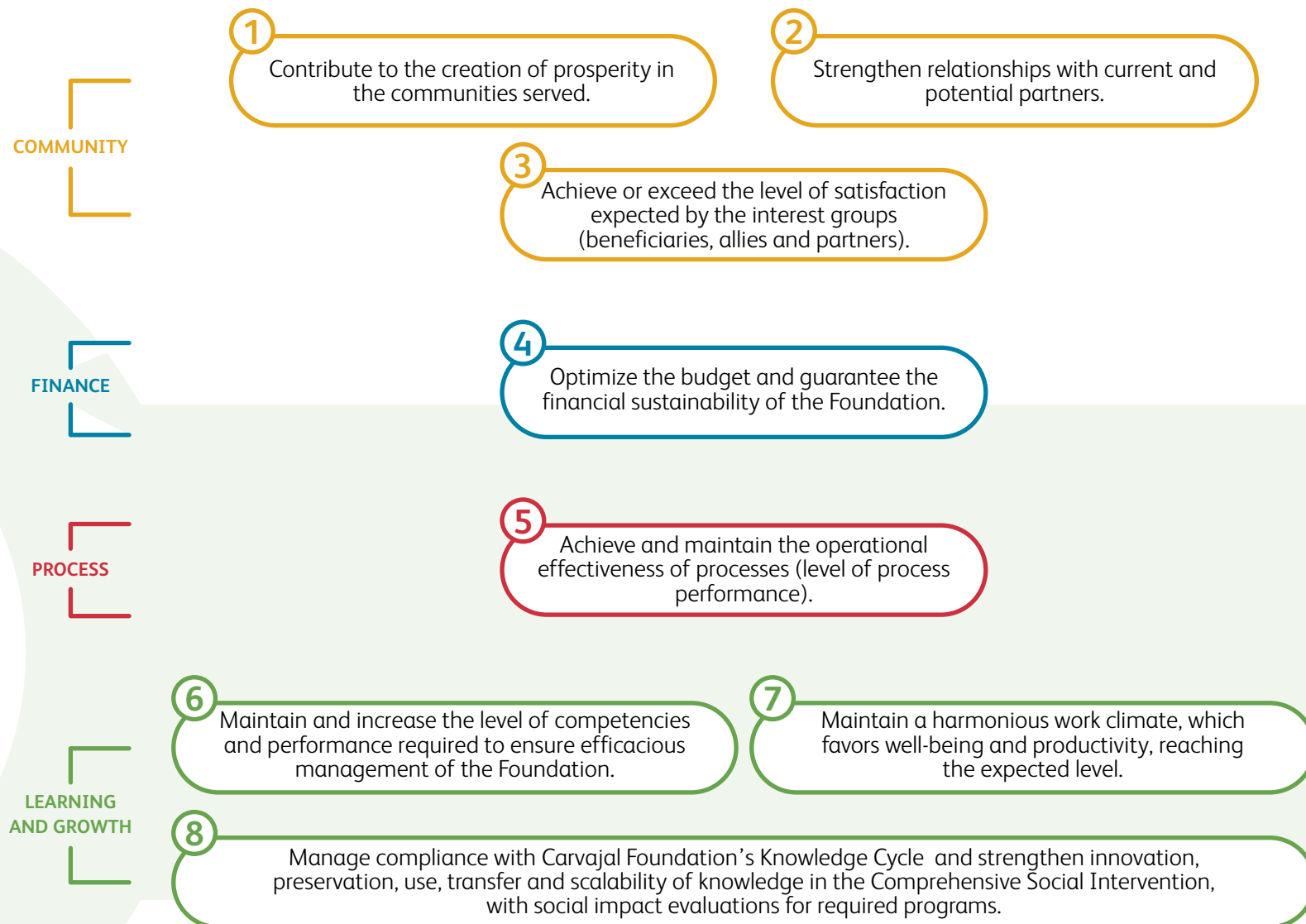
The use of the conceptual guidelines of the *Balanced ScoreCard* of Norton and Kaplan has allowed us to transfer our mission and vision to concrete measures of action. The following diagram shows the strategic

objectives of Carvajal Foundation, associated with Community, Financial, Internal Process, and Learning and Growth perspectives.





## Carvajal Foundation **Strategic Map**



Each objective unfolds the strategies that orient its operations:

### **Objective 1** (in the Community perspective)

Contribute to the creation of prosperity in the community served, with the strategies of Comprehensive Social Intervention with public-private allies; Social Intervention to the community, through the management of the Basic Community Service Centers; and the Institute for Work and Human Development Training.

### **Objective 2** (in the Community perspective)

Strengthen relationships with current and potential partners, with the loyalty of allies and partners, and the visibility of the management achieved by Carvajal Foundation.

### **Objective 3** (in Community perspective)

Achieve or exceed the level of satisfaction expected by interest groups (beneficiaries, allies and partners), with the measurement of their level of satisfaction.

### **Objective 4** (in the Financial perspective)

Optimize the budget and guarantee the financial sustainability of the Foundation, with the control and monitoring of the institutional budget.

### **Objective 5** (in the Internal Processes perspective)

Achieve and maintain the operational effectiveness of processes, with the maintenance and improvement of the Quality Management System and the effective management of institutional risks.

### **Objective 6** (in the Learning and Growth perspective)

Maintain and increase the level of competencies and performance required to ensure effective management of the Foundation, with the appropriation of the institutional strategy by the collaborators and the development plan.

### **Objective 7** (in the Learning and Growth perspective)

Maintain a harmonious work climate, which favors well-being and productivity, reaching the expected level. Continuous monitoring of the work environment plan, for its improvement and gap closure, as well as the implementation of the wellness program.

### **Objective 8** (in the Learning and Growth perspective)

Manage compliance with the Carvajal Foundation's Knowledge Cycle and strengthen innovation, preservation, use, transfer and scalability of knowledge in the Comprehensive Social Intervention, with social impact evaluations required programs. This, through the divulge of document programs and systematization of social intervention experiences, and promote Carvajal Foundation School E-learning platform, that leverages training processes.





## » Comprehensive Social Intervention Model

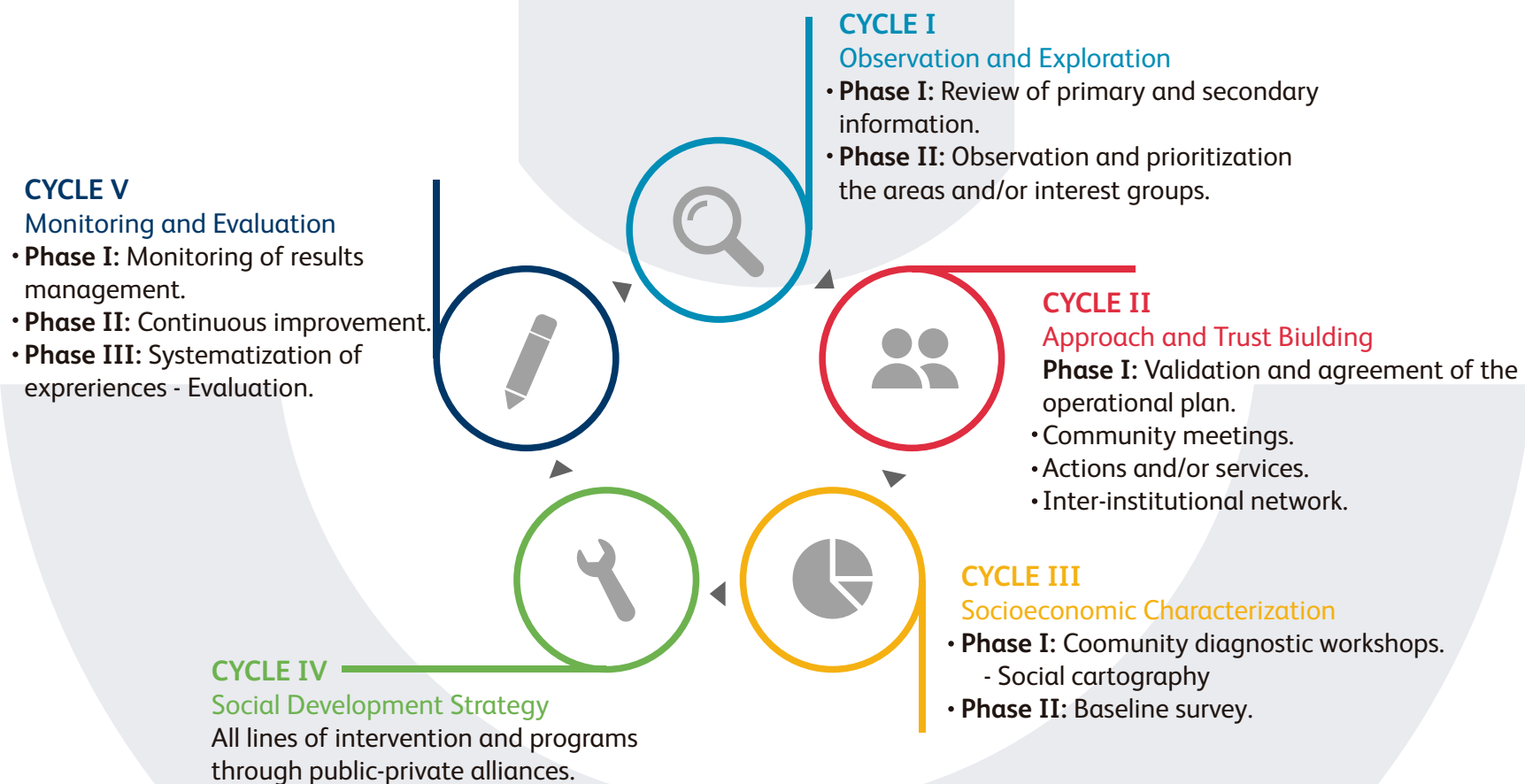
Over the years, we have built a methodological platform, the Comprehensive Social Intervention Model, with the purpose of guiding and focalizing our actions to accompany different social realities. We understand the importance of admitting adjustments and adaptations to the particularities of each interest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

In 2020, 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.

The following diagram shows the five cycles that make up the Model. These are implemented as a methodological framework that constitutes our operation. Each cycle is not linear in time or process: all remain alive during the intervention, allowing each to act according to the needs and opportunities of the ecosystem.



# Comprehensive Social Intervention Model





## » Social

### Investment 2020

**\$20.955**

**millions of Colombian pesos**

\$6.10 millions of US dollars

Own Resources

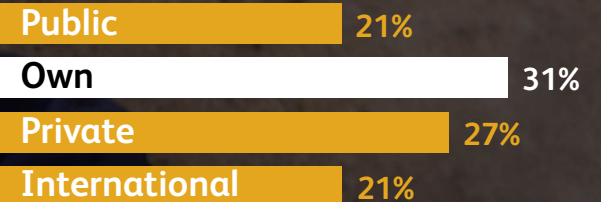
**31%**



**69%**

Partner's Resources

### Income Composition



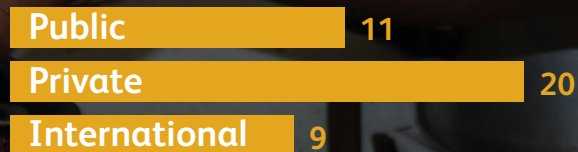
# » Social Impact 2020

Projects and alliances

**52** Projects Executed

**40** Partners and Allies

Partners composition







# 14.807

Unique Beneficiaries Served in Training and Support Processes.

# 731.430

Services Provided in the Basic Community Service Centers.

# 286.836

Users Interacted and Responded to the Information and Content Published in Digital Media Related to the Library Services of the Learning Centers of the Basic Community Service Centers.

# 7.316

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

# 5.046

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



## » Administrative Management





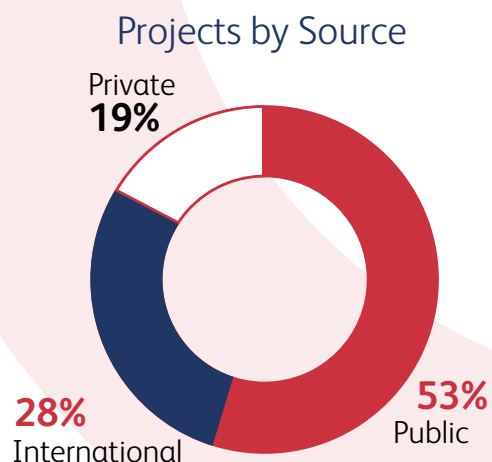
## » Research and Development Area

We lead alliance processes and the concretion of new partners, with whom we identified and co-designed development opportunities, oriented to the improvement and results of the quality of life of the communities –these being the main and fundamental actor of this process. We start from the principle of collective impact and systemic change, where we integrate different actors, methodologies and solutions. This, in order to address existing social problems, deepening the nature of problems, new challenges, needs and approaches, for the reactivation that emerges from the crisis.

2020 brought challenges in terms of alliances, given the Covid-19 situation, that led us to make a more careful reading of the situation of our communities whom we continue to accompany. This year, with the novelty of prioritizing the care of the other as a fundamental principle. At the same time, considering the requirements and protocols determined by the government at the national, departmental and local levels. In response to the above, we had to adapt, flex and innovate to make decisions around implementation.

As a Foundation, we lived through stages of paralysis of investment in the different sectors. We had to reorient investment and prioritize spending. However, we managed, with all our partners, to make decisions that would allow us to continue supporting the communities intervened from our strategy. This led to the renegotiation of current agreements and the definition of new wagers and alliances, relevant to the situation.

We designed **57 projects** in alliances, for **\$13.655 millions**, of which **40 projects**, for **\$11.639 millions**, were completed. This meant that we reached an **effectiveness of 85,23%**. We also highlight the participation by sectors: private with 19%, public with 53% and international with 28%.



In the first quarter of 2020, we led **the 2019 Interest Groups Annual Satisfaction Survey**, in which we achieved an **89.6% satisfaction** and a **100% confidence level**. The assessment was positive on different fronts: inter-institutional relations, administrative processes, image and perception, compliance, experience, and commitment to results. The foregoing allowed us to define our improvement plan on issues such as innovation, management for results and communication channels, undoubtedly having quantitative and qualitative information allowed us to be better, reflect and learn about what we do.

