

Management Report
2017



2017

Management Report

Fundación Carvajal

Management
Report
2017

Scope of the Comprehensive Social Intervention Program of the Carvajal Foundation, based on the management of each mission and support areas, as a contribution to the unfolding of the strategies around the different interest groups: community, allies, suppliers and employees.

Fundación Carvajal

Abriéndole caminos a la equidad

Steering Committee

Steering Committee – Communications Committee

Directive Committee

Executive President of the Carvajal Foundation - María del Rosario Carvajal Cabal

Business Development Director - Mario José González Mora

Education and Culture Director - David Alejandro Gironza Rodríguez

Administrative and Financial Director - Mónica María Zapata Domínguez

Chief of Human Resources - Astrid Ramírez Castaño

Chief of Research and Development - Erika Johanna Acevedo Orduña

Communications Committee

Business Development

Aura Aydé García Quintero

Beatriz Elena Trujillo Robledo

Education and Culture

María Andrea Hernández Herrera

Mónica Isabel Torres Quiceno

Administrative and Financial

Mónica María Zapata Domínguez

Lina Marcela Osorio González

Human Resources

Astrid Ramírez Castaño

Research and Development

Erika Johanna Acevedo Orduña

Diana Patricia Ortega Castillo

Management and Innovation

Olga Lucía López Londoño

Claudia Lorena Palta Concha

Production Direction

Management, Innovation and Communication

Chief of Management, Innovation and Communication - Olga Lucía López Londoño

Reporting - Lina Marcela Osorio González

“This report is the result of the collaborative work of the human team of the Carvajal Foundation. We appreciate the commitment of those who are directly linked to the challenge of organizing information to offer it to all the groups of interest: community, allies, partners and employees”.

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Words from the President of the High Council

From the very beginning, the wish of the donors was for the Carvajal Foundation to invest the revenues obtained in the most vulnerable communities, directly in the territory where it works. As an exception to this rule, consideration was given to the establishment of the Classical Music Radio Station 88.5 FM to collaborate with culture. Currently, its radius of listeners includes Cali and Buenaventura, cities linked by close economic and social ties.

The administration of the Carvajal Foundation, by investing each dollar from our own resources and by developing partnership agreements with the State, the National, Departmental and Municipal organizations, donations from the private sector, International Foundations that partner with us, as well as donations from friendly governments we have achieved a much greater social investment in the territory. These donations and contracts allow us to expand and deepen our social work.

This year we also responded to several requests received from other regions of the country, to transfer methodologies we have developed to areas such as Bogotá, Medellín, Cartagena, Barrancabermeja, Puente Nacional (Santander) and Yumbo (Valle del Cauca). Hence, methodologies created and successfully applied in Cali and Buenaventura, where the Foundation operates, would be expanded on a national level.

We returned to our original work of empowering small and medium businesses, with the main purpose of strengthening them to achieve greater job creation in the region. We also worked diligently on the job search for those who lack a business vocation, becoming the bridge between companies and individuals, as well as training future employees by using our prior knowledge of the job requirements regarding the positions they will be called to fill.

With the Ministry of Housing, City and Territory we have come to understand that generating an environment of social fabric among strangers who are going to inhabit the new projects is an important part of their success, especially with regards to the free housing program in Llano Verde, Cali. This methodology was created for the self-construction programs that the Foundation has carried out in the past.

In the areas of Education and Culture, the Saberes, Brújula and Llave del Saber programs continue to grow. Work is being done to support teachers and educational agents, with the premise that to improve the quality of education is to improve the quality of the teacher and that their preparation and training is a natural impact multiplier.

Finally, social intervention projects such as Llano Verde have allowed us to apply the concepts of Comprehensiveness and involvement of the whole family. The experiences in programs such as Parenting Skills, Aula Global and Golazo offered the possibility of closing the circle and acting in a holistic manner.

Alfredo Carvajal Sinisterra
President of the High Council of
the Carvajal Foundation



Words from the **Executive President** of the Carvajal Foundation

The presentation of the results of the Institutional Management Report offers us the opportunity to extol the commitment and responsibility of each one of the employees, the beneficiary communities of the social intervention programs and of the Partners and Allies in the construction of development opportunities.

I would like to express my great satisfaction in the progress and achievements of the Management team, during the 2017 period, who have answered the challenges of operating and developing strategic planning, focused on two lines of action: Business Development and Education and Culture, and having at its core and axis the Social and Community Development, in accordance to the main principles of quality, efficiency and effectiveness in our work.

In regards to the overall performance of the strategy, it was possible to exceed 90% in compliance with the indicators. In the two (2) lines of intervention, we would like to take this opportunity to highlight several aspects.

Regarding Income Generation for the communities, the strategy of Individual Business Strengthening was expanded for micro and small businesses through the design of new services and the updating of methodologies that are segmented according to the needs of the participants. In this period, we highlight the achievement of the updating of pedagogical material for the training of entrepreneurs. In the product Employability, as a result of the alliance with other Foundations, the private and public sectors, the National Government and the multinational agencies, we managed to become a part of the first Pilot Project called Social Impact Bonds in developing countries, obtaining with this program, the consolidation of its results by linking up with new allies and “anchor” companies willing to generate opportunities to include communities in vulnerable situations.

In Education and Culture we increased the contribution of the Quality and Educational Permanency program with the development of the new product called “Aula Global Basic Abilities” around the educational institutions within the radius areas of the Carvajal Foundation Service Centers. We also presented the certified course called Tejiendo Saberes “A Journey of Imagination and Affection”, which was offered to strengthen the knowledge of the educational agents.

As part of the transversal axis of the Social and Community Development, we obtained an Alliance for Good Parenting with the Government of Valle del Cauca, the Mayor’s Office of Santiago de Cali and private organizations, dedicated to preventing child abuse and building a happy childhood for children and girls from Colombia, starting with the Valle del Cauca.

The Carvajal Foundation continued its work in Buenaventura. During 2017, the social investment was \$ 2,172 MM, which allowed us to respond to the needs identified in this region.

With the Classical Music Radio Station 88.5 FM, the dissemination strategy of the corporate social responsibility programs of the region was strengthened.

At the end of the year, the incomes sources correspond to 27 % from own funds and 73 % from Partners and Allies, for a total social investment of \$ 27,433.1 MM.

I would like to invite you to deepen your understanding of the Carvajal Foundation for each of the areas we have developed, by reading this report that methodologically seeks to apply some of the guidelines of the GRI¹ Global Reporting Initiative for the preparation of sustainability reports and the alignment of our management with the fulfillment of the Sustainable Development Goals.

We would like to take this opportunity to thank all the Partners and Allies at the national and international level as well as the communities and employees, who have joined us in our efforts to make it possible to develop the projects in the different territories of intervention and to expand the scope and impact of compliance of our Mission and Vision.

María del Rosario Carvajal Cabal
Executive President

¹ - Global Reporting Initiative (GRI) is a non-governmental organization, based on a network, which promotes the Sustainability and ESG Reports (Environment, Social and Corporate Governance). The GRI produces the most widely used sustainability reporting structure in the world, allowing for greater transparency.

Partners and Allies 2017

Thanks to all the organizations who worked so hard during this period with the Carvajal Foundation in the management of the projects that enhance the development of the most vulnerable communities.

Partners in the Public Sector

- Alcaldía de Barrancabermeja y Empresa de Desarrollo Urbano y Vivienda de Interés Social de Barrancabermeja (EDUBA)
- Alcaldía de Bogotá - Secretaría de Educación
- Alcaldía Municipal de Santiago de Cali
Secretaría de Bienestar Social
Secretaría de Cultura y Turismo
Secretaría de Desarrollo Económico
Secretaría de Gestión del Riesgo de Emergencias y Desastres
Secretaría de Educación
- Alcaldía de Yumbo
- Secretaría de Bienestar Social
- Biblioteca Departamental Jorge Garcés Borrero
- Gobernación del Valle del Cauca
Secretaría de Desarrollo Social
Secretaría de Educación
- Empresas Municipales de Cali (EMCALI)
- Esenttia by Propilco
- Instituto Colombiano de Bienestar Familiar (ICBF)
- Ministerio de Cultura de Colombia
- Ministerio de Educación de Colombia
- Ministerio de Vivienda, Ciudad y Territorio de Colombia - Fondo Nacional de Vivienda (FONVIVIENDA)
- Servicio Nacional de Aprendizaje (SENA)

Partners in the Private Sector

- Caja de Compensación COMFANDI
- Caja de Compensación COMFENALCO
- Carvajal Empaques S.A.
- Colaboradores de las empresas de la Organización Carvajal y de la Fundación Carvajal
- Compañía de Puertos Asociados S.A. COMPAS
- Cooperativa de Trabajadores de Carvajal (Coopcarvajal)
- Corporación Urrea Arbeláez
- Fundación Bancolombia
- Fundación Corficolombiana
- Fundación Corona
- Fundación Dividendo por Colombia – United Way
- Fundación Las Golondrinas
- Fundación Propal
- Fundación Ramírez Moreno
- Fundación Scarpetta Gnecco
- Fundación Smurfit Kappa Colombia
- Fundación WWB
- Ingenio La Cabaña
- Incauca S.A.S.
- Musicar S.A.S.
- Publicar

International Partners

- ACTEC - Association for Cultural, Technical and Educational Cooperation and Government of Belgium
- Banco de Desarrollo de América Latina - CAF
- CUSO International y Embajada de Canadá
- Ford Foundation
- Genesis Foundation
- International Committee of the Red Cross (ICRC)
- Jesuitenmission
- Limmat Stiftung
- Trafigura Foundation

Allies

- Acción Plus
- Agencia LISTOS S.A.S.
- Almacenadora Colombiana S.A. (Almacol)
- Almacenes Herpo
- Américas BPS
- Asociación de Distribuidores de Gasolina y Otros Derivados del Petróleo – SODICOM
- Banco W, sede Buenaventura
- BrillAseo S.A.
- Cámara de Comercio de Buenaventura
- Compass Group
- Coomeva Contact Center
- Crepes & Waffles
- Diamante, Servicios Integrales de Limpieza
- Eficacia S.A.
- Fortox Security Group
- Fundación Luker
- IMECOL S.A.
- Instituto Cisalva – Universidad del Valle
- Ocupar
- Opp Graneles S.A., sede Buenaventura
- Panadería Paola
- Productos Alimenticios La Locura
- Rapiaseo S.A.S
- Rappi
- Salamanca S.A.
- Serasis vigilancia
- Sociedad Puerto Industrial Aguadulce S.A
- Summar Productividad
- Tjaditos
- Universidad de Harvard



Corporate Government

High Council

Protect and preserve the use of the inspiring principles of the Institution, hence insuring that the legacy of the founders is preserved.