The orientation to development results has led us, as a missionary process and area, to lead the Monitoring and Evaluation System for Institutional Learning (SISME), in favor of the improvement of the quality of life of the communities. This has had, as a principle, the institutional strategic orientation and the alignment to the global agenda of the Sustainable Development Goals (SDGs) of United Nations, for the management, measurement and evaluation of the desired transformations.

In a participatory way, we contribute to the missionary areas by carefully reading the different realities, in order to improve, enhance and scale new opportunities for our Comprehensive Social Intervention.



## » Administrative and Financial Unit

Assuming the challenge of strengthening the support for the Comprehensive Social Intervention, the Administrative and Financial Unit implemented strategies and mechanisms to contribute to mitigating the effects of the pandemic caused by Covid-19, based on the efficiency of its operations and processes. With the adoption of optimization, rationalization and improvement principles, the efforts allowed the financial sustainability of the Foundation and the maintenance of the operational effectiveness of its processes.

The institutional operating structure, as it is flexible, facilitates adaptation to a mixed work model. This gives timely and effective responses from all processes, streamlining work routes, optimizing resources, generating early alerts to implement preventive actions, and continuous improvement.

From the Financial Management process, we provided timely information for analysis and decision-making, in favor of the operation of programs and projects as well as the optimization of the use of resources. By the end of 2020, we achieved a positive result, given that we reached the expected sustainability and established long-term financial strategies.

We carried out the adaptation of spaces in the different institutional headquarters for the benefit of collaborators and the communities around the Service

Centers of El Poblado, El Vallado and La Casona. This promoted continuity in the provision of services of the entities present. In addition, resources were allocated for the operation of the biosafety protocols in compliance with the self-care principles defined by the institution.

From the IT management, we analyzed and adapted technical routes to guarantee business continuity (connectivity, platforms and IT security). We highlight the adequacy of the operation of the virtuality support processes, in which we guarantee compliance with their specific requirements.

From Legal management, we monitored the actions of the processes to mitigate risks and protect the image and institutional reputation. Together with the Knowledge and Innovation team, we adapted the institutional route for data protection (Law 1581 of 2012 of the Colombian constitution of 1991), in favor of efficiency in the collection and custody of information.

The Normalization and Continuous Improvement process, guided the adaptation and improvement of procedural routes for mixed work (face-to-face and remote), ensuring compliance with its quality standards.

For the sixth consecutive year, we renewed the quality certification in the following standards:



SC - CER325773



### 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.



FT - CER402529

### 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.



CS - CER489447

### NTC 5665: 2011

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

Drawn upon the knowledge and experience of the Administrative and Financial team it was possible to maintain permanent communication and cohesion with the other processes, in favor of alignment with the institutional objectives.



## » Human Management Area

The Comprehensive Human Management Model (MIGH) contemplates and manages all the moments that a collaborator goes through, during their organizational life cycle, supporting the triad of transformation: technology, processes and people.

During 2020, one of the main challenges we faced as an organization was the adaptation of all our strategies to respond assertively and effectively to the confinement situation due to the pandemic. In this way, we took a leap to design and appropriate knowledge and practices that required rigor, discipline and commitment for our human team to navigate this challenge in the best way and with the least possible negative impact.

Throughout the year, a large part of our efforts was focused on the implementation of the Contingency Plan and the Covid-19 Epidemiological Surveillance Program. With it, we generated biosafety strategies to safeguard the life and health of employees, thus controlling the behavior of the virus within the organization, to reduce the probability of contagion and its lethality. In accordance, various strategies were deployed to implement remote work, constantly monitoring the work well-being of all employees to guarantee the operation of the Foundation. In this sense, an accompaniment route was designed and executed for employees and their families in the midst of this new reality.

This route was conceived in a comprehensive manner, involving various components that range from humanitarian aid, physical and mental health care, to

the development of technical and behavioral skills. We work with various internal and external factors, such as the ARL Colmena Seguros, the Comfandi Family Compensation Fund, the health promoting entities, the Mayor's Office of Cali and Buenaventura, among others, to address this situation comprehensively. In this way, we mitigated, among other variables, the rate of Covid-19 infections among employees and their families, and also qualified a low level of psychosocial risk compared to other effects in other periods.

Within the framework of the "Life Plan" that articulates all the strategies designed for the employee's well-being, we created the "Let's Embrace Life" strategy, supported by the "Care for the Caregiver" programs. In their implementation, we promoted the culture of care and self-care, with a core team of 28 employees from all areas.

On another hand, we joined efforts for the implementation of the diversity and social inclusion policy, maintaining affirmative actions regarding gender equality and good practices with the accompaniment program for pregnant and lactating collaborators. Additionally, we implemented the breast-milk-extraction room, authorized by the Municipal Government of Cali – Secretariat of Health, inaugurated in March 2020. Regarding the implementation of the Occupational Health and Safety Management System, we reached 98% compliance –an indicator that reflects the commitment of the organization and its collaborators in the generation of safe and healthy work environments.

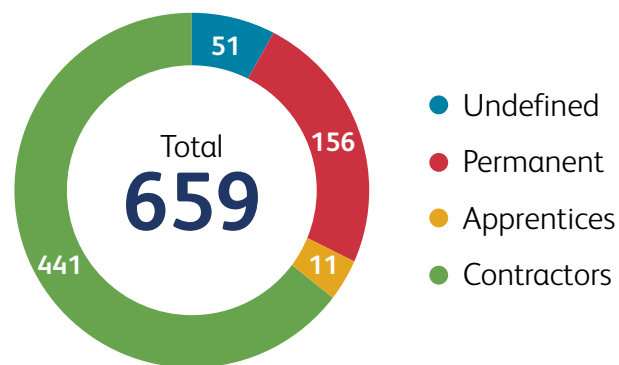
The year 2020 was also a year to explode and strengthen the technological tools that support the Human Management operation, allowing us to streamline and systematize various processes that were previously done manually. Also, to have information in real time for decision-making and implement improvement actions. One of these was the Human Management portal where functionalities have been incorporated around the selection and hiring of collaborators and service providers, the administration of the inventory of personal protective equipment and the registration and monitoring of induction actions, training and education.

Our permanent interest in improving the performance of the human team motivated us to maintain and strengthen the induction and training route in the position, which aims to strengthen the bond between the collaborator and the Carvajal Foundation, thus contributing to the achievement of institutional objectives. During 2020, around 12 days of induction and reinduction and more than 95 days of development of digital and socio-emotional competencies were carried out 100% virtually, stimulated by the Carvajal Foundation School E-learning platform. This allowed us to strengthen the strategy of digital transformation and appropriation of new skills in the human team. We also managed the 2019 performance cycle, which concluded with the comprehensive evaluation of a group of 101 employees, obtaining an overall performance of 96%.



(The total number of collaborators is 659, of which 51 are permanent, 441 service providers, 156 fixed term and 11 apprentices.)

### Total Collaborators Year 2020



During 2020 we reviewed and adjusted the performance strategy in light of the new realities of the environment and the dynamics of the Foundation. These adjustments will be implemented during 2021.

# » Knowledge Management, Innovation and Communications Area

## Knowledge Management **and Innovation**

During 2020, the Knowledge and Innovation management process responded to institutional challenges according to those of the context, generated by the Covid-19 pandemic. In this way, we managed to advance in the purpose of safeguarding the intellectual capital of the organization as a methodological heritage, contributing to the scalability and replicability of knowledge.

Regarding Comprehensive Social Intervention, we continued with the consolidation exercise of the organizational culture related to the appropriation and development of the documentation and systematization processes of social experiences. Of the nine experiences systematization exercises, seven were delivered, and in 2021 we will advance in the two pending products. In the same way, we monitored the adjustments of the institutional programs and we continued with the exercise of updating their documentation, including the learnings and improvements identified in the systematization of experiences.

During the period we carried out two Study Circles: the first one was centered in socializing the methodological adaptations of the programs which facilitated the continuation of the three lines of action in the midst of

confinement (making use of technologies). The second one, academic, led by the Research and Development team, was focused in a conversation with an international guest who delved into the subject of evaluation to decision-making, from a participatory approach.

From the Training for Work and Human Development Institute, implemented actions allowed a greater appropriation of academic guidelines. These complied with quality standards by incorporating digital resources that allowed knowledge to be brought closer to interest groups.

The global pandemic led the entire organization to adjust face-to-face training processes towards synchronous modalities, with both remote access and asynchronous. From Knowledge and Innovation management, we provided accompaniment for teams so that they preserved, methodologically, the essence of the Comprehensive Social Intervention Model that shelters all institutional programs. **We achieved the positioning of the Carvajal Foundation School E-learning platform, with the mobilization of 72 courses: 52 in the framework of Comprehensive Social Intervention and 20 in Human Development. 7.316**





**people** were enrolled in the training processes of the **Academic Management platform** which interacted with the Carvajal Foundation School E-learning platform. Amongst them, **5.046 graduated** in December 2020.

With the Digital Transformation strategy, we advance in its four objectives: to position the Carvajal Foundation School E-learning platform, promote digital culture, work towards the maturity of the digital strategy, and optimize the use of emerging technologies.

We highlight other results below:

- The construction of 184 Virtual Learning Objects (OVA)<sup>1</sup> and 2.104 digital contents, which contributed to the interaction between 3.984 participants and the Carvajal Foundation School.
- The expansion of coverage with an offer of 346 courses and 3.804 participants, in alliance with the educational platform Coursera.
- The strengthening the digital skills and competencies of the human talent of the institution and the beneficiaries of the projects, with an interaction with 2.123 participants in total.
- The update of the institution's intranet.
- Progress in the implementation of the knowledge base (107 documents for the moment) and a chatbot that facilitates processes of search and dissemination of the organization's documentation.

<sup>1</sup> Set of self-contained and reusable digital resources, with an educational purpose made up of three elements: content, learning activities and contextualization elements. The OVA must have an external information structure (metadata) that facilitates its storage, identification and retrieval (Ministry of Education, 2006).

Among the challenges for 2021, we will continue with the management of the documentation of the knowledge generated by the strategic areas remain. In addition, reviewing the validation and the corresponding adjustments to the programs, taking into account the results of the methodological adaptations of the previous year.

We also aim to achieve technical and methodological improvements in the information system to gain greater efficiency in processes and maintain quality, according to quality standards. We will continue working on the consolidation of a digital culture in the organization and on the appropriation and use of technological tools in internal processes, as well as in the Comprehensive Social Intervention.

Our human team in the area is inclined to investigate methodologies, experiences, techniques, and tools that can contribute to the fulfillment of the Foundation's Knowledge Cycle. Also, to the strengthening of innovation, preservation, use, transfer, and scalability of knowledge.



## Communications

We strengthened the accompaniment of the teams and designed the guidelines for the generation of pieces, making the operation of the different areas visible and continuing to position the Institutional image. Likewise, we internally promoted in our work teams the development of autonomy in our management, for the delivery of technical inputs.

The Communications human team developed skills in animation techniques to respond to the new needs and opportunities generated by virtuality. Thus, we enhanced the information that was disseminated through the different channels that the Foundation manages, in a pertinent and periodic way.

We achieved **190 mentions in mass media** through **publication in Free Press** (non-paid publications). On Facebook, we reached an **engagement level of 35%**, with 700 publications and **24.670 reactions** (likes, shares and comments). In addition, we captured **2.950 new followers** for a **cumulative total of 30.463**. On Twitter, we made **351 publications** which generated **1.857 interactions** and we reached a cumulative **6.249 followers**.





## » Social Intervention Management

# » 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
<b>Business Development</b>	Support for Income Generation	<ul style="list-style-type: none"> <li>• <b>Individual Business Strengthening: Acceleration and Consolidation</b> Modalities:                             <ul style="list-style-type: none"> <li>- Seedbeds</li> <li>- Small Business Management</li> <li>- Micro MBA - Model Based on Business Actions</li> </ul> </li> <li>• <b>Relevant, Inclusive and Sustainable Employability</b></li> </ul>
<b>Education and Culture</b>	Education Quality and Permanence	<ul style="list-style-type: none"> <li>• <b>Initial Education Weaving Knowledge: A Journey with Imagination and Affection</b></li> <li>• <b>Horizons with Compass for Learning</b> Modalities:                             <ul style="list-style-type: none"> <li>- Compass: Competencies for Life and Something else... Girls, Boys and Youth</li> <li>- Compass: Competencies for Learning and Dreaming the Future... For Youth and Adults</li> </ul> </li> <li>• <b>Global Classroom</b> Modalities:                             <ul style="list-style-type: none"> <li>- Global Classroom - Basic Competences</li> <li>- Global Classroom - ICT</li> </ul> </li> </ul>
	Educational and Cultural Environments	<ul style="list-style-type: none"> <li>• <b>Alternate Study Day</b></li> <li>• <b>Golazo - Social Reconciliation Strategy through Sports</b></li> <li>• <b>Libraries - Key of Knowledge</b></li> </ul>
<b>Social and Community Development</b>	Strengthening of Socioemotional Abilities	<ul style="list-style-type: none"> <li>• <b>Leadership</b></li> <li>• <b>Family and Upbringing</b></li> <li>• <b>Transformation of Urban Environments with Community Participation</b></li> </ul>

\*Our programs are based on Flexible Methodologies.



## » Business Development





“**Entrepreneurship**  
is an internal force  
that **drives you**  
to make  
**your dreams come true**,”



## Naudis José **Cordero**

Entrepreneur at the Geriatric Home “Casa Hogar Sor Callista Roy”. Cali, Valle del Cauca.

**Project:** Socio-economic and cultural integration of the migrant population from Venezuela.

**Partners:** United States Agency for International Development (USAID) and International Organization for Migration (IOM).

[Click here](#) or scan the QR code to watch the video.

Naudis is a Venezuelan entrepreneur who lives in Cali. His love for his nurse profession allowed him to see opportunities in Colombia. And, from that passion, the geriatric home, Casa Hogar Sor Callista Roy, was born: a space where he currently cares for people of the Third Age.