Members of the Council

- Archbishop of Cali - Darío de Jesús Monsalve Mejía
- María del Rosario Carvajal Cabal
- Gustavo Adolfo Carvajal Sinisterra
- Jorge Hernando Carvajal Sinisterra
- Alfredo Carvajal Sinisterra

First Alternates

- Diego Felipe Llano Carvajal
- María Paula Carvajal Vanegas
- Juan Martín Carvajal Leib
- Manuel José Carvajal de Roux

Second Alternates

- Alberto Carvajal Cabal
- Amparo Carvajal Sinisterra
- Beatriz Castro Carvajal
- Alfonso Carvajal Valli

President of the High Council: Alfredo Carvajal Sinisterra
Vice-president of the High Council: Alberto Carvajal Cabal
Secretary of the High Council: María de Rosario Carvajal Cabal

Board of Directors of the Carvajal Foundation

Supports the making of decisions regarding investments, strategies and management of the Social Development Programs

Members of the Board of Directors of the Carrvajal Foundation

- Diego Felipe Llano Carvajal
- Beatriz Castro Carvajal
- Alfonso Carvajal Valli
- Manuel José Carvajal de Roux
- Bruno Carvajal Libreros
- Ana María Carvajal Albán
- Padre José González
- Manuel Ramiro Muñoz
- Beatriz Eugenia Mejía Arango

President of the Board of Directors: Manuel José Carvajal De Roux
Vice-president of the Board of Directors: Beatriz Castro Carvajal

Group of Directors of the Carvajal Foundation

María del Rosario Carvajal Cabal
Executive President of the Carvajal Foundation

Mario José González Mora
Director of the Business Development Unit

David Alejandro Gironza Rodríguez
Director of the Education and Culture Unit

Mónica María Zapata Domínguez
Director of the Administration and Financial Unit

Amparo Sinisterra de Carvajal
Director of the Classical Radio Station 88.5 FM

Erika Johanna Acevedo Orduña
Chief of the Investigation and Development Unit

Astrid Ramírez Castaño
Chief of Human Resources

Deloitte & Touche Ltda
Tax Inspector

Mission

The Carvajal Foundation is an organization of Social Justice and Christian charity and an expression of solidarity for all Colombians.



Vision

Pioneers in the environment of social responsibility, the Carvajal Foundation has developed practical knowledge through interventions in Cali and Buenaventura, to encourage the development of human abilities in the most vulnerable communities.

Our experience and knowledge are transferred and expanded through public policy, where we have joined forces with our Partners and Allies.





Methodology

The planning and execution of the Management Report for 2017 responds to the alignments of the Methodology Guide for the creation of the memories of sustainability (G4) for the preparation of Sustainability Reports from the Global Reporting Initiative (GRI), essential option². Based on this premise, the Carvajal Foundation has accepted the challenge of designing a methodology route that corresponds to the principles of institutional work.

The main axis for the presentation of the report is the Comprehensive Social Intervention Model, the strategic planning 2017-2019, which highlights the contributions from the strategic and support areas that show the achievements and results of the management of the period. This axis allows for advancement in the fulfillment of the mission and vision, through a close dialogue with the different audiences (allies, community and employees) to make the work of the Foundation visible as well as to share its commitment to contribute to development.

² - The essential option consists of the fundamental elements of a sustainability report. It creates a framework with which organizations transmit the results of their economic, environmental, and social and government performance.

As a design strategy, the Communications Committee is reactivated with representatives from all the Directorates. With the work team we identified, as a strategy of presentation of results, to visualize the progress of the intervention and the strategy of organizational transformation and flexibility, giving an account beyond the figures, through the combination of a qualitative and quantitative analysis between the years of 2016 and 2017.

Each director and team of leaders of the Communications Committee assumes the task of constructing in essay form the development of three guiding principles³ to demonstrate to the interest groups the work completed by the team of people who are a comprehensive part of each one of these strategic areas, the support of the institution and the results of the work done during the period of January-December 2017.

As the structure of the report is defined, the material aspects regarding the performance of the strategic, missional and support processes are defined as content. This allows us to account for material aspects and coverage, strategy and analysis, participation of interest groups and government.

The following basic specific contents are being developed:

- › **Sustainability Context – Contribution from the Carvajal Foundation to the Sustainable Development Goals (SDGs).**
- › **The Comprehensive Social Intervention Model and unfolding of the strategy.**
- › **Administrative and Management**
- › **Human Resources Management Financial**
- › **Research and Development**
- › **Business Development**
- › **Education and Culture**
- › **Social and Community Development**

³ - The questions are the following:
 What are the guiding elements that motivate and inspire the unfolding of the programs, products and services carried out by the area for the two interest groups of the Carvajal Foundation (internal: employees; external, community and allies)?
 Who is your work team and what is their contribution and how does it contribute to the operation of the organizational strategy?
 What are the challenges of the area for next year (2018)?



Sustainability
of Context
Contribution of the Carvajal
Foundation to the Sustainable
Development Goals (SDGs)

The Carvajal Foundation, in order to develop the Comprehensive Social Intervention program, has linked itself to the global development agenda with the purpose of identifying the commitment that it assumes with the economic, social and environmental development at the local, regional and international level.

Responding to the context of the new global agenda, based on the sustainability of the organizations located in the third sector, we are invited to rearrange the way we do business and to visualize the input towards the improvement of the conditions of the society from three different points of view: economic, social and environmental.

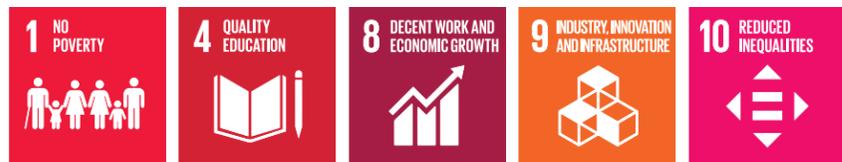
“A company cannot grow indefinitely within a sick social environment”. Based on that premise, the Carvajal family, for more than 50 years has worked to address the needs of the less fortunate communities and their development. Through the Comprehensive Social Intervention Model, we have adapted to the challenges of the environment and in this way we approach sustainability for the fulfillment of the strategic objectives in areas that have been previously prioritized for intervention: Cali and Buenaventura. In order to contextualize the contribution made by the Foundation to the Objectives for Sustainable Development, it is important to state that the strategic planning of the Carvajal Foundation is guided by the application of the Balanced Scorecard methodology (BSC).

The management of the Carvajal Foundation proposes, based on the new development agenda, to contribute to the achievement of seven objectives and 18 associated goals⁴, addressed from the deployment of the lines of support to the community in Income Generation, Education and Culture and, as a transversal axis, Social and Community.

We identify the scope of each one of the support lines of the Comprehensive Social Intervention Model and the programs and products that are the basis of the Sustainable Development Objectives.



⁴ - <http://www.un.org/sustainabledevelopment/es/objetivos-de-desarrollo-sostenible/>



Income Generation

Our Income Generation Line contributes to these development goals: **“1. End of poverty”, “4. Quality education”, “8. Decent work and economic growth”, “9. Industry, innovation and infrastructure”** and **“10. Reduction of inequalities”**, through support, guidance and training of people in socio-business and socio-labor skills that promote opportunities to generate greater individual and family income and the improvement of their conditions and quality of life.

From **the Individual and Collective Business Strengthening Program**, we can improve local skills and strengthen productivity through the development of micro and small businesses by expanding managerial skills for the business men and women with a comprehensive training and support program. By using these management tools to learn how to make decisions regarding growth, consolidation and sustainability of their business, they are oriented toward the projection in sales and the improvement in quality of work not only for themselves but also for their fellow workers.

These initiatives contribute to reaching **“full-time and productive work and a decent job for all men and women”** (goal 8.5), to **“protect the work rights and promote a working environment that is free from risks and is secure for all the workers”** (goal 8.8), and the **“access of the small businesses to financial services, including affordable credits and the integration of chain stores and a variety of markets”** (goal 9.3).

Through the product of relevant and inclusive Employability we generate labor, technical and social abilities based on the demands of the real market and the vocation and potential of the people within the communities, with the hope of generating opportunities for family and community development through employment connections.

We also identify and help to close the labor market gap based on the generation of opportunities, both for companies that offer employment and for vulnerable communities without employment. In this way we contribute to the **“reduction of the proportion of young people who are not employed and do not study or receive training”**, included in the development goal 8.6.

Within the framework of the alliance for technical and complementary training Program, between SENA and the Carvajal Foundation, we develop training programs with relevance for communities of social priority, in programs such as Education for work and human development, promoting entrepreneurship, employment and social and civic abilities. In this way we contribute to the achievement of goal 4.4 **“Increase the number of young people and adults who have the necessary skills, particularly technical and professional, to access employment, decent work and entrepreneurship.”**

All of the above also allows us to contribute to reducing inequalities, insofar as **“we contribute to the empowerment and promotion of social, economic and political inclusion of all people”** (goal 10.2).



Sustainability Context



Educación y Cultura

In the Education and Culture line, we directly align ourselves with three development goals: **“4. Quality education”, “10. Reduce inequalities”** and **“16. Promote just, peaceful and inclusive societies”**, by carrying out programs and alliances to improve the quality and educational permanence of the population served, in order to create opportunities for the reconstruction of the social fabric through the acquisition of knowledge.

With the implementation of flexible methodologies we contribute to the quality of education by encouraging their abilities, the family bond and educational inclusion, beginning with the initial, then basic and adult education levels. We contribute to development goal 4.2: **“all girls and boys have access to early childhood care and development services and quality early childhood education”**, through pedagogical training strategies, and support for the educational specialists in Early

Childhood Education, arrangements for special educational areas for girls and boys from 0 to 5 years of age linked to the family as the main educational nucleus for the improvement of the quality of early childhood learning experiences.

In basic and adult education, we are aligned with goal 4.6, contributing to **“young people and adults, both men and women, are literate and have elementary notions of arithmetic”**, from the development of our product **“Brujula life skills and something more for children and young people”** and **“Brújula to learn and dream of the future for young people over 15 years old and adults”**, with which we encourage the development of basic skills in language, mathematics and civic culture.

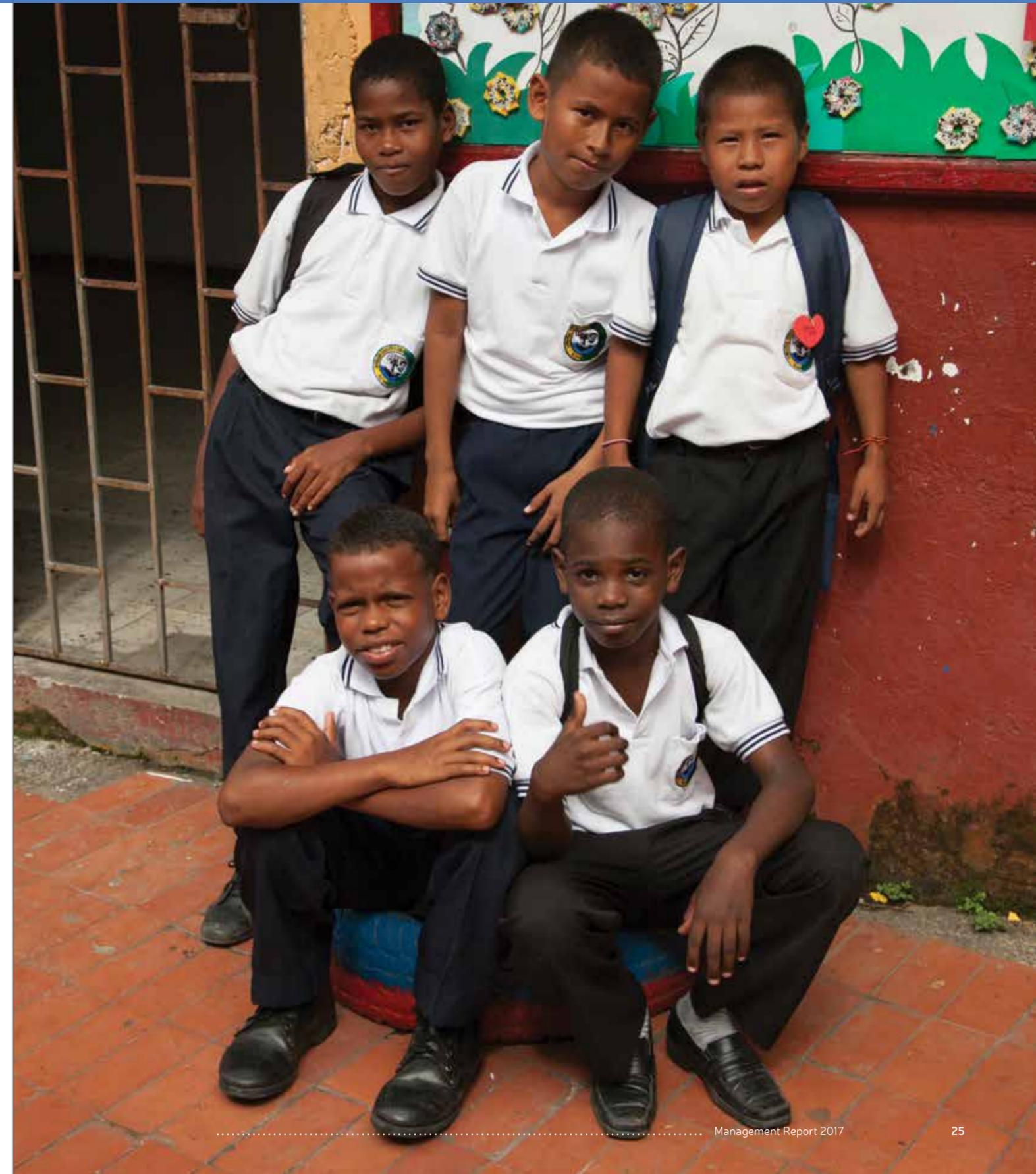
To comply with SDG **“10. Reduce inequalities”**, we deploy it transversally in the Comprehensive Social Intervention program through the product called **“Inclusive Education”**, whose purpose is to develop cognitive, physical, social and emotional skills of people with disabilities and/or special talents and their families, for participation in the community which contributes to **“the social, economic and political inclusion of all people, regardless of their age, sex, disability, race, ethnicity, origin, religion or economic situation or any another condition.”**