*“In Venezuela, I worked as a university professor and, at night, I worked in a hospital. In 2018, and given the social crisis in my country, I decided to migrate, knowing that my dreams were the engine to start over. I selected Cali, between Bogotá and Medellín. My family was key; I had the support of some cousins who welcomed me, in addition to creating confidence in the face of Cali, the Colombians are most respectful of people who come from other places.*”

*Since my arrival, I have not stopped working. I started as selling cholados and coffee, until I finally settled in a nursing home in the city as an intern. I know that in another country you do not work in your profession, but my story is different. And so it was, I managed to access the job that today I consider a blessing in my life. In it, I felt a good receptivity and felt welcome by the relatives of the elderly, while I became fond of the patients. But my interest of starting a business were stronger, and I finally decided I wanted to face my ideals and take flight.*”

*Helping the people in need and always doing good is my quota that I give to society”.*

Casa Hogar Sor Callista Roy is a dream in common he has with Héctor Olave, a Colombian nurse with whom he shares his love for health and well-being for the elderly. "This entrepreneurship is characterized by being a space of care and cultural exchange, that integrates both communities (Colombian and Venezuelan), and where support networks are strengthened daily, and unity, empathy and solidarity prevail". The Geriatric Home is made up of Venezuelans and Colombians who come together to help the elderly in adapting to their new environment.

*"I got to know the Carvajal Foundation through the experience of some friends who postulated me to the USAID Community Stabilization Program (CSA), implemented by the IOM, where financial support is received, in addition to strengthening capacities in financial matters. and in life project.*

*At the Carvajal Foundation they trained us in various business topics, and the professors not only dedicated themselves to teaching, but also were very empathetic. They put themselves in one's place, they made us see that, as Venezuelans, we also had opportunities. They gave us psychological support and the courage to move on, with a lot of human quality. Being an employee and an entrepreneur is totally different. I saw work as something professional, where I gave my best, but when I started as an entrepreneur, I assumed the responsibility of doing excellent work. One has to connect with all the family members and they have different needs."*



The biggest challenge for Naudis was facing virtual training. He took full advantage of everything they taught him, valuing the technical knowledge, the experience of his colleagues, and managed to legalize and grow his company. "I started caring for four grandparents and, as part of the training at the Carvajal Foundation, I set the goal of caring for ten grandparents. I did this before completing the training process, in addition to my residence permit."

Naudis dreams that the Casa Hogar will be a larger space to give more comfort to the elderly. "We want to operate on the first floor and, a dream for the future, is to have a country space." He senses that this will be possible, since he trusts in his dreams, in teamwork with family, friends, and in the inter-institutional support that he has received so far.

## Business Development Programs

### Individual Business Strengthening: Acceleration and Consolidation

From the implementation of the “Individual Business Strengthening: Acceleration and Consolidation” program, we highlight the training and support for the generation of managerial skills of **927 registered entrepreneurs**, among whom **778 graduated** and **79 are still in training**. In the Seedbeds modality, **235 graduated** and, from Small Business Management, **85 graduated**.

In order to contribute to the social and economic reactivation in our prioritized territories, we accompanied **458 micro-businesses**, through synergies with organizations from the public, private and international sectors. In Cali, in alliance with the Association for Cultural, Technical and Educational Cooperation - ACTEC - Government of Belgium, the School of Entrepreneurs is being consolidated. This strategy will integrate the modalities of our “Individual Business Strengthening: Acceleration and Consolidation” program, within the framework of “**Enrútate 2020**” experience. With IOM and USAID, we carried out “Individual Business Strengthening: Acceleration and Consolidation” for the migrant population. In alliance with Semillas Valle, Rice Growing La Esmeralda - Arroz Blanquita, Cafexcoop -



Café Ginebras, Porkcolombia and Carvajal Packaging S.A., we developed the project “**Reactivate Your Business Dream**”. Furthermore, in Buenaventura, with the project “**For an Entrepreneur Buenaventura**”, in alliance with the WWB Foundation, **3.428 members of the families** of the entrepreneurs were indirectly impacted.

We highlight the second year of operation of the “Strengthening of Active Women - FAMA” project where, in alliance with the Limmat Stiftung Foundation, the Urrea Arbeláez Corporation and the Leonisa Group, **116 women from Buenaventura**, Valle del Cauca have been strengthened. **62 of them have been graduated** in 2020 in managerial skills and socio-emotional abilities.

As a general result of the program, in the three modalities of “Individual Business Strengthening: Acceleration and Consolidation” program, significant changes were generated when compared to control groups. In Seedbeds, there was a **24% increase in the size of the business**, represented in working time



measured in man hours. In Small Business Management there was an **increase in sales of 44%**, and in the Micro MBA – Model Based on Business Actions, there was an **increase in sales of 102%** and of **134% in profits**.

On the other hand, we highlight the evolution of the model of social and economic inclusion for the migrant and host population, in alliance with OIM, USAID and Citi Foundation, **servicing 50 entrepreneurs**.

We accompanied the members of the Board of Directors of Recicplas –a light plastics transformation and sustainable enterprise (owned by trade recyclers) that allows the implementation of the circular economy strategy by closing the cycle of plastic packaging products– in alliance with Carvajal Packaging S.A.

We took on the challenge of serving and accompanying entrepreneurs through digital strategies, by generating **867 virtual content**, found in the **Carvajal Foundation School E-learning platform**. We also maintained permanent communication with them through different channels, such as WhatsApp, social networks and by telephone.

## Relevant, Inclusive and Sustainable Employability

With the “Relevant, Inclusive and Sustainable Employability” program, we achieved a **65% employment link rate**: out of the 775 graduates between

2019 and 2020, 501 were linked to a formal job in 2020. In this way, we indirectly impacted 2,004 members of their families. Out of the **740 people linked to employment** –in the framework of cooperation projects such as: **“Cali Progresses with Employment – Social Impact Bonds II”**, “Comfandi” and “VENSIT I-II Migrant Population”– **472 beneficiaries** have been supported for at least three months in their employment, reaching a **retention rate of 64%**.

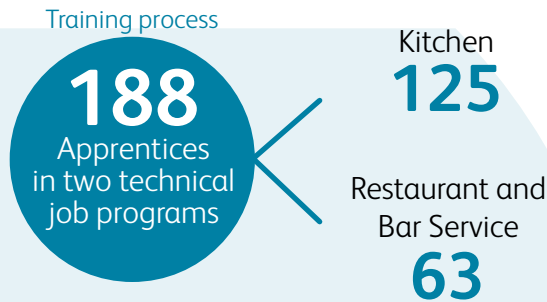
We highlight the alliance with Cuso International, the Canadian Embassy and the United Nations High Commissioner for Refugees (UNHCR), to contribute to the social and economic inclusion of the migrant and host population with private sector companies. The learnings of this initiative are scaled within the Inter-Agency Group of Mixed Migratory Flows - GIFMM, 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, the international cooperation entities and civil society.

We highlight the involvement of **17 anchor companies** and **22 allied companies**, that have allowed support in the job profiling, therefore, eliminating 21 barriers<sup>2</sup> that limit access to the labor market of vulnerable communities. These barriers are overcome with the adoption of the approach of closure of gaps, for access to decent employment.

<sup>2</sup> Barriers to employability are recognized, by the program, from the phase of identification of opportunities, pre-selection, linkage and sustainability in employment.







Another important achievement was the implementation and closure of the process that we started in 2019, with the *“Cali Progresses with Employment – Social Impact Bonds II”*, a payment-for-results financing scheme, that benefited **457 people** in 2019 through training processes for employability – these were monitored in 2020. The impacts of the Employability model, with a focus on permanence in employment, have allowed 79% of the participants permanence of three months and 61% of them a permanence of six months.

From the Productive Development Center - CDP, we accompanied **457 SENA apprentices** in their productive stage. Amongst them, **279 graduated** in 2020 and **67** are in the training stage, close to certify in 2021. Likewise, we started a training process with this partner (Alliance 2020-2022) with **188 apprentices** in two technical job programs: **Kitchen** (125) and **Restaurant and Bar Service** (63). In alliance with Capital Foundation, the prototype of the Transmedia Coaching System was implemented in Cali, with the participation of 43 participants. The aim



was to assess how young people interact in different channels and digital tools, strengthening and promoting economic activation and opportunities for entrepreneurship and labor inclusion.

**136 people were trained** in different jobs for income generation: Manicure and Pedicure, Food Handling, Basic Marketing and ICT, Masonry, and Main Cook Labor Technician –this last one is part of the offer of the Training for Work and Human Development Institute of the Carvajal Foundation. We estimate an **indirect impact of 3,124 members of their families.**





## » Education and Culture

“**Practice**  
*Makes Perfect*  
**and we are not born learned:**  
everything can  
**be learned,**”



## Sonia Maribel **Quiñones**

Education Coordinator. Cali, Valle del Cauca.

**Project:** Located Knowledge Accompaniment Model MAS+

**Partners:** The Colombian Family Welfare Institute-ICBF

**Click here** or scan the QR code to watch the video.

Sonia Quiñones is the coordinator of Jesús de Nazaret Child Development Center (CDI) located in Mojica, commune 15, in Cali, Valle del Cauca. With a vocation and profession in teaching, she has 20 years of experience in the field. She worked at Corporación Señor de los Milagros and as a FAMI mother of The Colombian Family Welfare Institute – ICBF; an entity where she supported planning processes and educational sessions. As a teacher, she is aware of the responsibility that she has to train and be updated through the learning of innovative tools that facilitate teaching-learning processes.

In 2020, she decided to participate in the “Located Knowledge Accompaniment Model MAS +” project, implemented by the Carvajal Foundation. She mentions that this was an experience that allowed her to strengthen her role as coordinator:

*“The project was wonderful because, no matter how many titles one has, it is necessary to be punctual in the process. The greatest tool that the project gave me was to strengthen my current work team, being able to find those great strengths and skills that educational agents have. Also, to be able to strengthen them myself, as a leader, as the person who is at the forefront of user care processes with users (family), and as the person who provides guidance to educational agents. The project makes you realize that the contribution that you have to make from your role, being a coordinator, is not only having the knowledge, but also knowing how to delegate, know how to lead, and an infinity of components”.*

Sonia highlights how important the training processes, that the Carvajal Foundation have provided, have been for her. She comments that they have also inspired her to

motivate other educational agents, are under her responsibility at the CDI, to participate in training programs –such as: “ Initial Education Weaving Knowledge: A Journey with Imagination and Affection”– highlighting significant changes gained with them. Some of these are: commitment, empowerment towards their institution and the way in which they provide service to users. “In the Initial Education Weaving Knowledge: A Journey with Imagination and Affection” program, my educational agents, Francia Omaira, Milady and Carmenza, have managed to generate a greater involvement of the families of the users and improve the quality of the service.”

*“I am very grateful to the Carvajal Foundation. I do whatever it takes to attend their trainings and, in record time, I am looking how to participate again, because I know I am going to learn. Their teachings are like a navigation chart for the coordinators, since they help us make safer and more focused decisions.”*

Another impact of the learning acquired at the Foundation was to take on the challenges brought by the Covid-19 pandemic, with better tools. For Sonia, the pandemic represented a personal and professional challenge. As coordinator, she had to develop strategies to guarantee a good provision of the service from virtuality, complying with the requirements of The Colombian Family Welfare Institute - ICBF.

*“By being a teacher for the community, one assumes that one knows it all. What one doesn’t know, is that one is full of fears. You, as a human being, sometimes have the skills and abilities, but you are scared. The pandemic was a great challenge. I thought, ‘my God, how are we going to do it? How are we going to respond to the ICBF?’ But surprisingly, it was possible.*

*For me it was a challenge to be able to work through these digital platforms with families and with educational agents as well. It was all learning, because one was not used to it. I learned to use the platforms, to also take into account the time of the families, to take into account all the processes.”*

From her role, Sonia will continue to work for early childhood, pointing out the importance of training at this stage of life for girls and boys, when they acquire knowledge and develop beliefs and values. For this leader, education is a tool that transforms lives, opens paths and generates progress and equity.

*“Early childhood is not just like many families say, ‘Let’s go to kindergarten.’ We have not been able to make them understand that it is not a nursery, because you do not take the children to be ‘kept’. We have to continue working so that they understand that this is a child development center, in which your child will share, learn, relate to the environment and others, and have knowledge from the same community and culture.”*





## )) Education and Culture Programs

From its two lines of intervention –Educational Quality and Permanence and Educational and Cultural Environments– in the Education and Culture Unit we continue assuming the commitment to contribute to the quality and permanence in education, thanks to the implementation of programs and strategies that promote the improvement of initial, basic and adult education, access to culture, sports, recreation, information, the use and appropriation of ICT, as well as the linkage of the family to the educational process.

As referenced by Fernando Reimers, Harvard University professor (2020), we are aware of the commitment to assume a differentiating leadership, to generate opportunities that allow us to respond to the situation caused by Covid-19. In this direction, our attention strategies for the programs were adjusted to virtuality, through the development of **654 digital contents**, supported on the Carvajal Foundation School E-learning platform. These were also disseminated through WhatsApp, other Social Networks and through the Carvajal Foundation’s Radio Station - Clásica 88.5 FM.



**2.469**

educational agents  
were trained

**28.812**

Indirect impact  
to girls and boys

## Educational Quality and Permanence

The bet of the *Initial Education Weaving Knowledge: A Journey with Imagination and Affection* program, is the improvement of the quality of initial education, through the strengthening of the socio-emotional and pedagogical skills of the educational agents. In this way, with newly acquired resources, they can optimize the existing elements, appropriate new didactic materials and pedagogical proposals, in accordance with the sociocultural dynamics and contexts, to then incorporate the contributions of the community and the family nucleus.

In total, **2.469 educational agents** were trained with the “Initial Education Weaving Knowledge: A Journey with Imagination and Affection” program, and with the national strategy “Located Knowledge Accompaniment Model MAS + Community and Ethnic Approach”. This was able due to the public-private alliances made with The Colombian Family Welfare Institute - ICBF, the Colombian Institute of Educational Credit and Technical Studies Abroad – ICETEX, and the Propal, Limmat Stiftung and Las Golondrinas Foundations, in the departments of Valle del Cauca, Cauca, Nariño, Chocó, Huila and Antioquia. Through this process, an **indirect impact is estimated to 28.812 girls and boys**, from 0 to 5 years old. The strengthening of the curriculum of the Auxiliary Labor Technician in Early Childhood Care, promoted the development of digital skills in educational agents, in order to accompany the families of girls and



boys, from a distance. The strengthening prioritized the topics of STEAM, family, multiple languages and the structuring of virtual contents of the programs mentioned above, including Rag-Dolls-Making Workshops and a food program as a pedagogical activity. The virtual piloting of the “Located Knowledge Accompaniment Model MAS +”, with 60 coordinators of service units in different municipalities of Valle del Cauca, allows the development of technical and methodological guidelines for its implementation at the national level.