We implement initiatives that strengthen educational and cultural environments, facilitating community's access to culture, sports and recreation, information, knowledge and the use and appropriation of ICT. We bet on the improvement in the quality of education through the strengthening of reading, writing and mathematics practices, thus influencing the **“production of relevant and effective learning outcomes”** for which the development goal tends 4.1. and 16.10 **“Guarantee public access to information ...”**, which contributes to the construction of an inclusive community, where citizens can make decisions based on information, improve their possibilities and life horizon, redesign their future and manage to change significantly its reality.

Our programs are supported by the qualification of educational agents and teachers as promoters of quality education, contributing to the fulfillment of development goal 4.C, which hopes to **“increase the offers made to qualified teachers, including through the international cooperation for teacher training in developing countries”**.

Finally, in response to the social and cultural needs that mainly affect the child population in vulnerable territories, as a strategy we articulate the goals expressed in **“16.1 Significantly reduce all forms of violence and the corresponding mortality rates”** and **“16.2 End the abuse, exploitation, trafficking and all forms of violence and torture against children.”** We adopted the Football for Peace methodology with which we developed our product Golazo, a Strategy for Social Reconciliation through Sports, with the purpose of promoting and strengthening community initiatives, community organization and participation, to influence school permanence of children and young people in educational institutions and strengthen their socio-emotional skills, indirectly contributing to the achievement of goal 4.1 which also seeks to **“ensure that all girls and all boys finish primary and secondary education.”**





Social and Community Development

As a transversal axis that accompanies all interventions, the Social and Community Development line is oriented towards the development of healthy relationships in families, to strengthen the social roles of its members as citizens, children, employees, businessmen, parents, among others throughout their life cycle. Social intervention is aimed at strengthening the exercise of leadership, community organization and the reduction of psychosocial risk factors in the communities that are part of the territories prioritized for intervention.

Through the initiatives that are part of this line of action, we contribute to the development goals **“1. End of poverty”** and **“16. Peace, justice and solid institutions.”**

Through a variety of different products, we offer behavioral and emotional tools in support of the development of the individual, the family and the community. We adhere to goal **“16.2 Put an end to mistreatment, exploitation, trafficking and all forms of violence and torture against children”**, with the Parenting Skills workshop, a formative experience that improves educational skills and coexistence and contributes to the peaceful resolution of conflicts as a strategy that stimulates change in the behavior of parents and caregivers, to prevent violence against children, adolescents and youth.

With the product **“Individual and Collective Leadership”**, we provide work tools to natural leaders and grassroots organizations to strengthen their structure, citizen participation and access to State and private support networks that contribute to the transformation of their social reality. This is aligned with **“ensuring the adoption at all levels of inclusive, participatory and representative decisions that respond to the needs”** (goal 16.7).



All social support processes that are presented in the Intervention Model are susceptible as a whole, of social, economic and political inclusion for communities in vulnerable situations, by articulating the public and private offer, we are aligning ourselves to goal **“1.3 Putting into practice, at the National level, appropriate systems and measures of social protection for all to achieve a broad coverage of the poor and the vulnerable”** and **“promote the resilience of the poor and people who are in vulnerable situations to economic, social and environmental phenomena”**, contained in goal 1.5 of the Development Agenda.

The Carvajal Foundation strengthens its capabilities for social investment through project management, as a result of public-private partnerships and international cooperation, in compliance with the Goals **“17.3 Mobilize additional financial resources from multiple sources for developing countries”** and **“17.17 Encourage and promote the establishment of partnerships in the public-private and civil society realms, taking advantage of strategies for obtaining resources”** from the global commitment to sustainable development, which allows us to meet the needs of the most vulnerable communities. This process begins with the identification of opportunities for social intervention, not only from the community but also from the donor’s side.

For all the above, the Carvajal Foundation with the Comprehensive Social Intervention program developed in the prioritized territories, promotes the creation of prosperity in the families and communities served.





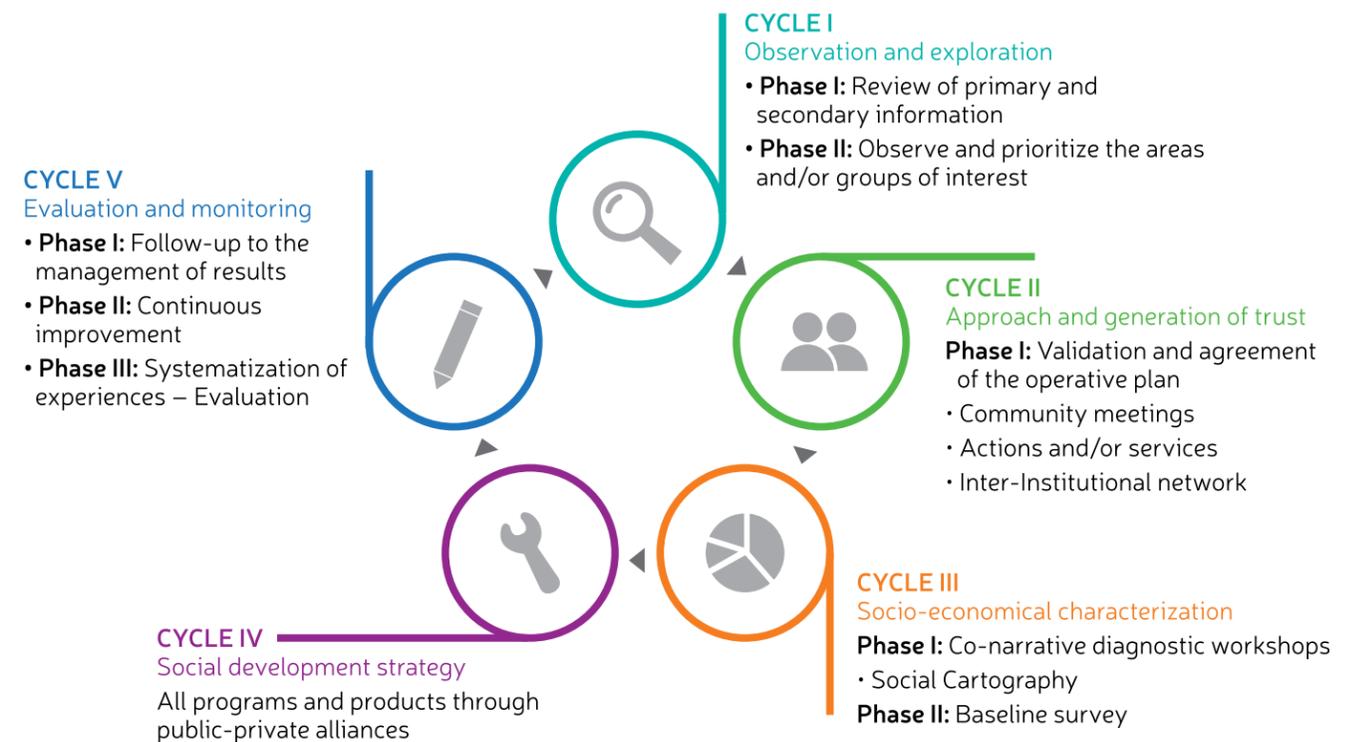
Comprehensive Social Intervention Model

The Carvajal Foundation focused two (2) territories as priority areas for its intervention: Cali and Buenaventura, and in other territories as a result of strategic alliances with the National Government and other organizations for the strengthening of public policy programs.

Social intervention is guided by the application of the Comprehensive Social Intervention Model, defined as the just and strategic way to approach and support vulnerable communities in their development processes at the individual, family and community level⁵. The Model is guided by the mission and institutional vision as an inspiring mandate formulated by the Founders more than 40 years ago that describes the applicability of corporate values: respect, transparency, fairness, honesty, social commitment, creativity and innovation and simplicity.

⁵ - Carvajal Foundation, Comprehensive Social Intervention Model.

Comprehensive Social Intervention Model
Carvajal Foundation



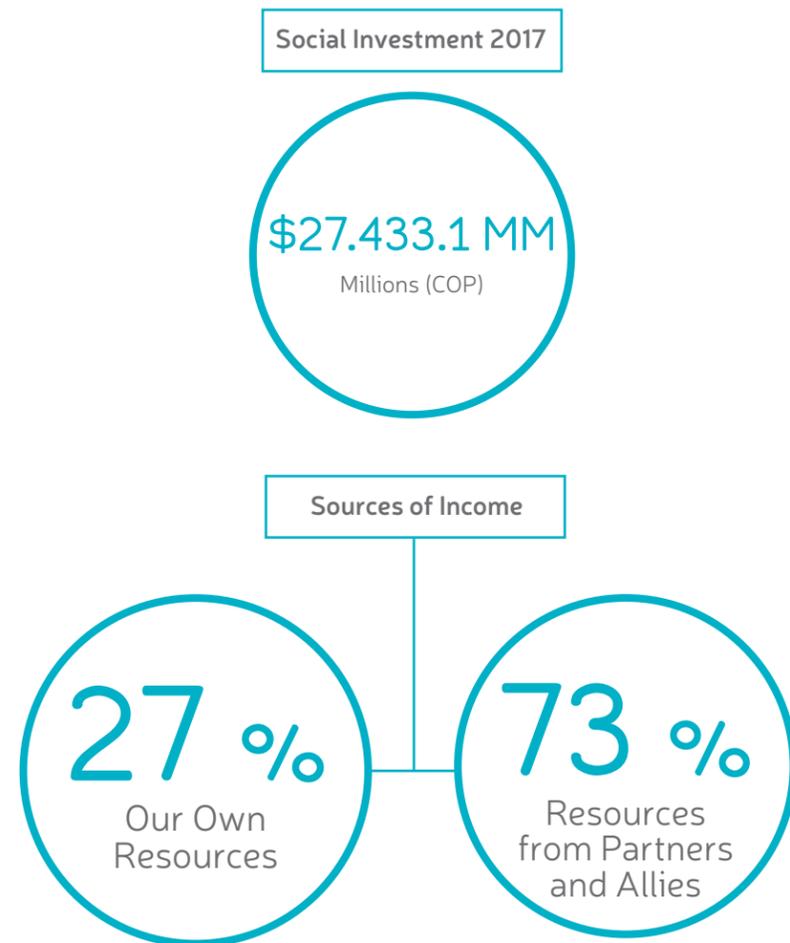
The Comprehensive Social Integration Model⁶ that has been structured by the Carvajal Foundation to handle the different development fronts focused on participation and community organization, is built on a methodology platform that orients our support and/or intervention actions towards any social reality.