These training processes contributed 11% of the qualification goal of the National Early Childhood Development Plan. In alliance with the Inter-American Development Bank (IDB) and Swiss Social, for the first time an Early Childhood program in Latin America, we implemented and evaluated a program to reduce gender stereotypes and gaps in STEM in girls, reaching a decrease of 0,26 Standard Deviations (SD).

To contribute to reducing learning gaps in basic reading and math skills, the *Global Classroom* program impacted **3.240 girls and boys** (1,800 direct and 1,440 indirect), within the framework of the alliance signed with the Ministry of National Education, ProPacífico Celsia, Harvard University and the Intern-American Development Bank (IDB) in **36 educational establishments** at four territorial entities certified in education: Buenaventura, Valle del Cauca; San Andrés,

Tumaco; y Quibdó, Chocó. This figure corresponds to the 50% of the students with the greatest educational backwardness in the Colombian Pacific. There is continuity in the **accompaniment of 310 girls and boys**, in three educational institutions, with the territorial entity of Cali, in alliance with the Municipal Education Secretariat and the Jesuiten Weltweit. Through the design of virtual resources and a non-face-to-face monitoring methodology, we managed to preserve the essence of the program, recognized by the World Bank, for “mitigating the effects of school closings on learning and permanence” (World Bank, 2020).

In the programs *Horizons with Compass for Learning* of the Carvajal Foundation and *Acceleration of Learning* and *Walking in Secondary* of the Ministry of National Education, **365 teachers were trained** in 35 primary school classrooms in Cali, indirectly benefiting 7.300 girls and boys. The impact of the programs is reflected in the continuity in the educational system of 4.000 girls and boys, between the ages of 9 and 14, thus mitigating backwardness and school dropouts. This alliance makes it possible to reach 18% of the teachers in the Flexible Methodology classrooms in Cali.

As part of the strengthening of Educational Quality, we developed the project to strengthen civic competencies, impacting **409 students** in **25 educational institutions** through **250 synchronous encounters**.

Impacted  
**3.240**  
girls and boys

**365**  
teachers  
were trained



## Educational and Cultural Environments

The Golazo - Social Reconciliation Strategy through Sports program, served **208 girls and boys** in Buenaventura, Valle del Cauca, of which 100% are in the educational system. We trained **42 sports agents** in the seminar-workshop "Methodological Tools for the Promotion of Sports and Peace", indirectly impacting 1.300 girls, boys and adolescents, on issues of coexistence and permanence at school. We also designed and promoted virtual content to accompany the children and families of the program, by promoting physical activity at home, personal care, expression and management of emotions, and study habits. Another important advance was the creation of a psychosocial care protocol to assist families in matters of mental health, domestic violence and parenting skills, responding to the crisis generated by the Covid-19 pandemic. We also **delivered 208 markets to the families** of the children and adolescents of the program.



With the social networks of the Learning Centers of the Public Library Network of Cali, Valle del Cauca, we promoted family reading, STEM skills, published guidelines for parents and digital content, through text messages, WhatsApp, Instagram, Facebook and radio programs on Carvajal Foundation Radio Station - Clásica 88.5 FM. We achieved a total of **286.836 interactions**. We also reopened the Learning Center at the library at El Poblado Basic Community Service Center, that incorporates a laboratory for the creation and transformation of digital content; an innovative space that connects technology, culture, memory and creativity for the community.

In line with the strengthening and qualification of teachers, we designed and implemented two virtual courses to promote reading and writing with the **participation of 115 educators**. In alliance with Carvajal Foundation Radio Station - Clásica 88.5 FM, the Secretariat of Municipal Government of Cali – Secretariat of Education and Gases de Occidente, we implemented an initiative to promote reading for Official Public Schools in Cali, through radio. An impact of 1.113 educations and 25.000 students is estimated.

Finally, in the **Key of Knowledge library** program, **13 million users were mobilized in 1.450 libraries** at a national level. New functionalities were incorporated to the platform, that facilitated entering the information of the virtual activities, the mobilization of social networks with indicators of visits, comments, shares and reactions.

Served  
**208**  
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Trained  
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**286.836**  
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**13 million**  
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## » Social and Community Development



“Today I can say  
**that my evolution**  
as a leader  
**is great,**”



## Johani Cundumí

Social Leader. Buenaventura, Valle del Cauca.

**Project:** We Go Forwards II

**Partner:** Ford Foundation and Corona Foundation

**Click here** or scan the QR code to watch the video.

Johani is a Social Leader from Alberto Lleras Camargo and Alfonso López Pumarejo neighborhoods, of the Buenaventura District. She is the daughter of a fisherman and a fish seller from Chocó. From that love, Johani came to be the youngest daughter of 12 children.

*“Since I was little, I was interested in the well-being of the community and in working for a better future for everyone. I became a widow when I was 28 years old. My husband drove a bus, refused to take some trips, and that was enough to end his life. It was a moment of great pain for me and my children.”*

Due to the death of her husband, a victim of the armed conflict, she wanted to set an example and show that she could get ahead, fighting for her ideals.

*“One day one of my children told me: ‘Mom, my father’s death must be avenged.’ At that moment I knew I had to do something. It was not possible to let my children feed that thought. So, I decided then to focus on this exercise of leadership which, in fact, I had already carried out before in the company of my brother, Sebastián Cundumí, who is a political leader. I started working with the Community Action Boards of Alberto Lleras neighborhood and Alfonso López Pumarejo neighborhoods, very closely with the community, trying to help the population.*

*Being immersed in community work, in 2014 I met the Carvajal Foundation and began the process of strengthening my leadership exercise with the “We Go*

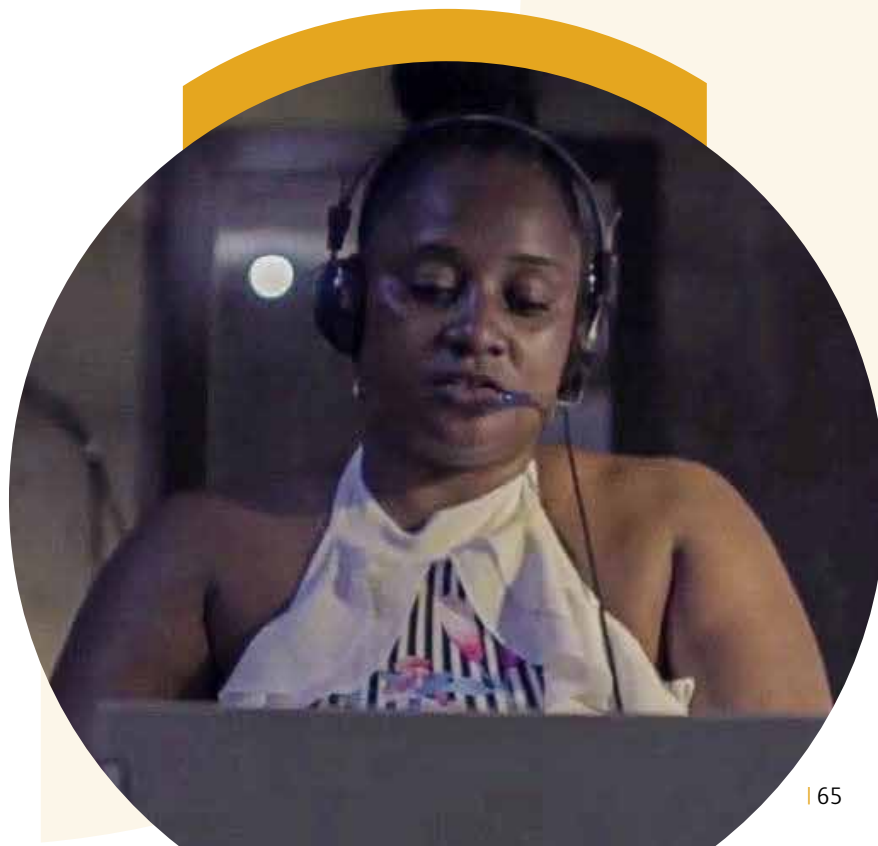
*Forwards” project. I graduated as a Social and Community Auxiliary Labor Technician and, with my project, I was one of the winners to receive financial support. Today I lead the organization “We Go Forwards”, in honor of everything learned. In addition, I have a small business where I offer photocopier services, sell different products and support people who need to verify if they are enrolled in social programs to then receive respective aid.*

*Through the process provided by the Carvajal Foundation and its team of professionals –who are so very human, with infinite listening and patience– today I can say that my evolution as a Social Leader is great. I consider myself a brave leader, wanting to get ahead and continue helping my community. Each training received has been beautiful, complete. It impacted me as a person, as a woman and as a Social Leader, when they taught me to recognize that I am a lucky woman. They transformed me forever.”*

Johani has also participated in the Active Buenaventura alliance, from which she has been nurtured with knowledge and tools to continue strengthening her leadership and seek to influence public policy. From her organization, she has trained 80 girls from Alberto Lleras Camargo neighborhood on issues of body self-care, rights and participation. Today, Johani recognizes her transformation and her evolution as a leader. She is a woman who remains committed to her community and

hopes to continue working for the development of Buenaventura, together with other leaders.

*“I am convinced that life is possible, despite the constant threats that fall on Social Leaders in Colombia and, especially, when their children must be raised.”*





## )) Social and Community Development Programs

Training of **769**  
caregivers, fathers,  
mothers and educators

- Practices for good parenting
- Training experience of socio-emotional skills
- Universe of parenting

This line guides the programs to strengthen the socio-emotional capacities of beneficiaries, promote the development of social capital and generate relationships with urban environments from community participation. The line of action is the Strengthening of socio-emotional capacities, with the programs Leadership, Family and upbringing and Transformation of urban environments with community participation.”

We highlight the *training of 769 caregivers, fathers, mothers and educators*, in the framework of the courses *“Practices for good parenting”*, *“Training experience of socio-emotional skills: educators who leave a mark”* and *“Universe of parenting”*, which promote upbringing practices, care and well-being, in the development of girls, boys and adolescents, at family and educational environments. These processes were supported through the Carvajal Foundation School E-learning platform, using technology as a tool for learning.

The Alliance for good parenting strengthened its communication strategy, based on its positioning on Facebook and Instagram, and the restructuring of the web portal. Throughout these media platforms, it improved the opportunities for interaction with the audience. It also increased the levels of coverage and remembrance of its messages, contributing to the prevention of abuse rates in the department of Valle del Cauca. With the use of groups on WhatsApp and the

radio program *“A Footprint Forever”* – transmitted by the Carvajal Foundation Radio Station – Clásica 88.5 FM – key messages were delivered to address care and mental health issues, in order to strengthen family coexistence processes, especially those that have generated effects by confinement.



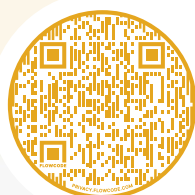
The radio program *“A Footprint Forever”* was recognized by the Development Bank of Latin America - CAF) as one of the 10 best social innovations, created to alleviate the effects of the crisis caused by the coronavirus. This communication strategy focuses on showing and teaching alternative ways to violence to resolve conflicts. For this, the narration of of real-life testimonies are used, to show that it is feasible to approach dialogue, punish children without mistreatment, seek legal channels, among other ways to engage with conflict resolution.



In the Leadership program, 352 leaders were trained. Out of a sample of 120, 93 people increased their leadership capacities and 72 Community Based Organizations in Cali and Buenaventura, Valle del Cauca, strengthened their diagnostic processes and construction of plans, for their internal strengthening.

From the intervention around the Basic Community Service Centers of El Poblado, El Vallado and La Casona, methodological adjustments were made to implement accompaniment actions to the communities on prevention and health care issues, in the face of the pandemic. This allowed the continuity of the training processes and accompaniment to the participants of the different projects, in favor of the strengthening of skills and competences in leadership and citizenship.

Click here or scan the QR code to watch the video.



Based on the **Active Buenaventura** inter-institutional alliance in the district of Buenaventura, we launched the national innovative mechanisms for public policy advocacy: "*How Are We Doing, Buenaventura?*", "*Digital Tide*" and "*Deliberature*", with them the district was positioned as pioneer in the use of civic technologies, where the public and private sectors, international cooperation and civil society are articulated, to strengthen local democracy.

Regarding the project "*All with San Antonio II*", in alliance with the Ministry of Housing, City and Territory, for the third consecutive year, we closed the accompaniment to the community of the San Antonio citadel, with the development of three components: Social and Community Development; Healthy Habitat; and Income Generation. With this, we achieved the updating of the Strategic Plan; the creation and implementation of the Social Accompaniment Table; the ornamental and landscape recovery of 19 spaces, thanks to community participation; the construction of two playgrounds; the delivery of an iconic and commemorative sign: "I Love San Antonio"; and the training of 158 people in income generation, through employment and self-employment.

352

leaders were trained

72 Community Based

Organizations in Cali and Buenaventura, Valle del Cauca, strengthened their diagnostic processes

The Ministry of Interior granted the award  
**2020 Colombia Participate,**  
in the category of Leadership.

Faced with the situation caused by Covid-19, the Carvajal Foundation joined efforts with the Municipal Government of Cali, the Departmental Government of Valle del Cauca, the Municipal Government of Buenaventura, and private sector entities, within the framework of the *"Partners for the Valley"* movement. The objective was to spread a message of solidarity and humanitarian care, using technological means to connect with the community on issues of food safety, health and self-care. Next, we mention the campaigns:

- "Colombia Starts Safely" (National Business Association of Colombia - ANDI)
- "The Valley is Cared for in the Street" (Departmental Government of Valle del Cauca)
- "Solidarity is the Cure" (Municipal Government of Cali)
- "A Single Force" (ProPacific)
- "For You, I Recycle" (Carvajal Packaging S.A.)
- "Friend, Take Care of Yourself" (within the framework of the Active Buenaventura alliance)
- "Donatón for Buenaventura" (Municipal Government of Buenaventura)

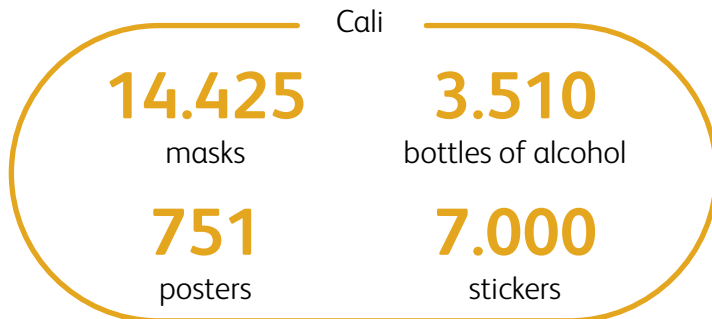
One of the humanitarian aid strategies that we highlight, was the **delivery of more than 31.000 markets to 30.000 families in Cali and Buenaventura**, Valle del Cauca, valued at \$1.777 million Colombian pesos.