The management of projects around the needs and potential of the communities allows for the development of training processes, support, organization and community participation.

⁶ - The social intervention program is defined as the social action produced to articulate the unacceptability of a living situation of a group of individuals, which in turn would be caused by the basic dynamics of the system. Proposals for social intervention also require a technical capability expressed in the potential to intervene effectively in society (Corvalan, 1996).

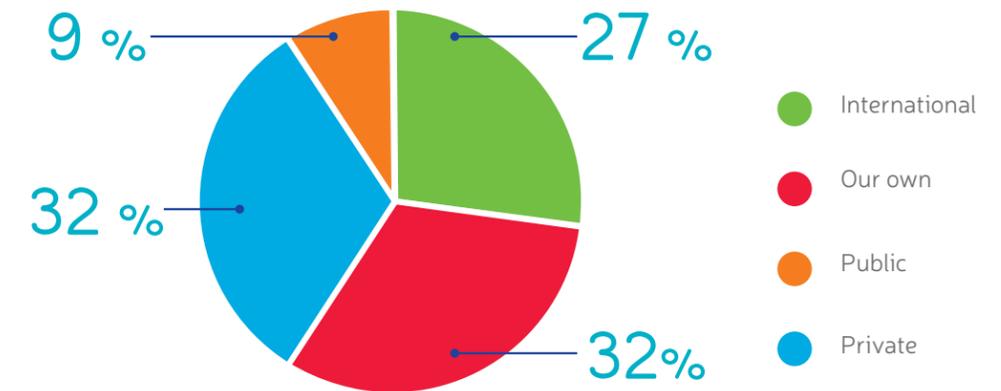
Comprehensive Social Intervention Model

During 2017, the social investment was of **\$27.433.1MM**, thanks to the uniting of our resources with national and international Allies from the public and private sectors. The resource leverage went from 1 to 3.8⁷, which allowed for the deployment of the Institutional Strategy in favor of the most vulnerable communities.



⁷ - For each Colombian peso that it invests of its own resources, the Carvajal Foundation is leveraged with the investment of 3.7 pesos from Partners and Allies.

Sources of Income



As a result of governmental and non-governmental alliances on National and International levels, during this period we developed a total of **60 new Projects**, that benefited not only the communities of Cali and Buenaventura, as prioritized territories, but also other communities around the country. We achieved an increase in coverage of families of 31.1% with regards to last year, by the specific impact of the intervention for the strengthening of the social fabric in Llano Verde, as part of the alliance with the Ministries of Housing, City and Territory, Environment and Sustainable Development in the city of Cali. Described below, are the general figures of this coverage:

Comprehensive
Social
Intervention
Model

Coverage



7.829

Families assisted in Cali
and Buenaventura



511.579

Interventions
Carried out



16.766

Beneficiaries

Projects and Alliances



60

Projects completed



30

Average attention
per Beneficiary



48

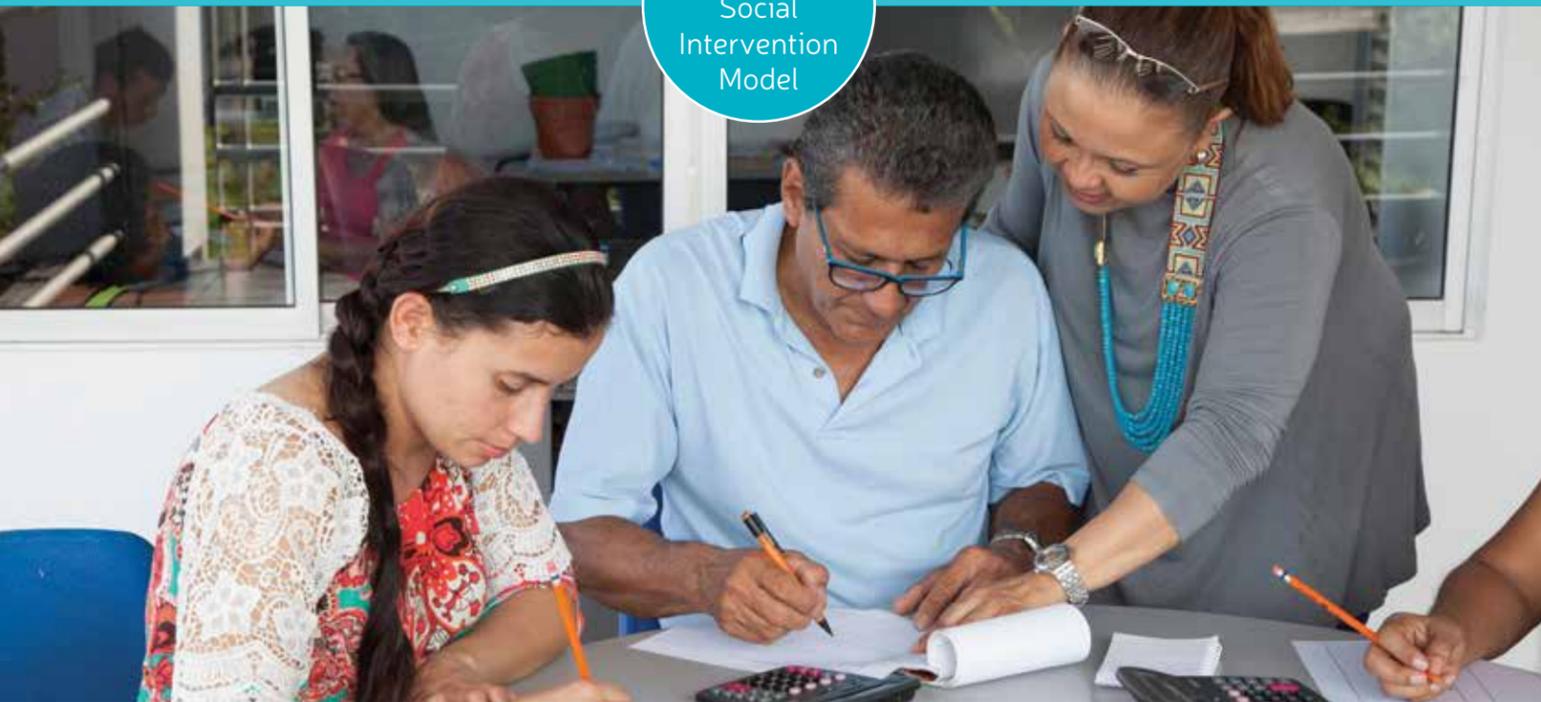
Partners and Allies

17 Public

22 Private

9 International

9 New Partners 62 % Long-term



Deployment of the 2017 Strategy

As previously mentioned, the Strategic Planning program of the Carvajal Foundation is guided by the use of the Balanced Score Card (BSC) Methodology, as the tool that allows for the description and communication of a strategy in a coherent and clear manner. Norton and Kaplan (2001) turned the strategy of a company into action and results by the alignment of the objectives in four (4) perspectives: Community, Financial, Processes, Learning and Growth. It translates the mission and the global strategy of the Company into more specific objectives and measurements that encourage opportune and relevant business action, to allow for the fulfillment of the mission and organizational vision.

The Foundation has defined nine (9) strategic objectives to fulfill the mission and vision within the frame work of the four perspectives. The strategic objectives are structured in such away that they can be measurable and quantifiable. Each objective has associated strategies and these, in turn have indicators that allow for their periodic monitoring. To achieve the goal, an action plan is established to ensure the process is implemented appropriately.

Strategic Objectives

From the perspective of the Community

- 1 Contribute to the creation of prosperity in the supported community, ensuring a positive mobility of the variables MPI⁸ and the MSA⁹.
- 2 Reach or surpass the satisfaction level expected on the part of the interest groups (Beneficiaries, Allies and Partners).
- 3 Strengthen the relationship between current and potential Partners.
- 4 Scale methodologies that would allow for the transfer of knowledge from the Foundation, increasing the ability of generating value for the benefited population.

Financial Perspective

- 5 Optimize the budget and guarantee the financial sustainability of the Foundation.

Perspective of the Processes

- 6 Reach and support the operational effectiveness of the processes level (level of fulfillment).

Learning and Growth Perspective

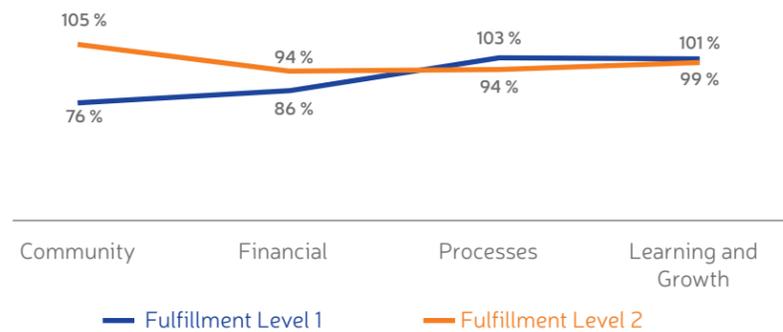
- 7 Maintain and increase the level of abilities and fulfillment required to ensure the Foundations objectives.
- 8 Maintain a harmonious working environment that would benefit the overall wellbeing, productivity and expected educational levels.
- 9 Manage the fulfillment of the learning circle set up by the Carvajal Foundation and strengthen the innovation, the use and the transference and scalability of the Comprehensive Social Intervention, with evaluations of social impact on the programs that should require them.

⁸ - MPI - Multi-dimensional Poverty Index. It is the measurement tool used in the Country and proposed by DANE to determine vulnerable populations. This index takes into account five (5) dimensions of households (educational conditions, conditions of childhood and youth, work, health and home public services and housing conditions) and 15 variables, to determine deprivation and the incidence of poverty in the territories (National Planning Department 2011 - Basis of the National Development Plan 2010 - 2014. Prosperity for all).

⁹ - MSI - Index of Social Measurement: It is the measurement tool used by the Carvajal Foundation to measure, in a more precise way, the levels of life reached in terms of the results and impact of the interventions carried out. This index takes into account three (3) dimensions (Human Development, Family Development and Community Development) and nine variables that allow demonstrating the processes of change and/or transformation of the social interventions proposed in the prioritized territories. (Carvajal Foundation 2015 – Comprehensive Social Intervention Model).

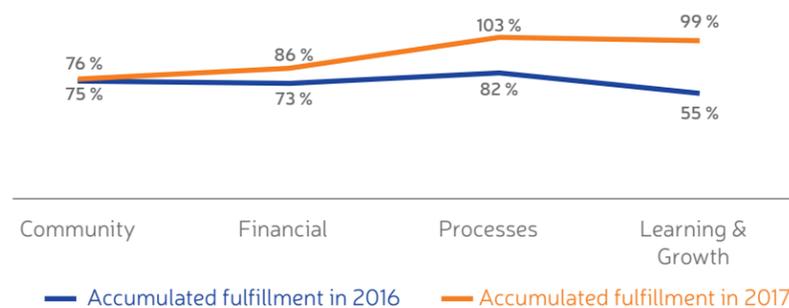
As the next two graphs indicate, the fulfillment of the general strategy, according to first level¹¹ indicators¹⁰ is of 89.77 % and the second level¹² is of 99.46 %.

**Fulfillment of the Strategic Plan Carvajal Foundation
2017 – First and Second Levels**



Compared with the strategic fulfillment of 2016, in 2017 we observe important advances in the implementation of actions on all perspectives.

**Fulfillment of the Strategic Plan Carvajal Foundation
Comparative 2016 vs 2017**



¹⁰ - Indicator is the relationship between one or more qualitative or quantitative variables, which allows us to observe the results and changes in tendencies of the objectives and act effectively on the causes of said deviations (NTCCGP 1000: 2004).

¹¹ - First Level Indicators: unit of measure that presents the consolidation of the performance of each of the perspectives of strategic planning.

¹² - Second Level Indicators: unit of measurement that accounts for the operation of the strategies implemented in the processes.

As can be observed, the behavior of the perspectives of processes and of learning and growth stand out. The increase in processes is the result of the strengthening exercise of the technical and operational abilities of the support and mission areas, which allows a better integration in the search for effective actions for the optimization of resources and for the timely attention to the needs and requirements of Partners, Allies and the Community.

In the perspective of learning and growth, the positive variation is focused on the beginning of the implementation of the evaluation process of the abilities with a pilot group of employees of the Foundation, an exercise that had been suspended for three (3) years by the dynamics of the organizational transformation. This process will continue during 2018.

As a result of collective production, the increase in the systematization of social experiences reflects the strengthening and positioning of the management process and the internal transfer of knowledge strategies. The implementation of the Virtual Learning Community project was started both as an internal and external strategy to approach the institutional training processes, within the framework of the programs and products of the Carvajal Foundation.

Hence, the specific contributions of each one of the strategic and support areas are developed, in response to the guiding questions defined in the planning exercise for the preparation of this report.

Contribution from the Support Areas

Administration
and Financial
Management

Human
Resources

Research and
Development



Administrative and Financial Management

The pillars that inspire the management of the Administrative and Financial area are the reliability and opportunity in the handling of the information. Therefore, the team focuses its efforts on fulfilling its promise to deliver a service of excellence and quality, so it analyzes, innovates and improves processes in order to minimize institutional risks, optimize resources and achieve continuous organizational improvement.

The human talent of the Administrative and Financial area is made up of a group of professionals from different disciplines, with extensive experience and high skills, committed to the development of the Institution and personal development, who constantly seek to strengthen and improve their knowledge and skills. Teamwork is essential to fulfill its mission, which is enhanced by the synergy generated with the technical actions of the other Units in favor of improving organizational capabilities.

During 2017, the Legal Management process was involved in the implementation of projects that allowed for mitigation of risks by 80%. The Academic Management process standardized 80% of the study plans, which strengthened the training programs for work and human development.

The Technological and Computer Management process develops and delivers descriptive- analytical solutions that support consolidated management and performance information. The Public Relations and Communications process is strategically strengthened to guarantee institutional visibility through the improvement of the contents on the website, social networks, internal bulletins and participation in institutional media and events, among others, which confirm the positioning of the Carvajal Foundation in the sector.

The process of Standardizing and Continuous Improvement was successfully supported by the teams to achieve the renewal of quality certifications according to ISO 9001: 2015 standards (Comprehensive Social Intervention Process), NTC 5555 (Training for Work and Human Resources Development) and NTC 5665 (Technical Work Competency Program - Kitchen Assistant). These processes were endorsed by the ICONTEC.

Finally, from the different strategies undertaken by the Administrative Management and Procurement processes, together with the other departments, a 6% savings in goods and services was achieved, resources that were positively reflected in social investment.

Among the relevant topics of the year, the strategies that contributed to financial sustainability were the handing over of the Ladera headquarters to the Mayor's Office, the continuation of social programs in the Comuna 18, with allies such as SENA, the Secretary's Office of Economic Development and the Jera Foundation. Likewise, the shared use of El Castillo headquarters with the Archdiocese of Cali, historical heritage of the City, for training courses for microentrepreneurs.

Financial Statements 2017

The Institutional information is presented with figures that have been prepared by the Foundations' financial team in compliance with the current regulations and which correspond to the different accounting records that show the optimal administrative management of our own resources and of Third Parties in the execution of projects that benefit the vulnerable population, defined in our Institutional Strategy.

"We declare that the Foundation has not imposed limitations, restrictions or prohibitions on the free circulation of invoices issued by sellers to suppliers, in accordance with Article 778 of the Business Code".

Financial Management Results 2016 -2017

	2017	2016	
Profitability	Profitability Net Income/Equity	0,16 %	1,43 %
	Profits on Assets ROE Net results/Assets	0,15 %	1,40 %

	2017	2016	
Efficiency and Leverage	Results of Operative Efficiency Gross/Equity	-0,34 %	0,84 %
	Indebtedness Liabilities/Assets	1,79 %	2,11 %

	2017	2016	
Financial Support	Solvency Assets to date/Liabilities to date	1,6 times	1,6 times
	Soundness Total Assets/Total Liabilities	56 times	47 times

	2017	2016	Variación	
Results (Values in Thousands)	Operational Income	16.030.151	27.745.113	-26%
	Operational Expenses	17.157.026	18.932.284	-9 %
	Operational Results	(1.126.875)	2.812.829	-140 %
	Income and Non-operational Egress	1.648.883	1.997.977	-17 %
	Profits	522.008	4.810.806	-89 %

The Carvajal Foundation manages its own resources and those of its donors in the most efficient way possible, seeking greater benefits for the intervened communities and their self-sustainability over time.

At the end of this Report, you will find the documentation from the Fiscal Auditor regarding the results and the notes made on the Financial Statements.

Challenges for 2018

Within the framework of the management of projects and Institutional strategies for 2018 we will continue the challenge of developing the la implementation of technological outlines/plans that will make it easier to access key information to allow for the appropriate decisions to be made.

We will also strengthen internal tools to reduce the risks, such as the treatment of the databases according to current legislation. The adaptation and permanent maintenance of our offices in El Poblado, Vallado, Casona, Santa Monica and El Castillo, as a strategy that supports the providing of services to the surrounding communities and articulates the Foundation's projects with Financial, Notary and Registry Services, among others.

The adaptation of internal routes to comply with Decree 2150 of December 20, 2017 on the permanence in the Special Tax Regime of the Carvajal Foundation as ESAL (non-profit organization) and the renewal of quality certifications as part of the sustainability strategy of the Quality Management System.



Human Resources

The Human Resources area, aware of the social commitment that the Carvajal Family makes through the Foundation and in agreement with the mission and institutional vision, focuses its efforts on the promotion of economic, social and cultural development of the employees, as it is understood that it is through their professional efforts that they contribute to the social development of less favored communities.

The year of 2017 was a key year to reorganize the scope of Human Resources, in order to respond to the institutional challenges. For this reason, the following was established:

“We are strategic partners of the Management and employees supporting the fulfillment of the institutional objectives and the preservation of knowledge as intellectual heritage. This is done through the implementation of innovative, effective and agile processes that allow evaluating and developing the management of human talent, leveraging the improvement of their skills and thus contributing to the quality of life of the employees of the Carvajal Foundation”.

In order to fulfill this commitment at the beginning of 2017, a strategic planning program was carried out with our work team, made up of many inter-disciplined members. To address all the work fronts: selection, hiring, payroll, occupational safety and health, welfare, training and development and knowledge management, we presented strategic challenges and a work plan for 2017-2018, which would allow for the alignment and contribution to the Institutional strategy within the framework perspective of Learning and Growth.

During this period, the redefinition of the performance evaluation approach was also achieved, with a double emphasis. In the how, the abilities model was adjusted according to the new strategy, from a model of eleven (11) sections down to only five (5), focused more on the process and the level of the position. In the what, the indicators were defined by positions held. The technology platform for the performance evaluation was chosen by applying the Pilot Test to identify opportunities for improvement of the process and the tools along with the Administrative and Financial area.

It is also highlighted as a product of the management to use during the selection process and the culture of self-development and feedback between supervisor and employees: coaching processes for team leaders and employees with mobility possibilities, strengthening the process of induction and re-induction , design of the Vida program that coordinates the quality management system with the safety and health system in the workplace (SG-SST); design of the environmental program in response to current regulations and the strengthening of the Knowledge Management process, in support of the conservation and preservation strategy of intellectual property.

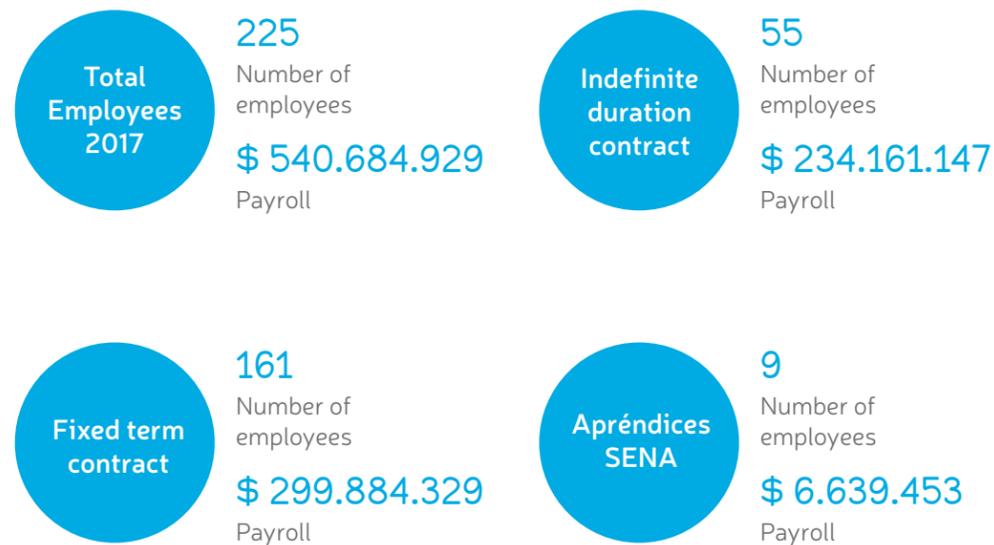
For the operation of the Strategy during 2017, the Carvajal Foundation, in response to market challenges and sustainability, has a flexible structure that responds to the operation of the projects, mobilizing the selection and incorporation process with fundable human resources for the same.

Human Resources

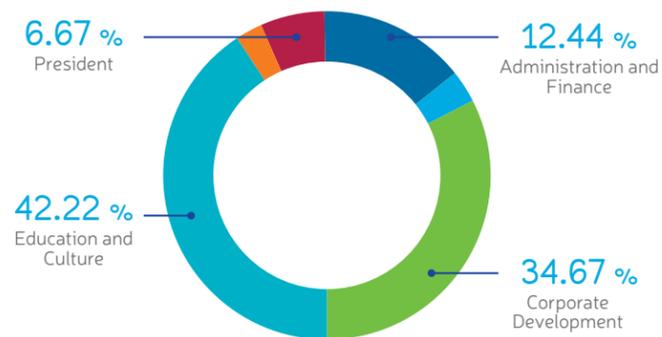
During the year, the mobilization of the work team was developed through the different connection modalities, in order to contribute to the generation of income for a large number of professionals and to the expansion of local economies.

We would like to detail how the teams were set-up:

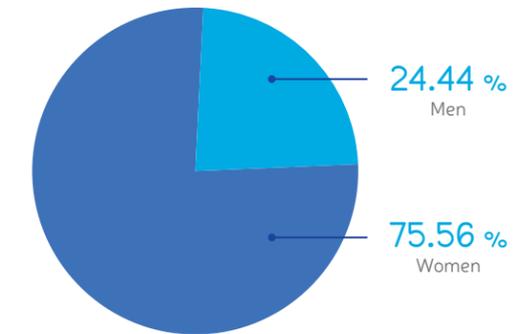
Direct hiring by the Company:



Distribution by areas is described as follows:



General composition per gender is described in the following graphic.