In the second stage of the campaign *"The Valley is Cared for in the Street"*, in alliance with social and business organizations *"Partners for the Valley"*, led by



the Valley Action Unit, more than **14.425 masks**, **3.510 bottles of alcohol**, **751 posters** and **7.000 stickers** were delivered in Cali. And, **3.000 masks**, **5.000 bottles of alcohol**, **600 posters** and **5.000 stickers** in Buenaventura.

The organizations Riopaila Castilla, Spataro Nápoli, Ramírez Moreno Foundation, Químicos del Cauca, Secretariat of Health of Buenaventura and Carvajal Packaging S.A., supported in the delivery of the biosafety elements.





## » Carvajal Foundation's Radio Station

Clásica  
**88.5** FM

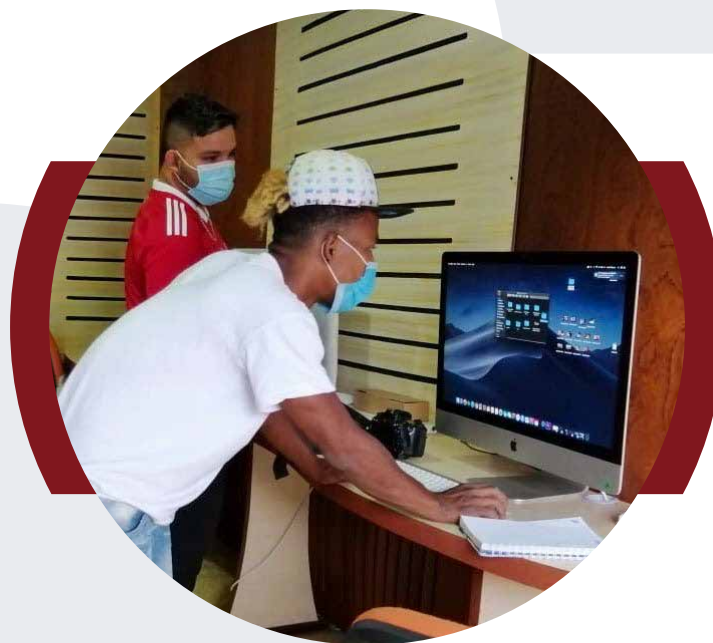
At Clásica 88.5 FM, we adapted to the challenges that 2020 brought us with confinement, as a result of the restrictions adopted by the government to counteract the effects of Covid-19.

To do this, we adjusted our technological resources and adapted our programming schedule to guarantee the broadcast of the station and fulfill our commitments with advertisers and listeners. We achieved the production of new content from the digital ecosystem (podcasts, playlists and posts on Facebook) and the opening of spaces for the broadcast of “Pedagogical Pills”, that guided our listeners in self-care and precautions to minimize the risks of contagion.

Being aware of the situation of the cultural sector in the region, we offered, different entities, the promotion of their virtual activities at no cost. We provided technical support to the Education and Culture unit of the Foundation, in its alliance with the Gases de Occidente Foundation and the Municipal Government of Cali - Education Secretariat, so that, through our radio signal, we could reach rural communities without internet access, with educational programs, such as “Radio tales.”

This complemented their academic penums. Likewise, with the help of digital meeting platforms, we continued with the production of the institutional program of “A Footprint Forever.”

We maintained our presence in the platforms Spotify<sup>3</sup>, SoundCloud<sup>4</sup>, TuneIn<sup>5</sup>, HeartRadio<sup>6</sup> and PodBean<sup>7</sup>, and we created playlists<sup>8</sup> with recommended musical selections. We also went on the air with our first podcast episode, where interviews and information of interest are presented.



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<sup>3</sup> Spotify: multiplatform application, used to play music via streaming.

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

<sup>5</sup> TuneIn: online radio through the internet.

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

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

<sup>8</sup> Playlists: audio or video playlist.



## » Methodological Transfers







Through Methodological Transfers of its programs, the Carvajal Foundation scales the social impact of its Comprehensive Social Intervention Model, exchanging knowledge, adapting and making it suitable for various national and international territories, in favor of the development of vulnerable communities.

During 2020, we implemented two Methodological Transfer projects. With the company Esenttia, in

Cartagena, we transferred the experience of “Individual Business Strengthening: Acceleration and Consolidation” program to recyclers, for the administration of a collection center for usable waste. With the company Cargill, in the departments of Santander and Bolívar, we transferred the Seedbeds modality of the “Individual Business Strengthening: Acceleration and Consolidation”.



## » Projects



Program or Project Name	Location	Objective	Partners and Allies
Virtual Applications EGRA	International (Venezuela)	Virtual application of the EGRA test in up to 200 students from educational institutions selected by the IDB.	Inter-American Development Bank - IDB
Global Classroom 2020	Cali, Valle del Cauca	Donation of money resources for the project COL-DCL-04961 - Quality Education in the Aguablanca district 20-21.	Jesuiten Weltweit
Global Classroom	Chocó, Valle del Cauca, Buenaventura and Tumaco	Join technical, administrative and financial efforts for the development and implementation of a strategy to reduce repetition, desertion and failure of children and adolescents.	Ministry of Education
Educational Quality	Miranda, Cauca	Contribute to the improvement of the quality of education at El Ortigal Educational Institution, through the strengthening of competencies and skills in reading, writing and mathematics, of boys and girls who are behind in school.	Sugarmill of Cauca - INCAUCA S.A.S.
Educational Quality	Buenaventura, Valle del Cauca	Join technical and economic efforts to contribute to the improvement of the quality and educational permanence, from first to fifth grade, in educational institutions of the Buenaventura District, through the strengthening of basic competences of 4.000 girls and boys, in the areas of language and mathematics.	Celsia Colombia Foundation
Educational Quality	Buenaventura, Valle del Cauca	Join technical and economic efforts to contribute to the improvement of the quality and educational permanence of elementary school in educational institutions of the Buenaventura District.	Cenit Hydrocarbon Transport and Logistics S.A.S

Program or Project Name	Location	Objective	Partners and Allies
Educational Quality	Buenaventura, Valle del Cauca	Contribute to improving the quality and permanence of education, from first to fifth grade, in 20 educational institutions in the Buenaventura District, through the strengthening of basic competencies of 4.000 girls and boys, in the areas of language and mathematics.	ProPacífico
Teaching Centers 2020	Cali, Valle del Cauca	Strengthening of reading and writing habits of girls, boys and adolescents.	Municipal Government of Cali - Secretariat of Culture
Strengthening Active Women - FAMA 2019	Buenaventura, Valle del Cauca	Give continuity to the FAMA 2019 project, which aims to train 120 women in socio-entrepreneurial skills and abilities.	Limmat Stiftung
Strengthening Community Welfare Homes HCB - South	Valle del Cauca	Qualify the operational scheme of the Community Welfare Homes - HCB at the Regional of Valle del Cauca, focused by the Colombian Institute of Family Welfare ICBF.	Colombian Family Welfare Institute - ICBF
Strengthening Community Welfare Homes HCB - South East	Valle del Cauca	Qualify the operational scheme of the Community Welfare Homes at the Regional of Valle del Cauca, focused by the Colombian Family Welfare Institute - ICBF.	Colombian Family Welfare Institute - ICBF
Parenting Skills 2020	Bogotá D.C., Boyacá, Caldas, Risaralda, Quindío and Quibdó - Chocó	Join efforts to strengthen the practices of care, parenting and family finances, for the prevention of violence against children within families, to be carried out virtually, in the framework of the social and health emergency Covid-19.	Urrea Arbelaez Coroporation



Program or Project Name	Location	Objective	Partners and Allies
Parenting Skills 2020	Cali, Valle del Cauca	Strengthen socio-emotional skills of teachers and caregivers to manage conflicts and improve coexistence at schools.	Scarpetta Gnecco Foundation
Key of Knowledge 2020	National	Join administrative, technical and human efforts for the help desk service and the updating and support of the functionalities of the technological application and new developments of the Key of Knowledge. These 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
Located Knowledge Accompaniment Model MAS+	Huila, Chocó and Valle del Cauca	Implementation of an Initial Education Weaving Knowledge: A Journey with Imagination and Affection program to 955 educational agents in the rural areas of Huila, Chocó and Valle del Cauca departments, with the name "Located Knowledge Accompaniment Model MAS+."	Limmat Stiftung
Located Knowledge Accompaniment Model MAS + Community and Ethnic Approach 2020-2021	North of Cauca	Contribute to the improvement of the quality of the initial education of girls and boys, through the recognition, support and transformation of the pedagogical practices of the educational agents.	Colombian Institute of Educational Credit and Technical Studies Abroad - ICETEX and Colombian Family Welfare Institute - ICBF

Program or Project Name	Location	Objective	Partners and Allies
Flexible Methodologies 2019	Cali, Valle del Cauca	Join efforts, human, financial and administrative resources to unify efforts for the operation of flexible models in the southwestern region of the country. Under this agreement, we will aim for the implementation, monitoring, training and evaluation of the classrooms of the Flexible Educational Model, Acceleration of Learning and Compass in the southwestern region in 144 classrooms, contemplating the training of teachers, field monitoring of teachers and educational institutions, and evaluation of pedagogical processes with students.	United Way - Dividendo por Colombia
Flexible Methodologies 2020	Cali, Valle del Cauca	Join technical, administrative and financial efforts for the strengthening and implementation of Flexible Methodologies for the attention of foreign students and in vulnerable conditions in Official Educational Institutions in Cali.	Municipal Government of Cali - Secretariat of Education
Flexible Methodologies 2020	Barranquilla, Atlántico Antioquia Cali, Valle del Cauca	Design and adapt the contents of the program "Compass to Virtual School" of Fundación Carvajal. In addition, implement a pilot for the training of –in principle but not limited to– 300 teachers, through virtual learning environments. This includes remote monitoring of the 55 teachers of Acceleration of Learning linked within the framework of the agreement of the Municipal Education Secretariat of Cali.	United Way - Dividendo por Colombia
Rag Dolls	Huila	Rag-Doll-Making workshops.	Family, Woman, Adolescence, Childhood With Love Social Foundation - Famiamor

Program or Project Name	Location	Objective	Partners and Allies
Initial Education Weaving Knowledge: A Journey with Imagination and Affection 2019	Buenaventura and Dagua, Valle del Cauca	Promote the integral development and living conditions of girls and boys between 0 and 5 years of age from Dagua and Buenaventura in Valle del Cauca, by training and accompanying 100 educational agents and community mothers and fathers.	Colombian Family Welfare Institute - ICBF and Limmat Stiftung
Initial Education Weaving Knowledge: A Journey with Imagination and Affection 2020 – 2021	Urabá, Apartadó, Chigorodó, Turbo, and Necoclí, Antioquia	Join efforts that allow the training and accompaniment actions of the two modules of Initial Education Weaving Knowledge: A Journey with Imagination and Affection, to be carried out virtually, for 140 educational agents, community mothers and fathers, inhabitants of the municipalities Urabá, Apartadó, Chigorodó, Turbo and Necoclí, Antioquia.	Las Golondrinas Foundation
Initial Education Weaving Knowledge: A Journey with Imagination and Affection 2020 – 2021	Valle del Cauca	Develop the "Technical in Initial Education Weaving Knowledge: A Journey with Imagination and Affection" process, aimed at 90 educational agents, community mothers and fathers, linked to the early childhood services of the Colombian Family Welfare Institute -ICBF.	Colombian Institute of Educational Credit and Technical Studies Abroad - ICETEX and Colombian Family Welfare Institute - ICBF
Initial Education Weaving Knowledge: A Journey with Imagination and Affection	Cali, Restrepo, Andalucía, Tuluá, Calima-Darién, Bugalagrande, and Zarzal, Valle del Cauca	Implementation of the Initial Education Weaving Knowledge: A Journey with Imagination and Affection, for 300 educational agents in Cali, Restrepo, Andalucía, Tuluá, Calima-Darién, Bugalagrande and Zarzal, Valle del Cauca.	Limmat Stiftung
Strengthening and methodological update of Horizons with Compass for Learning	Barranquilla, Atlántico	Join efforts to strengthen and update methodologies for the implementation of the "Horizons with Compass for Learning" program, to develop social intervention processes in school permanence.	Joint Corporation for Research and Development of Education – Corpoeducacion

Program or Project Name	Location	Objective	Partners and Allies
Regional Port Society of Buenaventura S.A. Accompaniment	Buenaventura, Valle del Cauca	Provide support and comprehensive advice for the implementation of strategies that improve the institutional development of the Fundación Sociedad Portuaria Regional de Buenaventura Fabio Grisales Bejarano in Buenaventura. These are based on the new strategic guidelines of the General Assembly of the organization, within the framework of its Social Business Responsibility, aimed at increasing the impact on the population it serves.	Regional Port Society of Buenaventura Fabio Grisales Bejarano Foundation
Light Plastics	Buenaventura and Cali, Valle del Cauca	Accompaniment to Recicloplasy GESAMPA companies, which responds to the Supplier Development Model of Carvajal Packaging S.A.	Carvajal Packaging S.A.
Peace Laboratories: Social and Economic Inclusion of Vulnerable Populations in Colombia - Micro MBA	Cali and Valle del Cauca	Jointly carry out the project "OS12-Peace Laboratories: Social and Economic Inclusion of Vulnerable Populations in Colombia, Thanks to the Transforming Micro MBA Model of ACTEC," in accordance to the dossier of the ACTEC Program - A Job for All 2017-2021.	Association for Cultural, Technical and Educational Cooperation - ACTEC
Strengthening Trafigura	Buenaventura, Valle del Cauca	Strengthening micro-entrepreneurs from highly vulnerable areas in Buenaventura.	Trafigura Foundation
We Go Forwards II	Buenaventura, Valle del Cauca	Join efforts to contribute to the strengthening of a group of community-based organizations to increase their political incidence in Buenaventura, from an exercise of active citizenship by its leaders.	Ford Foundation and Corona Foundation



Program or Project Name	Location	Objective	Partners and Allies
Active Buenaventura	Buenaventura, Valle del Cauca	Generate adequate conditions for democratic governance through three strategies: Collective Leadership, Advocacy on Public Policies and Open Government.	United States Agency for International Development - USAID/Colombia, Corona Foundation, Movilizatorio, Gases de Occidente, International Republican Institute, Ford Foundation, Port Society of Buenaventura, ProPacífico, Extituto, and Carvajal Foundation
All with San Antonio II	Buenaventura, Valle del Cauca	Strengthen the social fabric of the families of the San Antonio citadel in Buenaventura, through the application of its communities' own methodologies, that allow the development of community management, the fulfillment of rights and duties of the beneficiaries, productive inclusion, and security and coexistence, based on its integral development.	Ministry of Housing, City and Territory - Fonvivienda National Housing Fund
SENA 2019 - 2020	Cali and Valle del Cauca	Carry out training actions combining efforts, capacities and knowledge, for the development of comprehensive professional training programs, within the framework of the Coverage Expansion Program, in order to train a greater number of Colombians. This, through the alliances between SENA and the Training for Work and Human Development or Higher Education entities registered in the Bank of Educational Institutions (BIE) at the Regional of Valle del Cauca.	National Learning Service - SENA

Program or Project Name	Location	Objective	Partners and Allies
Cali Progresses with Employment - Social Impact Bonds II 2019 - 2020	Cali and Valle del Cauca	Join technical, economic and human efforts, in order to provide the Investor Corporation with the services of summoning, pre-selection, profiling, orientation, psychosocial support, training, effective job placement –understood as verified and verified formal job placement and post-placement support for the six-month retention–, and the general evaluation of the intervention, to the persons identified as eligible for the project.	Inversor Corporation
Soft Skills Training	Buenaventura, Valle del Cauca	Promote the development of skills for work, in order to improve performance and labor productivity within the Muromar organization.	Muromar Logistics OP S.A.S
Villagorgona Social Intervention	Villagorgona Township in Candelaria, Valle del Cauca	Contribute to the socioeconomic strengthening of the Villagorgona township, of the municipality of Candelaria, Valle del Cauca, through the promotion of care for the environment and food security, income generation and organization.	Cargill
Cali Progresses with Employment - Social Impact Bonds II 2019 - 2020	Cali, Valle del Cauca	Carry out a training and employment strategy, through the Social Impact Bonds Model, for a self-recognized Afro-Colombian and/or Indigenous population in Cali.	International Organization for Migration - IOM

Program or Project Name	Location	Objective	Partners and Allies
Methodological Transfer Esenttia 2019 - 2020	Cartagena, Bolívar	Advice and support to the Board of Directors and the team of the Cartagena Friendly Collection Center, as a strategic element in the closing of the plastic cycle in the Esenttia S.A. sustainability program. This, for the strengthening of good administrative practices within the Cartagena Friendly Collection Center, which contribute to the appropriation of the collection center by the Board of Directors by defining the operation route for its production line.	Esenttia S.A.
Evaluation Trafigura Strengthening	Buenaventura, Valle del Cauca	Carry out the Impact Evaluation of the Trafigura Strengthening project.	Trafigura Foundation
Methodological Transfer Propal Foundation	El Guabal Village in Guachené, Cauca	Strengthening of two Community Action Boards of the El Guabal village in Guachené, Cauca.	Propal Foundation
Business Strengthening 2020 - IOM	Cali and Valle del Cauca	Contribute to the implementation of the Comprehensive Management of Social, Cultural and Economic Entrepreneurship project, of the Community Stabilization program of migrant population from Venezuela, Colombian returnees and host communities.	International Organization for Migration - IOM
Covid-19 Food Safety	Buenaventura, Valle del Cauca	Support for markets in the framework of the Covid-19 contingency.	Foundation for Promotion and Community Service - Prosecom Foundation
VENSIT II 2020	Cali, Valle del Cauca	Join efforts to generate job opportunities for the Venezuelan population with international protection needs and Colombians in vulnerable situations, through tailor-made training processes, business management for employment and comprehensive support for sustainability in employment, in Cali.	Cuso International - Canadian Embassy

Program or Project Name	Location	Objective	Partners and Allies
Cargill Phase III - 2020	Villagorgona Township in Candelaria, Valle del Cauca	Strengthening the community of the Villagorgona township in Candelaria, Valle del Cauca.	CAF America and Cargill
Cargill Emergency Covid-19 - 2020	Valle del Cauca, Santander and Bolívar	Strengthening the population of Valle del Cauca, Santander and Bolívar, within the framework of the Covid-19 contingency.	CAF America and Cargill
CUSO 1.5 2020	Cali, Valle del Cauca	Promote the linkage and sustainability of employment of at least 191 people (50% Colombian population and 50% Venezuelan population) located in Cali, through a process of social technical training.	Cuso International and Canadian Embassy
Strengthening Community Action Boards 2020	Buenaventura, Valle del Cauca	Join technical, administrative and economic efforts to contribute to the internal strengthening of the Community Action Boards, at the continental zone in Commune 7 in Buenaventura.	Celsia Colombia S.A. E.SP.
Social and Community Inclusion Migrants	Cali and Valle del Cauca	Implement the strategy of social and cultural integration of the migrant population and Colombian returnees from Venezuela, with a community focus.	International Organization for Migration - IOM
Strengthening community fabric Villa Gorgona	Candelaria, Valle del Cauca	Strengthen the community of Candelaria, Valle del Cauca, through a strategy of socio-emotional, pedagogical, business and food support, in the face of the contingency of Covid-19 and later.	United Way- Dividendo por Colombia



Program or Project Name	Location	Objective	Partners and Allies
Transmedia Coaching	Cali, Valle del Cauca	Implementation of the prototype of the Transmedia Coaching System, in Cali, with the tools and instruments provided by the Capital Foundation.	Capital Foundation
Expansion of coverage SENA 2020	Cali and Valle del Cauca	Carry out training actions by combining efforts, capacities and knowledge for the development of comprehensive professional training programs, within the framework of the Coverage Expansion Program, in order to train a greater number of Colombians. This, through alliances entered into between SENA and the Training Institutions for Work and Human Development and Higher Education institutions, registered in the Bank of Educational Institutions (BIE).	National Learning Service - SENA
Recycling Accompaniment	Cali, Valle del Cauca	Develop a strategy for the promotion of the culture of recycling in 20 Official Educational Institutions of Cali.	Carvajal Packaging S.A.

## » Financial Statements



## ***Fundación Carvajal***

***Estados Financieros por los Años Terminados  
el 31 de diciembre de 2020 y 2019 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 2020 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 bajo normas de contabilidad y de información financiera aceptadas en Colombia para Pymes de la Fundación Carvajal al 31 de diciembre de 2019, que hacen parte de la información comparativa de los estados financieros adjuntos, fueron auditados por mí, de acuerdo con normas de auditoría generalmente aceptadas en Colombia, sobre los cuales expresé mi opinión sin salvedades el 17 de marzo de 2020.

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 2020, 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.





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, which appears to read "Diana Acosta".

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

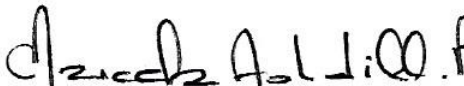
Ciudad, Colombia  
10 de marzo de 2021

**FUNDACIÓN CARVAJAL**  
**ESTADOS DE SITUACIÓN FINANCIERA**  
**CON CORTE A 31 DE DICIEMBRE DE 2020 Y 2019**  
**(En miles de pesos Colombianos)**


	Nota	2020	2019
<b>Activo</b>			
Efectivo y equivalentes al efectivo	3	\$ 6,849,344	\$ 4,343,181
Cuentas comerciales por cobrar y otras cuentas por cobrar, neto	4	4,424,663	6,664,198
<b>Activos Corrientes</b>		<b>\$ 11,274,007</b>	<b>\$ 11,007,379</b>
Cuenta por cobrar	4	18,664,015	20,997,434
Propiedad, Planta y Equipo, neto	6	8,710,227	8,573,184
Inversiones Permanentes, neto	5	307,030,121	304,704,527
Intangibles, neto	7	232,736	-
<b>Activos no corrientes</b>		<b>\$ 334,637,099</b>	<b>\$ 334,275,145</b>
<b>Total Activo</b>		<b>\$ 345,911,106</b>	<b>\$ 345,282,524</b>
<b>Pasivo</b>			
Obligaciones Financieras	8	23,551	-
Cuentas Comerciales por pagar y otras Cuentas por Pagar	9	1,797,512	2,376,932
Beneficios a Empleados	10	676,326	542,938
Otros Pasivos	11	3,113,967	2,302,736
<b>Pasivos corrientes</b>		<b>\$ 5,611,356</b>	<b>\$ 5,222,606</b>
Obligaciones Financieras	8	55,502	-
Beneficio a empleados	10	1,166,992	1,011,117
<b>Pasivos no corrientes</b>		<b>\$ 1,222,494</b>	<b>\$ 1,011,117</b>
<b>Total Pasivo</b>		<b>\$ 6,833,850</b>	<b>\$ 6,233,723</b>
<b>Patrimonio</b>			
Fondo Social	12	200	200
Efecto adopción NIIF		296,704,017	296,704,017
Reservas		10,983,091	10,983,091
Excedentes Acumulados		31,361,493	28,732,053
Excedente del Ejercicio		28,455	2,629,440
<b>Total Patrimonio</b>		<b>\$ 339,077,256</b>	<b>\$ 339,048,801</b>
<b>Total pasivo y patrimonio</b>		<b>\$ 345,911,106</b>	<b>\$ 345,282,524</b>

Las notas son parte integral de los estados financieros

(\*) Ver certificación adjunta

  
 Marcela Astudillo Palomino

Representante Legal

  
 RAFAEL ANGE PINILLA CHARRY  
 Contador Público  
 Tarjeta profesional No.68909-T

  
 DIANA PATRICIA ACOSTA HERNANDEZ

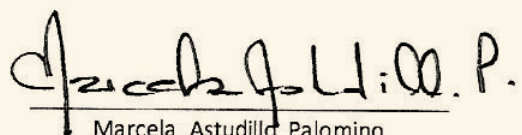
Revisor Fiscal  
 Tarjeta profesional No. 206236-T  
 Designado por Ernst & Young Audit S.A.S TR 530 (Vease mi informe del 10 de marzo de 2021)

**FUNDACIÓN CARVAJAL**  
**ESTADOS DE RESULTADOS INTEGRALES**  
**POR LOS AÑOS TERMINADOS EL 31 DE DICIEMBRE DE 2020 Y 2019**  
**(En miles de pesos Colombianos)**

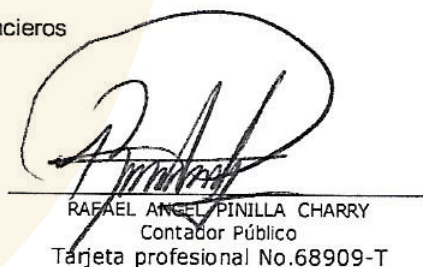
	Nota	2020	2019
<b>Actividades operacionales</b>			
Ingresos	13	\$ 14,898,521	\$ 18,447,603
Costos	15	(14,175,486)	(17,559,795)
<b>Resultado de las actividades operacionales</b>		<b>\$ 723,035</b>	<b>\$ 887,808</b>
Otros Ingresos	14	1,816,783	4,005,593
Gastos de Administración	16	(1,580,226)	(1,515,154)
Otros Egresos	17	(740,055)	(680,131)
Costos Financieros	18	(191,082)	(68,676)
<b>Ganancia antes de impuestos</b>		<b>\$ 28,455</b>	<b>\$ 2,629,440</b>
Impuestos		\$ 0	\$ 0
<b>Excedente (Déficit) del año</b>		<b>\$ 28,455</b>	<b>\$ 2,629,440</b>

Las notas son parte integral de los estados financieros

(\*) Ver certificación adjunta



Marcela Astudillo Palomino  
Representante Legal



RAFAEL ANGEL PINILLA CHARRY  
Contador Público  
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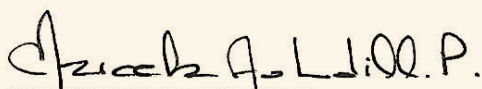
DIANA PATRICIA ACOSTA HERNANDEZ  
Revisor Fiscal  
Tarjeta profesional No. 206236-T  
Designado por Ernst & Young Audit S.A.S TR 530 (Vease mi informe del 10 de marzo de 2021)

**FUNDACIÓN CARVAJAL**  
**ESTADOS DE CAMBIOS EN EL PATRIMONIO**  
**POR LOS AÑOS TERMINADOS EL 31 DE DICIEMBRE DE 2020 Y 2019**  
**(En miles de pesos Colombianos)**

Nota	Fondo Social	Efecto adopción NCIF	Reservas	Excedentes acumulados	Total
<b>Saldo al 31 de diciembre de 2018</b>	\$ 200	\$ 296,704,017	\$ 10,983,091	\$ 28,732,053	\$ 336,419,361
Excedente Acumulado				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>
Excedente Acumulado				31,361,493	
Utilidad (pérdida) del año				28,455	28,455
<b>Saldo al 31 de diciembre de 2020</b>	<b>9 200</b>	<b>296,704,017</b>	<b>10,983,091</b>	<b>31,389,948</b>	<b>339,077,256</b>

Las notas son parte integral de los estados financieros

(\*) Ver certificación adjunta



Marcela Astudillo Palomino  
Representante Legal



RAFAEL ANGEL PINILLA CHARRY  
Contador Público  
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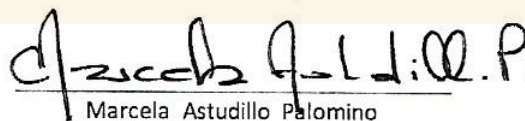


**FUNDACIÓN CARVAJAL**  
**ESTADOS DE FLUJO DE EFECTIVO**  
**POR LOS AÑOS TERMINADOS EL 31 DE DICIEMBRE DE 2020 Y 2019**  
**(En miles de pesos Colombianos)**