And, as Service Providers:

403 TOTAL SERVICE PROVIDERS 2017

Challenges for 2018

One of the main challenges for 2018 is to have a descriptive map of institutional talent. For this purpose, comprehensive evaluations will be carried out, which will present evidence of the potential and performance of the working team that will encourage training, retention and succession strategies. In addition, leadership will continue to be strengthened as a fundamental factor in the development and sustainability of organizational performance.

At the same time, within the framework of the VIDA plan, the Environment program will be implemented and progress will be made in the Occupational Health and Safety Management System, aligned with the environment and well-being programs, to continue charting the path towards a healthy institution.



Research and Development

From Research and Development we lead the process of Management of alliances, providing transversal support to the Comprehensive Social Intervention Model. As a missional focus of the Carvajal Foundation, alliances are managed with national and international donors to ensure the development of projects that contribute to improving the quality of life of the people in the areas prioritized for intervention. Both the collaborative formulation of the projects and the management of alliances are part of the DNA of the area and furnish the design of opportunities for Comprehensive Social Interventions.

The elements that guide and inspire this work are the four (4) cycles of the Comprehensive Social Intervention Model, which allows us to strategically address the different internal and external actors in the development and management process.

The Research and Development area carries out a permanent search for new allies, observes, explores and informs about the national situation, investigates which partners are arriving in- country, investigates its most relevant issues and identifies interests of the public, private and international sectors. This is what we call the "Observation and Exploration" Cycle.

After the initial identification, we make contact with the allies. This relationship is differential; depending on the sector to which the allies belong, different management strategies are implemented that allow the future partner to recognize the Carvajal Foundation as a company that will add value to their work. We call this the "Generation of Trust" Cycle.

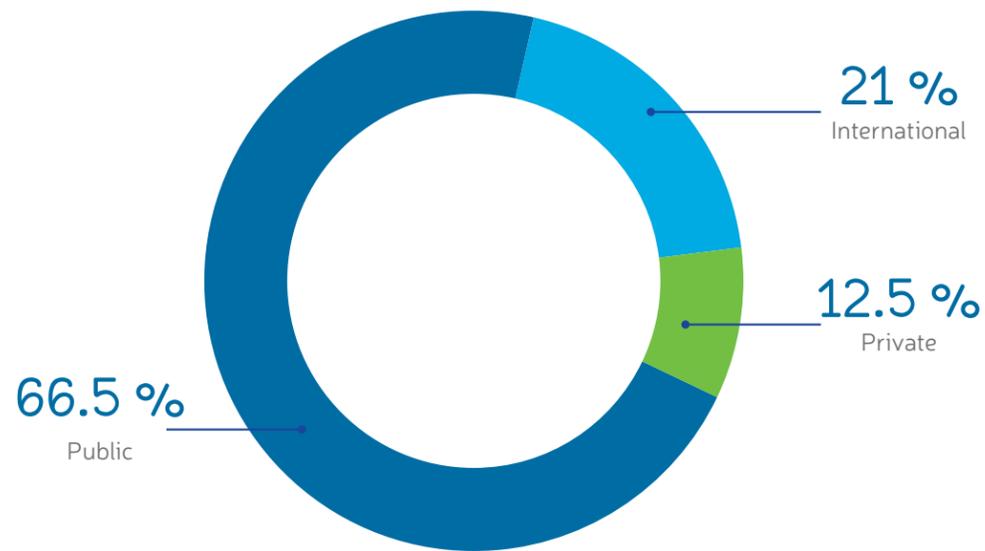
Subsequently, there is an approach to the realities of each prioritized community, through different techniques. This is called the "Socio-economic Characterization" Cycle.

Once the needs have been identified, the technical-financial proposals are formulated and the signing of agreements is completed. Finally, the satisfaction of the allies and partner is evaluated, as well as the impact generated by the operation. We call this the "Evaluation and Monitoring" Cycle.

The Research and Development area is made up of an inter-disciplinary team, which stimulates understanding regarding trends and good practices in social innovation and coordinates the efforts of multiple actors; identifies and specifies opportunities for Comprehensive Social Intervention with Allies and Partners to meet the social demands of the communities prioritized by the Foundation, contributes to the achievement of strategic goals, ensuring that the proposals that are made contribute to the positive mobility of the Multi--dimensional Poverty Index (MPI) and the Social Measurement Index (SMI), and strengthens the relationship with partners and allies through field visits and meetings that include theoretical exposure and on-site approach to the operation of programs and products.

The resource mobilization efforts led by the Research and Development team resulted in 74 projects of more than **\$ 31,000** million in 2017, of which about **\$ 22,000** million were approved, a figure that represents a level of effectiveness of **70.5%**. The following graph shows the participation by sector (International, Public, Private and National). In addition, as a contribution to the donor diversification indicator, it was possible to identify nine (9) new allies, who placed their trust in the work of the Foundation to benefit the less favored communities.

Resources approved by Sector



Challenges for 2018

The dynamics of the Research and Development area imply a constant reading of the socioeconomic environment, both in the country and in the prioritized territories, where an analysis is necessary to review its impact on formulation and operation. Therefore, reading the environment is a permanent challenge for the area.

Project design takes into account the technical and social implications of the operation, allowing to maintain institutional abilities. Another challenge for 2018 will be to strengthen networking, which is formulated and inspired by the scope of the challenges assumed by the social sector. To think that a single actor can successfully assume the construction of a social fabric in our country is not possible. For this reason, for the Carvajal Foundation, it is very important to enhance its impact by working hand-in-hand with other Companies so that, with their contribution in knowledge, resources and social commitment, the well-being of prioritized communities is strengthened.

In the qualification and constant updating of the Research and Development team, Social Innovation is and will always be a permanent challenge for the area, because by leading the design of the proposals that seek to provide a solution to the identified problems, we can address the challenges posed by the country's dynamic context. We are responsible for incorporating previous learnings and proposing solutions that are increasingly effective, efficient and fair.



Contribution from the Strategic Areas, that interact directly with the communities served

Business
Development

Education
and Culture

Social and
Community
Development

Methodological
Transference





Business Development

The Business Development area supports the most vulnerable communities through the Comprehensive Social Intervention Model, developing a program to support income generation with different products. Its objective is to train and assist the population in the development and strengthening of socio-business and socio-labor abilities, which will allow them to increase their own income and that of their families to improve their conditions and quality of life.

Business Development is made up of business, technical and social advisors. They work permanently on the updating and standardizing of the methodological and educational training programs as they focus their direction on the identification of opportunities that would allow for the development of entrepreneurship and strengthening of small businesses both on an individual and a collective level. They are also involved in coordinating with companies within the region to assist those individuals in vulnerable conditions to access full-time and sustainable jobs.

The achievements of the year include the growth of the Individual Entrepreneurial Strengthening Program, based on the identification of the needs of the micro-business sector. This allowed segmenting and focusing the market on the levels of training in Semileros (Seedbeds), Management for micro- and small businesses and Micro-MBA (Methodology Based on Business Actions) for those entrepreneurs who accept challenges of accelerating the growth of their productive units. To achieve this, the pedagogical strategy was updated and the implementation process with the business advisors was standardized.

On the other hand, the Pertinent and Inclusive Employability program achieved an important breakthrough by being a pioneer in Cali, within the framework of the alliance with the Corona Foundation, with the implementation of the Social Impact Bonds project, which promotes the sustainability of employment through the payment by results. This initiative contributed to generate awareness in businessmen to review their processes of selection and development of human resources that involves communities in vulnerable situations, based on the approach of closing gaps in the recruitment, selection and post-contracting phases.



In 2017, the Virtual Learning Community Project was initiated, an enterprise that will be complementary to the training and support for the participants in the Foundation programs.

Within the Business Development area, the Leadership Strengthening program based on emotional intelligence has been consolidated as a social strategy that contributes to the construction of peace. The Comprehensive Social Intervention Model of the Foundation is a reference for the public policy of the free housing program of the Ministry of Housing, City and Territory, as a strategy for the construction of social capital within its projects.

Challenges for 2018

By 2018, this area has the challenge of consolidating the achievements obtained in the last year in terms of coverage and impact of its methodologies, as well as advancing on the path that will lead to the sustainability of the program. In the Individual Business Strengthening product, the "productive chains" approach will be strengthened to boost the contribution of micro-enterprises to the value chain of the big companies, thus contributing to the construction of public policy. In the field of employability, the experience of the Social Impact Bonds will be replicated for the sustainability of employment, in harmony with social investors.

In the community area, the Comprehensive Social Intervention Model will be scaled up to other free housing projects led by the Government and the leadership program will be strengthened and will coordinate the programs implemented by local Companies.



Achievements in Business Development in 2017

In 2017, we were able to support the following aspects from each of the products and modalities:

Business strengthening:
Individual and Collective



811
Microentrepreneurs enrolled

3
Organizations
(Coolimva, Enter+ and Recicloplas)



Agreements in the Territories

<p>Cali</p>	<p>Buenaventura</p>	<p>Cartagena</p>
-------------	---------------------	------------------

Through the different modalities, an increase of 88% in the attention to the businessmen was achieved, as a result of strategic alliances that allowed expanding the coverage's.

Results in Business Strengthening



400
Semilleros

- Graduated microentrepreneurs
- 82.3% Differentiate between business and personal expenses
- 78.8 % Calculate point of equilibrium and establish actions to reach it.
- 73.9 % balance the register
- 77.9 % implement at least one sales technique



317
Small Business Management

- 85 % apply at least 3 business management tools
- 94 % improve their income margin (Sales and equity).
- 8.3% Increase in sales



94
Micro MBA

- Methodology based on Community/ Business Actions
- Intermediate follow-up to December of 2017
- 37 % Increase in average sales
- 4 % Increase in generation of employment from 496 to 514 people
- 8 % Increase in jobs with Social Security from 320 to 345 people

<p>Cali</p>	<p>Cali</p>
<p>Buenaventura</p>	<p>Buenaventura</p>

Business Development

Employability

1.274

Persons Graduated

716

Persons with full-time jobs, 56 % of the total of graduates

The employability program was implemented with the support of 35 companies that belonged to the sectors with greater.

Agreements in the Territories

Cali



Buenaventura



Increase of 73% in the linking of people to the productive environment of the total number of certified people, thanks to the strengthening of alliances with anchor companies and the improvement in the accompaniment of beneficiaries during their training and post-employment routes.

Technical training and trades/ other training processes for income generation

760

Students

506

Participants

- Dairy products
- Meat Products
- Butcher/sale of meat products
- Waiters/Waitress and Bar
- Kitchen
- Bakery
- Accounting
- Computer Systems and Archives

- Other trades:
- Sales of cleaning products for the home
 - Party Decorations
 - Manicure and Pedicure
 - Hair Cutting & Styling
 - Handcrafts (cloth, leather, etc)
 - Sewing and Dressmaking

Agreements in Cali



The Strategic Alliance with SENA (National Learning Services) continued supporting and offering training opportunities for work in the most vulnerable communities. Coverage was maintained due to the continuation of support.