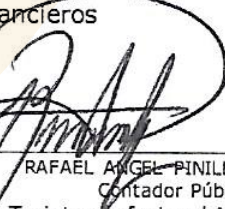
Flujo de efectivo por actividades de operación	Nota	2020	2019
<b>Excedente del Ejercicio</b>		<b>\$ 28,455</b>	<b>\$ 2,629,440</b>
Ajustes por:			
Depreciación		282,020	281,067
Provision y recuperaciones		(106,140)	(215,735)
Cartera (Recuperaciones) provisiones		(138,288)	100,000
Provisión licencias		-	569,171
Utilidad en venta de inversiones		-	(2,479,933)
Utilidad en venta de activos		(23,000)	(200,000)
<b>Cambios en:</b>			
Deudores comerciales y otras cuentas por cobrar		4,711,242	1,277,183
Cuentas por pagar comerciales y otras cuentas por pagar		(317,405)	38,062
Otros pasivos no financieros		811,231	532,603
Beneficio a los Empleados		133,388	60,622
<b>Flujo neto de efectivo procedente de actividades de operación</b>		<b>5,381,503</b>	<b>2,592,480</b>
Compras de Propiedad, planta y equipo		(419,063)	(224,115)
Compra intangibles		(232,736)	-
Venta de activos		23,000	204,160
Inversiones		(2,325,594)	(2,296,762)
<b>Flujo neto de efectivo procedente de actividades de Inversion</b>		<b>(2,954,393)</b>	<b>(2,316,717)</b>
Pago de obligaciones financieras		79,053	(19,626)
<b>Flujo neto de efectivo procedente de actividades de financiación</b>		<b>79,053</b>	<b>(19,626)</b>
<b>Incremento (Disminución) neto de efectivo y equivalentes al efectivo</b>		<b>2,506,163</b>	<b>256,137</b>
<b>Efectivo y equivalentes al inicio del año</b>		<b>4,343,181</b>	<b>4,087,044</b>
<b>Efectivo y equivalentes al final del año</b>		<b>\$ 6,849,344</b>	<b>\$ 4,343,181</b>

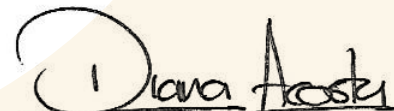
Las notas son parte integral de los estados financieros

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 Marcela Astudillo Palomino

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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 2”, 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 prepara 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 con 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. Elabora 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 objetiva 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 un 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 ingreso 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 con el 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 y 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

	2020	2019
Efectivo y bancos	<u>\$6.849.344</u>	<u>\$4.343.181</u>

Al 31 de diciembre de 2020 y 2019 no existen restricciones sobre el uso de efectivo y equivalentes de efectivo.

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

	2020	2019
<b><u>Corto plazo</u></b>		
Cuentas comerciales por cobrar	\$1.911.620	\$3.899.479
Inversantamonica (i)	2.332.999	2.332.999
Provisión para cuentas de cobro dudoso	(41.024)	(179.312)
Anticipo	45.205	31.556
Impuestos	131.051	307.473
Préstamos a Empleados	21.325	77.649
Otras cuentas por cobrar	23.487	194.354
<b>Sub Total</b>	<u><b>\$4.424.663</b></u>	<u><b>\$6.664.198</b></u>
Cuentas por cobrar Largo plazo a Inversantamonica (i)	18.664.015	20.997.434
<b>Total</b>	<u><b>\$23.088.678</b></u>	<u><b>\$27.661.632</b></u>

(i) La variación de \$2.333 corresponde a reclasificación al corto plazo, de acuerdo al convenio de pago, el mismo criterio se aplicó en el año 2019.

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

	<b>2020</b>	<b>2019</b>
Saldo al inicio del año	\$179.312	\$157.359
Castigos de cartera	(113.288)	(78.047)
Provisiones	0	100.000
Recuperación de provisión	(25.000)	0
	<u>                    </u>	<u>                    </u>
Saldo al final del año	<u><b>\$41.024</b></u>	<u><b>\$179.312</b></u>

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

## 5. INVERSIONES PERMANENTES, NETO

Nombre de la Compañía	Actividad principal	Proporción de participación accionaria y poder de voto	Costo Inversión	
			2020	2019
A Carvajal	Servicios Financieros	23%	207.056.884	207.056.884
B Inversantamónica	Actividades Inmobiliarias	23%	51.664.385	51.664.385
C Carvajal Propiedades e Inversiones S.A	Inmobiliario	21%	38.491.626	38.491.626
E Fondo Nacional de Garantías	Actividades Financieras	3%	123.978	123.978
F Cemex Colombia S.A.	Industria	0%	164	164
G Cemex Argos S.A.	Industria	0%	84	84
<b>Sub total</b>			<u><b>297.337.121</b></u>	<u><b>297.337.121</b></u>
H Fondo Patrimonial	Fiducias		9.693.000	7.367.406
<b>Total</b>			<u><b>\$ 307.030.121</b></u>	<u><b>\$ 304.704.527</b></u>

**6. PROPIEDAD, PLANTA Y EQUIPO, NETO**

	Terrenos y edificios	Maquinaria Y Equipo	Equipo de Oficina	Equipo de Computo	Vehículos	Total
<b>Costo</b>						
01 de enero de 2019	\$9.153.132	\$1.243.762	\$1.587.599	\$1.572.357	\$228.490	\$13.785.340
Adiciones	0	1.395	0	222.720	0	\$224.115
Disposiciones	(66.059)	(25.634)	0	0	-	(91.693)
31 de diciembre de 2019	<b>\$9.087.073</b>	<b>\$1.219.523</b>	<b>\$1.587.599</b>	<b>\$1.795.077</b>	<b>\$228.490</b>	<b>\$13.917.762</b>
Adiciones 2020	151.810	18.268	56.645	104.182	88.158	419.063
Disposiciones	-	0	0	0	(48.258)	(48.258)
31 de diciembre de 2020	<b>\$9.238.883</b>	<b>\$1.237.791</b>	<b>\$1.644.244</b>	<b>\$1.899.259</b>	<b>\$268.390</b>	<b>\$14.288.567</b>
<b>Depreciación acumulada</b>						
01 de enero de 2019	\$898.703	\$1.214.731	\$1.404.184	\$1.330.591	\$228.141	\$5.076.350
Depreciación anual	\$118.304	61.411	67.095	33.908	349	\$281.067
Menos depreciación acumulada de los activos dispuestos	-	(25.635)	0	0	-	(25.635)
31 de diciembre de 2019	<b>\$1.017.007</b>	<b>\$1.250.507</b>	<b>\$1.471.279</b>	<b>\$1.364.499</b>	<b>\$228.490</b>	<b>\$5.331.782</b>
Depreciación anual	\$129.687	\$14.361	\$40.436	\$93.128	\$4.408	\$282.020
Menos depreciación acumulada de los activos dispuestos	-	-	-	-	(48.258)	(48.258)
Ajuste	-	(83.408)	-	83.408	-	-
31 de diciembre de 2020	<b>\$1.146.694</b>	<b>\$1.181.460</b>	<b>\$1.511.715</b>	<b>\$1.541.035</b>	<b>\$184.640</b>	<b>\$5.565.544</b>
<b>Provisión bienes muebles</b>						
01 de enero de 2019	-	-	-	-	-	0
31 de diciembre de 2019	12.796	-	-	-	-	12.796
activos dispuestos	-	-	-	-	-	0
31 de diciembre de 2020	<b>\$12.796</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12.796</b>
Valor neto en libros al 31 de diciembre de 2019	8.057.270	-30.984	116.320	430.578	0	8.573.184
Valor neto en libros al 31 de diciembre de 2020	8.079.393	56.331	132.529	358.224	83.750	8.710.227

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. INTANGIBLES, NETO**

	<b>2020</b>	<b>2019</b>
Licencias	\$ 155.502	\$ 475.218
Proyecto de tecnología (i)	232.736	
Amortización licencias	<u>(155.502)</u>	<u>(475.218)</u>
<b>Total</b>	<b><u>\$ 232.736</u></b>	<b><u>\$ -</u></b>

- (i) Activo intangible correspondiente a la constitución del proyecto de transformación digital, el cual fue aprobado en Consejo Superior acta No.272 del 17 de marzo de 2020, con una dirección máxima de 3 años; se empezará a amortizar cuando termine el proyecto, el año 2022, durante 20 años.

**8. OBLIGACIONES FINANCIERAS**

	<b>2020</b>	<b>2019</b>
Tarjetas de Crédito	\$ 584	\$ -
Leasing financiero CP (I)	<u>22.967</u>	<u>-</u>
<b>Sub Total Corto Plazo</b>	<b><u>\$ 23.551</u></b>	<b><u>-</u></b>
Obligaciones Financieras Largo Plazo	<u>55.502</u>	<u>-</u>
Leasing financiero (I)		
<b>Total</b>	<b><u>\$ 79.053</u></b>	<b><u>\$ -</u></b>

- (I) La obligación se suscribió con el banco de occidente por un plazo de 4 años a una tasa promedio 6.07%.

**9. COMERCIALES Y OTRAS CUENTAS POR PAGAR**

	<b>2020</b>	<b>2019</b>
Cuentas comerciales por pagar	\$ 757.627	\$ 807.480
Otras cuentas por pagar (Impuestos, y acreedores varios)	747.499	658.171
Provisiones (i)	292.386	911.281
<b>Total</b>	<b>\$ 1.797.512</b>	<b>\$ 2.376.932</b>

- (i) Corresponde a la provisión para atender pagos derivados de la aplicación del decreto 558 de 2020 \$22.385 y provisión para atender demanda sobre responsabilidad en pensiones \$270.000.

**10. BENEFICIOS A EMPLEADOS**

El valor de las obligaciones de la Fundación por este concepto a 31 de diciembre de 2020 y 2019, corresponden a:

	<b>2020</b>	<b>2019</b>
Cesantías	\$ 326.745	\$ 268.162
Intereses sobre cesantías	24.341	30.556
Vacaciones	325.240	244.220
Otras obligaciones post – empleos	-	-
<b>Total</b>	<b>\$ 676.326</b>	<b>\$ 542.938</b>
<b>Beneficios a empleados a largo plazo (i)</b>	<b>\$ 1.166.992</b>	<b>\$ 1.011.117</b>

- (i) 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 pensiones compartidas por parte de la Fundación Carvajal, el cálculo actuarial se realizó con 22 para el 2020 y 23 para el 2019, al salir una persona del cálculo.

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

	2020	2019
<b>Valor al inicio del periodo</b>	<b>\$ 1.011.117</b>	<b>\$ 1.029.143</b>
Incluido en el resultado del periodo		
Costos por interés	-	-
Incluido en otros resultados integrales		
Ganancia (pérdida) actuarial debido a:		
Experiencia	155.875	(18.026)
Cambio en factores de conmutación	-	-
Otros		
Beneficios pagados	-	-
<b>Valor final del periodo</b>	<b><u>\$ 1.166.992</u></b>	<b><u>\$ 1.011.117</u></b>

**Supuestos**

	2020	2019
Tasa de descuento	3,64%	4,08%
Tasa de incremento pensional	3,80%	3,18%
Tasa anual de inflación	1,61%	3,50%
Tasa de mortalidad - Colombia	Tabla RV08	Tabla RV08

**11. OTROS PASIVOS**

	2020	2019
Ingresos recibidos por anticipado (i)	\$ 3.119.149	\$ 2.298.746
Saldo de convenios y anticipos	5.182	3.990
<b>Total</b>	<b><u>\$ 3.113.967</u></b>	<b><u>\$ 2.302.736</u></b>

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

	2020	2019
Otros de menor cuantía	\$ 598.447	\$ 315.416
Cargill emergencia Covid 19 – 2020	428.921	-
Generalitat de Valencia	419.915	-
Mas 25omunitario étnico 2020-2021 – UT Propal	314.409	-
Cargill fase 3 – 2020	241.636	-
Proyecto plásticos livianos carvajal empaques	234.156	17.329
Sena 2020	231.597	-
Hacia allá vamos 2	163.485	500.373
Laboratorio de paz ACTEC	153.300	-
Activa Buenaventura – Fundacion Corona	77.500	-
Metodologías flexibles SEM 2020	62.479	-
Cargill 2020 – Uniteway	60.672	-
Activa Buenaventura – Gases de occidente	59.570	-
Saberes Icetex – ICBF 2020 – 2021	30.976	-
Calidad educativa Buenaventura – Cenit	30.000	-
Activa Buenaventura – USAID	6.883	360.925
Sena 2019	5.203	141.396
Trafigura Fortalecimiento	-	253.153
Bis II – Bonos de Impacto Social 2019	-	168.000
Emprendimiento de Alto Impacto-SDE	-	64.420
ICBF Mas +	-	54.382
Fortalecimiento mujeres activas – Fama 2019	-	53.250
Proyecto Cuso	-	52.326
Aula global – Alcaldía Cali	-	50.699
Comfandi empleabilidad 2019	-	41.800
Metodologías flexibles fase II 2019 SEM	-	41.569
Educación inclusiva 2019 – Gobernación	-	41.000
Encadenamientos productivos 2019 – Alcaldía	-	39.792
Metodologías flexibles 2019 Dividendo	-	39.649
Evaluación Trafigura	-	33.267
Saberes Valle – Limmat	-	30.000
<b>Total</b>	<b>\$ 3.119.149</b>	<b>\$ 2.298.746</b>



**12. PATRIMONIO**

	<b>2020</b>	<b>2019</b>
Efecto adopción NIIF	\$ 296.704.017	\$ 296.704.017
Excedentes acumulados	31.361.493	28.732.053
Reservas	10.983.091	10.983.091
Excedentes del ejercicio	28.455	2.629.440
Fondo social (i)	200	200
<b>Total</b>	<b><u>\$ 339.077.256</u></b>	<b><u>\$ 339.048.801</u></b>

(i) El Fondo social lo conformaron los socios fundadores: Alfonso Carvajal S.J \$50, Elena Carvajal Lourido \$75 y Ana Maria Carvajal \$75.

**13. INGRESOS**

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

	<b>2020</b>	<b>2019</b>
Actividades de servicio comunitario y social	\$ 7.809.997	\$ 9.977.522
Dividendos de sociedades (*)	5.397.022	6.272.575
Enseñanza	228.170	653.066
Alquiler	1.416.489	1.432.922
Recuperaciones de gastos operacionales	46.843	111.518
<b>Total</b>	<b><u>\$ 14.898.521</u></b>	<b><u>\$ 18.447.603</u></b>

(\*) Los dividendos se recibieron de: (i) Carvajal S.A. \$5.362.496 y (ii) Fondo de Garantías S.A. Confe \$34.525.