We wish to Highlight

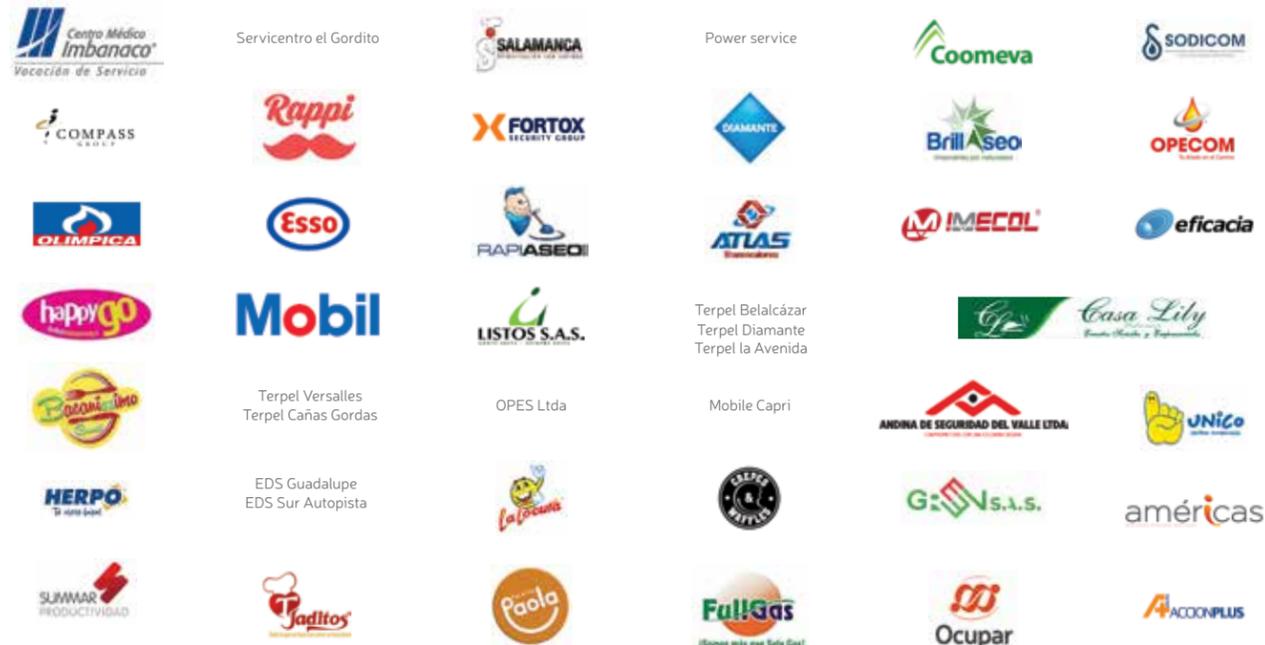


Social Impact Bonds I
Colombia - Project I



Comprehensive Social Intervention in Llano Verde, Cali (Decree 528 SNAIS National System of Accompaniment and Social Infrastructure)

Work Intermediation with Anchor Companies



Offer diversity: nine (9) types of jobs



- Call Center agent
- Cleaning and disinfection operator
- Auxiliary waiter/waitress and bar
- Sales and Customer Service Sales at/in service station
- Monitoring of security cameras
- Security Guard
- Assistant of food distribution (hospitals)
- Kitchen assistant

Learnings:

- Development and strengthening of a **measurement and continuous monitoring system.**
- **New logistical schemes:** announcements, classroom and post-employment support.
- **Development of new stages** that will enrich the program:
 - Workshop to prepare participants in their pre-selection
 - Measure of their abilities: technical and socio-labor.
 - Socio-occupational orientation and life plan.
- **Focus on new training processes:** Example: Cali Center, sales at service stations, food and health assistant.
- **Join Inter-institutional Networks:** Social Prosperity, UARIF (Victims Assistance Unit), Red Unidos, SISBEN Level 1, State Social Enterprises (ESES, community organizations).

Comprehensive Social Intervention in Llano Verde



Map of Cali by Comunas.
The Llano Verde neighborhood is located in Comuna 15, on the East of the City.

Single-family project of **3.521** homes, developed by Constructora Bolívar S.A.

This Project benefited **1.761** families (50 % displaced by the conflict), **1.665** homes of the Red Unidos (47 %)(and **95** homes for families from risk disaster areas (3 %).

Social Infrastructure: Mega-school with CDI*, CAI*, Health Center and Sports/ recreation center.

(*Completed/Delivered)

Components

Social and Community Development

Generate abilities and tools that improve family and community wellbeing.

1. Parenting skills
2. Leadership
3. Early Childhood Education - Tejiendo Saberes "A Journey of Imagination and Affection"
4. Brújula
5. Golazo-Social Reconciliation Strategy through Sports
6. Boxing
7. Accelerated Learning programs, Strengthening of the Community Action Board
8. Support routes

Inclusión productiva

Contribute to the improvement of technical and social abilities based on business development and the implementation of the inclusive and relevant employability strategy.

1. Strengthening of the micro-businesses
2. Employability
3. Skills/abilities training
4. Successful Money handling

Hábitat saludable

Develop conservation processes and appropriation of community spaces and healthy habitat.

1. Environmental work days
2. Work shops on healthy habitat
3. Inter-institutional connections

Some of our Achievements



- Equality of opportunities by allowing access to the labor or productivemarket.
- Caring for the environment promotes identity, a sense of belonging and peaceful co-existence.
- The involvement of the residents in community matters promotes positive relationships of trust, solidarity and empathy among the inhabitants of the neighborhood.
- The multiplicity of interests of the leaders makes the processes of community agreement complex (confusion and de-motivation).





Voice of the Community

Beneficiaries of the product Business Strengthening

Micro MBA program
(Methodology Based on Business
Actions/Activities).

The scope of this model seeks to provide socio-business tools to entrepreneurs who have high potential and vision of the future to grow in the market, so that can they transform their thinking and implement new actions and activities in favor of the growth of their companies.

The Micro MBA program, through strategies of Comprehensive training and support by using group meetings, autonomous work, coaching/consulting activities¹³, allows entrepreneurs to improve the management of their businesses.

“The MBA is definitely what I was looking for to be able to improve my company. I had the opportunity of investigating different teachers, specialists in Administration, in order to improve my personal growth a little because I felt that the company was on the same level, [...] I had been at that point for many years and I felt I had to rise above that level. The MBA was presented to me and [...] in truth it not only gave me the academic tools, but it also gave me the possibility of making a change in how I think and offered me the tools that could be applied right in our own company. This allowed the company to move to another level; and today we are a much more organized company and we are clear on where we are going”. (Maria Alexandra Osorio, Micro MBA entrepreneur).

“Not only were there theoretical sessions, but we had the opportunity to have direct advisors for each company, who focused on helping us find solutions and improvements depending on our businesses and that has made the growth of the company so much more important, not only growth in sales [...], but from the base up and having those bases organized, I know that from now on the company has a solid structure on which to continue growing in the future and to be a profitable and consolidated company”. (Sebastián López, Micro MBA Entrepreneur).

¹³ - Containment activities: these are resources that are used both as catalysts of the learning process and mediation of communication. Each one of them must be adapted to the characteristics of the activity, its objective and the needs of the entrepreneurs. They are areas for learning that provide sector information, economic, legal, tax, technical or aspects of development of people that need to be included at specific times during the program. This achieves group cohesion and a decrease in desertion. (ACTEC, Methodology MBA-2017).

Business Development

The MBA's own methodological model is comprehensive, taking into account the existing relationship between business growth, human development and the environment. Therefore, it focuses not only on the Company, but also on the Entrepreneur, on his growth as an individual and on the development of leadership skills based on decision making and business sustainability.

“On a personal level, this MBA has helped me to understand certain fears that I had that prevented me from carrying out certain tasks within the company, it reactivated that passion I had for my Company and allowed me to learn to manage it in a better way”. (Sebastián López, businessman of the Micro MBA).



The MBA has given me the ability of making a change in my thinking, from being a businessman to being an Entrepreneur. [...] After completing the MBA, I have come to believe in myself again, I have reinforced the knowledge that I brought from the past, but I have turned this knowledge into practice, [...] I empowered myself and I was able to make decisions that were very important for my Company and important for my life”. (Víctor Medina, Micro MBA entrepreneur).

“This micro MBA contributed a lot, it gave me the tools to grow as a person, to change the administrative model I was working with up to that moment, it helped me learn how to delegate certain functions and to start changing my operative thinking to a more strategic thinking and to develop new strategies such as acquiring a complementary business to the one I already had to allow me to expand more in diverse marketing areas”. (Mauricio Marquéz, Micro MBA Entrepreneur).



Voice of the Community

Recicloplas S.A. S

“From recycling to owners of a recycling business that work for the improvement of the environment”.

The goal of Recicloplas is to become a pioneering company of recycling entrepreneurs at a regional and national level, transforming recycled plastic into raw material for other processes and contributing to the improvement of the environment.

Recicloplas S.A.S. is a part of the projects within the Collective Business Strengthening program. It is made up of three (3) recycling organizations that are participating in a socio-business training process.

(...) “The strengthening we have had in the plant is our individual growth as entrepreneurs, because previously we knew nothing and thanks to training we can say that we have won, because we have what is today and that is the transforming of plastics and we want to continue advancing, visualizing ourselves in the future as the largest [recyclers] plastic recycler company in Cali or Colombia, with sustainable production, complying with the standards of the law and also interested in the development of our employees”. (María Viviana Palacios, Secretary of the Recicloplas Board of Directors).

“Our knowledge, initially, was empirical and by training we have been able to focus on the issue of the environment and the use of solid waste. Basically, we started with a business training plan and later continued with learning the handling of solid waste and polymers where several of us participated in the group training through the whole process”. (Carlos Andrés Ramírez, Vice President Board of Directors Recicloplas).

This company turned a dream into reality and many individuals became “recycling entrepreneurs” by making the transformation of a useful material that went into a landfill because no one knew of a way to process it. It is lightweight post-consumer plastic, which becomes raw material for other production processes and changes the course of the life of plastics.

“As waste pickers displaced from the sanitary landfill, we are climbing a ladder of progress, learning responsibilities that we must have as entrepreneurs, leaving informality and taking the process forward. The entities that support us have made us develop business relationships with different companies in the Region, so that we can show the scope of our enterprise as well as the product, we receive support as well as training in all things technical, financial, administrative and professional. For this reason, we are grateful to them, because any company that does not have said support will not evolve either individually or collectively. They have taught us to be Entrepreneurs by believing in us”. (Cristian Delgado, Administrator and María Viviana Palacios, Secretary of the Board of Directors of Recicloplas

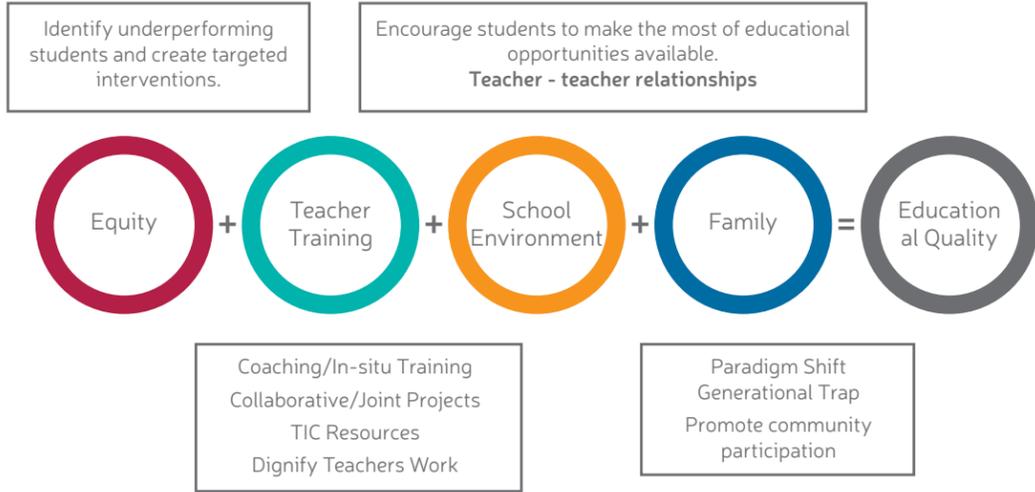




Education and Culture

We understand education as a liberating tool capable of promoting the changes required by Communities to advance their overall well-being and development. We start from the knowledge and experience of the Communities for the design of the programs, recognizing that we are all part of the comprehensive solution, in a system that permanently needs to adjust to the needs and opportunities of students, teachers and families. This inspires and motivates us to design products and strategies that contribute to the improvement of the quality and educational permanence of the most vulnerable communities in the country, for the democratization of knowledge and ICT and to apply the best practices and social innovations to the service of Education.