**14. OTROS INGRESOS**

	<b>2020</b>	<b>2019</b>
Financieros	\$ 1.077.684	\$ 1.096.233
Utilidad en venta de acciones (i)	-	2.479.933
Utilidad en venta y retiro de bienes	23.000	200.000
Eliminación prest. extralegal quinquenio	-	215.735
Recuperación provisiones	375.000	-
Diversos (ii)	341.099	13.692
<b>Total</b>	<b><u>\$ 1.816.783</u></b>	<b><u>\$ 4.005.593</u></b>

(i) En el año 2019 se realizó la venta de 273.858. acciones de Smurfit Cartón Colombia.

(ii) Los ingresos diversos corresponden a:

	<b>2020</b>	<b>2019</b>
Reintegro de otros costos y gastos empleados	\$ 202	\$ 7.533
Otras recuperaciones	-	4.885
Ajuste al peso	2	3
Aprovechamientos no gravados	30	456
Aprovechamientos	6.795	815
Subsidio pago nomina PAEF	334.070	-
<b>Total</b>	<b><u>\$ 341.099</u></b>	<b><u>\$ 13.692</u></b>

**15. COSTOS**

	<b>2020</b>	<b>2019</b>
De personal	\$ 7.796.045	\$ 8.266.189
Honorarios	2.304.112	2.154.368
Servicios	1.821.548	2.485.793
Diversos (*)	1.034.199	2.432.308
Impuestos	299.170	780.293
Depreciaciones	257.911	344.985
Arrendamientos	237.881	237.353
Contribuciones y afiliaciones	203.941	190.577
Seguros	77.053	272.417
Legales	74.517	294.880
De viaje	49.348	72.712
Mantenimientos y reparaciones	19.761	27.920
<b>Total</b>	<b><u>\$ 14.175.486</u></b>	<b><u>\$ 17.559.795</u></b>

(i) Los costos diversos se componen por:

	<b>2020</b>	<b>2019</b>
Suministros generales	\$ 614.466	\$ 1.169.172
Suministros y partes de tecnología	108.391	152.627
Aportes en contrato de transición	100.000	-
Suministros de alimentos	81.717	120.675
Transporte	52.262	423.410
Servicio de casino y restaurante	46.473	306.788
Combustibles y lubricantes	9.257	23.615
Fotocopias	7.244	42.496
Papelería general	7.137	71.876
Otros gastos diversos	6.933	12.053
Libros, suscrip, periódicos y revistas	-	1.748
Suministros materiales de construcción	319	7.848
Provisión deudores	-	100.000
<b>Total</b>	<b>\$ 1.034.199</b>	<b>\$ 2.432.308</b>

**16. GASTOS DE ADMINISTRACION**

	<b>2020</b>	<b>2019</b>
De personal	\$ 1.273.482	\$ 1.249.676
Servicios	193.724	139.873
Honorarios	41.824	34.868
Diversos	28.863	36.470
Depreciaciones	24.109	43.714
Impuestos	11.584	2.691
Seguros	4.134	5.524
Arrendamientos	1.243	589
Gastos Legales	1.165	1.174
Gastos de viaje	98	285
Mantenimientos y reparaciones	-	290
<b>Total</b>	<b>\$ 1.580.226</b>	<b>\$ 1.515.154</b>

**17. OTROS EGRESOS**

	<b>2020</b>	<b>2019</b>
Donaciones	\$ 565.139	\$ 617.756
Gastos no deducibles	<u>174.916</u>	<u>62.375</u>
<b>Total</b>	<b><u>\$ 740.055</u></b>	<b><u>\$ 680.131</u></b>

**18. COSTOS FINANCIEROS**

	<b>2020</b>	<b>2019</b>
Intereses por sobregiros y préstamos bancarios	\$ 7.962	\$ 318
Otros gastos por interés	<u>183.120</u>	<u>68.358</u>
<b>Total</b>	<b><u>\$ 191.082</u></b>	<b><u>\$ 68.676</u></b>

**19. 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:

	<b>Activos</b>	
	<b>2020</b>	<b>2019</b>
En dólares americanos	\$ 50.845	\$ 48.509



## 20. 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.

## 21. 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 2020**

<b>INGRESOS</b>	<b>2020</b>	<b>2019</b>
<b>Total ingresos de cualquier naturaleza</b>	16.715.304	22.453.196
(-) Ingreso contable por venta de activos e inversiones	-	(2.679.933)
(-) ingresos dividendos certificados como NR ni GO	(5.397.021)	(6.272.575)
<b>TOTAL INGRESOS (1)</b>	<b><u>11.318.283</u></b>	<b><u>13.500.688</u></b>
<b>EGRESOS</b>		
<b>Total de costos y gastos contables</b>	<b>16.686.849</b>	<b>19.823.756</b>
<b>+ (-) Ajustes del beneficio neto</b>		
(-) Gastos no deducibles	(411.233)	(223.093)
(-) Impuesto de vehículo	-	(1.232)
(-) Depreciación	(282.020)	(281.067)
(-) Costos y gastos vigencias anteriores	(24.181)	(614.446)
(-) Gravamen al Movimiento Financiero no deducible	(30.425)	(94.539)
(-) Impuestos Asumidos	(8.019)	-
(-) Donaciones no deducibles	(41.628)	(41.512)
+ inversión en activos neto	370.805	-
<b>TOTAL EGRESOS (2)</b>	<b><u>16.260.148</u></b>	<b><u>18.567.867</u></b>
<b>PÉRDIDA FISCAL NETA DEL AÑO (1) - (2)</b>	<b><u>(4.941.865)</u></b>	<b><u>(5.067.179)</u></b>

## 22. COMPROMISOS

La Fundación Carvajal al cierre del 2020 tiene convenios celebrados los cuales pasarán a periodos siguientes:

**Acuerdo de Implementación No FGM-017-008 de 2019 Fortalecimiento Empresarial OIM:** El 05 de febrero del 2020 La Fundación Carvajal firmo convenio con La Organización Internacional para las Migraciones OIM, el cual tiene por objeto la gestión integral de emprendimientos sociales, culturales y económicos del programa de estabilización comunitaria y población migrante proveniente de Venezuela, colombianos retornados y comunidades acogida; cuya vigencia es del 04/02/2020 al 31/07/2021 el valor del acuerdo de implementación es de \$989.871.728 MM.A diciembre 31 del 2020 se ejecutó un valor de \$656.967.114 MM

**Acuerdo de Implementación No 013 de 2020 FGM-017 Inclusión Social OIM:** El 01 de septiembre del 2020 La Fundación Carvajal firmó convenio con La Organización Internacional para las Migraciones OIM, el cual tiene por objetivo implementar la estrategia de integración social y cultural de población migrante y colombianos retornados provenientes de Venezuela con enfoque comunitario; cuya vigencia es del 01/09/2020 al 30/06/2021 el valor del acuerdo de implementación es de \$298.914.094 MM.A diciembre 31 del 2020 se ejecutó un valor de \$ 61.993.657MM

**Acuerdo de Colaboración Proyecto Generalitat Valenciana.** Firmado en España entre Fundación del Valle, Fundación Mainel y Fundación Carvajal, el 04 diciembre de 2020 el cual tiene por objetivo el empoderamiento económico de la población víctima del conflicto, especialmente jóvenes y mujeres en situación de vulnerabilidad, de las comunas de Cali; cuya vigencia es del 01/01/2021 al 31/12/2022 el valor del acuerdo de colaboración es de 187.443 euros. A diciembre 31 del 2020 no ha ejecutado.

**Modelo de Acompañamiento Situado (MAS):** El 24 de agosto de 2020 la Fundación Carvajal aceptó la propuesta de cualificación de agentes educativos y madres comunitarias y vinculación al fondo ICETEX - ICBF Contrato Interadministrativo N° 2019 - 011 ICETEX / 1787 de 2019 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 5 meses. El valor del convenio es de \$ 2.488.988 MM. A diciembre 31 de 2020 se ejecutó \$ 515.515 MM.

**Acuerdo de Cooperación No. 72051419CA00002 Activa Buenaventura:** el 30 de noviembre de 2018 la Fundación Carvajal firmó 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 2020 se ejecutó \$3.525.791MM.

**Formación Inicial – Técnico en Saberes:** El 24 de agosto de 2020 la Fundación Carvajal aceptó la propuesta de cualificación de agentes educativos y madres comunitarias y vinculación al fondo ICETEX - ICBF Contrato Interadministrativo N° 2019-011 ICETEX / 1787 de 2019 ICBF, el cual tiene como objetivo 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 de 12 meses, el valor del convenio es de \$261.952 MM. A diciembre 31 de 2020 se ejecutó \$89.489 MM.

**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 modelo 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 \$ 1.770.668 MM. A en el año 2020 se hizo una Adición al convenio por valor de 320.000 MM, a diciembre 31 de 2020 se ejecutó \$ 1800.123 MM.

**Convenio de ampliación de cobertura No 76-014:** El 04 de Noviembre de 2020 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 Instituciones de Formación para el Trabajo y el Desarrollo Humano y las Instituciones de Educación Superior, inscritas en el Banco de Instituciones Educativas (BIE). Cumpliendo con los estándares de calidad establecidos en el marco legal y con los procesos de Aseguramiento de la Calidad de la Dirección de Formación Profesional del SENA, de conformidad con la propuesta presentada por el CONVINIENTE en los aspectos avalados por la respectiva Regional, y en concordancia con el plan operativo, con una duración de 16 meses. El valor del convenio es de \$ 507.995MM. A diciembre 31 de 2020 se ejecutó \$ 22.400MM.

**Convenio de cooperación No. 54 celebrado-Cuso 1.5:** El 01 de agosto de 2020 la Fundación Carvajal realizó un convenio de cooperación con CUSO INTERNATIONAL, el cual tiene por objeto Promover la vinculación y sostenibilidad del empleo de al menos 191 personas (50% población colombiana y 50% población venezolana) ubicados en Cali a través de un proceso de formación técnico social. con una duración de 17 meses. El valor del convenio es de \$891.480MM. A diciembre 31 de 2020 se ejecutó \$169.989MM.



### **23. HECHOS OCURRIDOS DESPUÉS DEL PERIODO QUE SE INFORMA**

Entre el 1 de enero de 2021 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.

### **24. NOTA REVELATORIA SOBRE IMPACTO DEL VIRUS COVID-19**

Debido a que el 11 de marzo de 2020 la Organización Mundial de la Salud - OMS declaró el actual brote de enfermedad por coronavirus - COVID-19 como una pandemia, el presidente de la República mediante el Decreto Legislativo 417 del 17 de marzo de 2020, declaró el estado de Emergencia Económica, Social y Ecológica en todo el territorio Nacional.

La Fundación en el año 2020 se acoge a las directrices para el cuidado de la salud de la comunidad en general. A continuación, se describen los principales hitos de la gestión institucional:

- Respecto a las actividades de intervención social integral y administrativas, realizadas por el equipo de la Fundación, se determinó la modalidad de trabajo remoto mientras estuvo vigente la medida de cuarentena, posteriormente se realizó trabajo mixto hasta el cierre de estos estados financieros.
- La Fundación logró mantener su planta de personal, y solo se desvinculó a los contratos que terminaban por vigencia (termino fijo).
- Se cumplió con los requisitos para acceder a la subvención del gobierno en el programa de apoyo al empleo formal "PAEF" del cual fue beneficiado en la cuantía de \$337MM en el año.
- La situación de emergencia no impidió que la Fundación desarrollara su objeto social y ejecutara las actividades meritorias según lo planeado. Mantener una estructura flexible permitió que a pesar de la disminución en ingresos por \$6.468MM en la ejecución de proyectos y otras actividades operacionales frente a presupuesto aprobado, se disminuyeran los gastos en \$5.789MM, para un cierre favorable.
- La administración y el alto gobierno acompañaron los seguimientos financieros e identificaron nuevos escenarios de proyección financiera con estrategias de ahorro que se implementaron de manera satisfactoria. Como estrategia se disminuyeron costos fijos de operación en \$389MM.
- En el ejercicio de proyección se estableció como meta de ingresos \$16.180MM (un 20% menos del presupuesto inicial \$20.261mm). Los ingresos operativos logrados fueron \$13.773mm (85% cumplimiento).

- Para el año 2021, se elaboró un presupuesto adecuado a la realidad actual del país que permite continuar con la intervención social integral y el desarrollo de las actividades meritorias acompañado de estrategias para la optimización de los recursos institucionales.

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

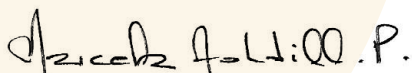
Los Estados Financieros han sido autorizados para su divulgación por el Representante Legal y/o Consejo Superior el 10 de marzo de 2021. Estos estados financieros van a ser puestos a consideración del máximo órgano social, quien puede aprobar o improbar estos Estados Financieros.

**FUNDACION CARVAJAL**  
**Certificación a los Estados Financieros**

Declaramos que hemos verificado previamente las afirmaciones contenidas en los estados financieros de la Fundación Carvajal finalizados al 31 de diciembre de 2020 y 2019, los cuales se han tomado fielmente de libros de contabilidad. Por lo tanto:

- Los activos y pasivos de Fundación Carvajal existen en la fecha de corte y las transacciones registradas se han realizado durante el periodo.
- 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 y de sus subordinadas en la fecha de corte.
- Todos los elementos han sido reconocidos como importes apropiados.
- Los hechos económicos han sido correctamente clasificados, descritos y revelados,

Asimismo, los Estados Financieros han sido autorizados para su divulgación por el Representante Legal y/o Consejo Superior el 10 de marzo de 2021. Estos estados financieros van a ser puestos a consideración del máximo órgano social el próximo 10 de marzo de 2021, quien puede aprobar o improbar estos Estados Financieros.



**Marcela Astudillo Palomino**  
Representante legal



**Rafael Argel Pinilla Charry**  
Contador  
T.P.68909-T

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Abriéndole caminos a la equidad

[www.fundacioncarvajal.org.co](http://www.fundacioncarvajal.org.co)