Based on those principles that have been inspiring us for decades and are part of the legacy of our Founders, the area of Education and Culture has developed its products and services based on the pillars of equity, teacher training, school environment and family, for co-creation of interventions focused on closing gaps and reducing inequalities.



Within the principles of Education and Culture, we recognize the role of the teachers who play a decisive role in the determination of the students motivation towards learning and in the up-dating of innovations in didactic and classroom management. For this reason, we support all our teachers in these challenges to make their work one of dignity.

The team is made up of pedagogues, sociologists, anthropologists, social workers, engineers and economists, which generate a work dynamic with multiple perspectives. A team convinced that the transformation in the country is achieved through access to quality education by the most vulnerable communities.

The actions of this area are focused on the identification of opportunities that allow for the improvement of the quality and the educational permanence through the implementation of flexible models that promote the 21st century abilities, the bond of the family and the educational inclusion. The team has assumed the risk of facing new issues and the challenge of leading projects, coordinating teams and positioning the Carvajal Foundation as a benchmark for education in the Region.

In 2017, more than US \$4.1 million were mobilized , benefiting 367 public schools, qualifying more than 2,500 teachers and educational agents, and contributing to the quality indicators, such as the Synthetic Index of Educational Quality (ISCE) that will improve by 17% and the school dropout rate will drop from, on average, 6% to 1.9%.

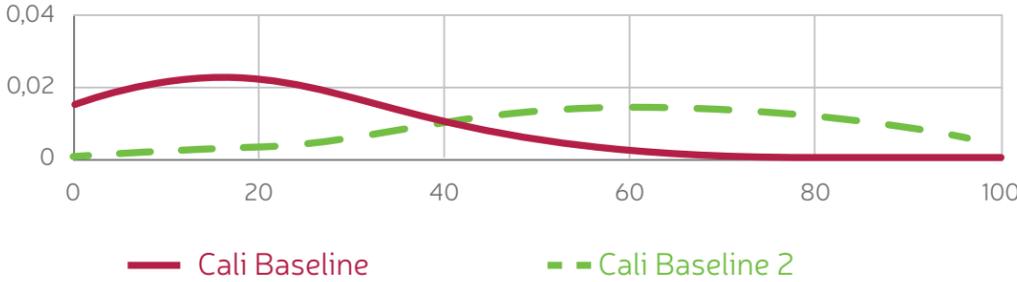


Programs such as Brujula were implemented, where children from strata 1 and 2 of rural and urban areas and above usual age for education as well as those who are illiterate return to school to stay, and Aula Global, in which primary school children with greater difficulties in language and mathematics have the opportunity to find their educational level and continue their school career without lagging behind. The public libraries located inside the Service Centers, for the last 25 years, have allowed the most vulnerable population of the District of Aguablanca and La Ladera to access more than 50.000 collections of books and 7.000.000 other books containing all different areas of knowledge, from early childhood to the elderly.

As achievements of the year, we share the partnership with the Colombian Family Welfare Institute (ICBF) and Limmat Stiftung of Switzerland to qualify 1,400 Early Childhood educators in Southwestern Colombia through the curricular innovation of the Tejiendo Saberes Initial Education program: "A Journey to Imagination and Affection" in pedagogical strategies, diversity and family. we also highlight the qualification of 100% of Early Childhood Education agents present in the urban and neighboring areas of the Municipalities of Buenaventura and Yumbo, in an alliance between Limmat, Corficolombiana, and Smurfit Foundations and ICBF. Hence, in the last 10 years of implementing the Tejiendo Saberes Initial Education program, "A Journey of Imagination and Affection", 44% of the educational agents in Valle del Cauca have been qualified in the program.

The Center For Social Impact - Swiss Social of Switzerland carried out the impact evaluation of the Tejiendo Saberes Early Childhood Education Program "A Journey of Imagination and Affection" through different areas of the north of Cauca, Buenaventura and Cali, during the past three years. The results of this evaluation were very positive. It indicated that the program has had a global impact of 15 points in the Index of Comprehensive Development of Early Childhood, which includes the measurements of socio-affective, cognitive and relationship variables of children between 24 and 36 months. The evaluation also posed several challenges for those over 36 months, where the program has no significant effects.

Comparison of Group Number 1 (Saberes project) vs Group Number 2 (Control Group) LANGUAGE

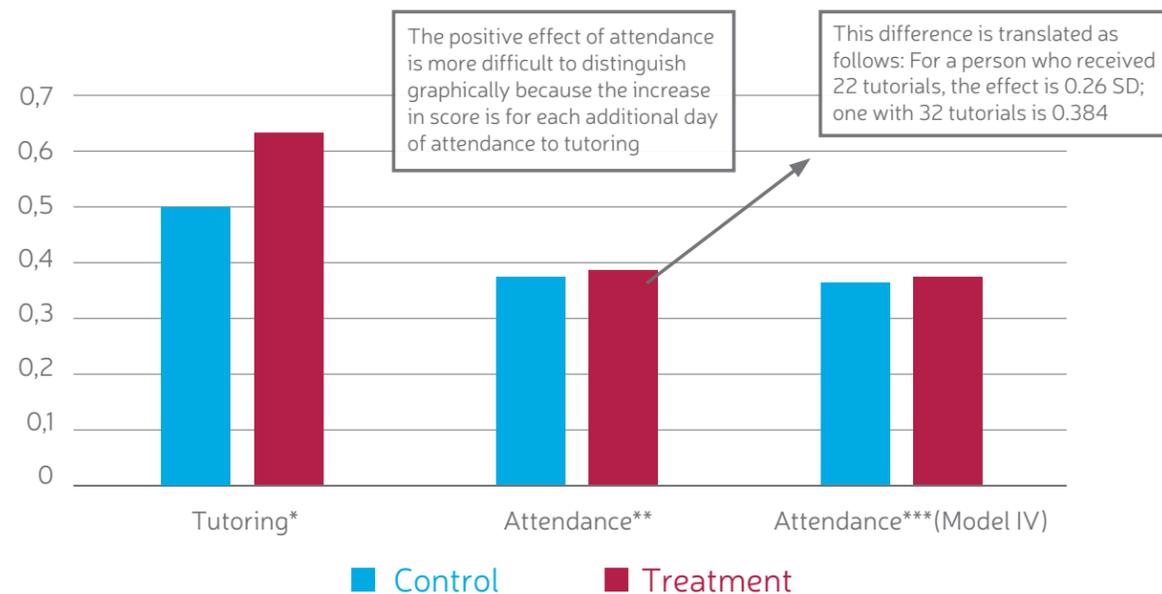


The design and implementation of a new product that contributes to the improvement of the quality and permanence of primary school children in the education system is a very important achievement, taking into account the times and the amount of resources that take time to develop Initiatives that really contribute to the transformation of education. This product, called "Aula Global Basic Skills" was set up based on a study group of the Education and Culture Unit, which observed for a year what the causes were of school drop-out and lagging behind of children in the region. The Mayor's Office of Santiago de Cali and the German Jesuit Community helped to promote this program, which also received technical support in its design and evaluation from Harvard University and the Luker Foundation in Manizales.

The program was addressed to 5,600 children from seven (7) educational institutions in the city of Cali. The children with the highest educational and language needs were identified and later they were accompanied during 30 sessions of tutoring with graduates and professionals in education.

Impact evaluation completed by Harvard University

... and the greater the attendance, the more the results increase



Challenges for 2018

The following are the challenges for this year:

- Contribute to the reduction of the dropout rate by 10% in the official educational institutions of Cali and Buenaventura where there is a presence with the Brujula, Acceleration of Learning, Transitions in preschool MAS and Aula Global programs.
- Contribute to the improvement of the quality of education through the increase in performance (0.15 standard deviations) of basic skills of children that are lagging behind and are at risk of dropping out of school.
- Contribute to set up a training model for citizenship abilities for the Cali educational system, within the framework of the "My community is school" project.
- Continue, for the second year in a row, the management and implementation of the Alliance for Good Parenting for the reduction of at least eight (8) points of interfamily violence in homes intervened with the Parenting Skills Workshop.
- Innovate library services through covering abilities in science, technology and mathematics.
- Develop an impact evaluation of our programs through the partnership with Harvard University and Swiss Social.
- Innovate, through the creation of at least two (2) new products that would contribute to the access and democratization of knowledge and the improvement of the quality of education by developing socio-emotional abilities.
- Achieve the scalability of the Aula Global program in other regions of the country and in other educational institutions in the City.

Achievements in Education and Culture in 2017

Inclusive Education

Educational Permanence



34
Municipalities in the Valle del Cauca

149
Educational Institutions

2.500
Teachers

Territory

Valle



Through the partnership between the Government of Valle del Cauca, the Departmental Education Secretariat and the Carvajal Foundation, during the years 2016 and 2017, 100 % of the public educational institutions of the 34 non-certified Municipalities of the Department were reached. In this way, one of the strategies of greater coverage of the Government of Valle del Cauca was established to contribute to the improvement of the quality, the access and the educational permanence of students with disabilities and those with exceptional talents.

Early Childhood Education "Saberes" "A Journey of Imagination and Affection"



28.728
Total children served

2.384
Trained Educational Agent

1.404
Homes Served

Partners

Cali, Valle del Cauca y Norte del Cauca



Transitions



13
Administrative geographic units

690
Homes served

Partners

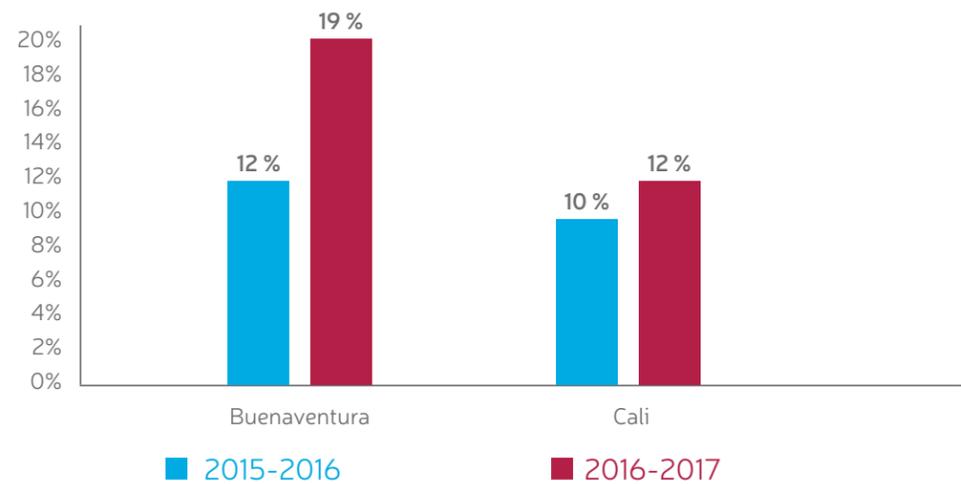
Atlántico, Cundinamarca, Antioquia, Chocó y Valle del Cauca



The training process for educational agents/community mothers was sustained in terms of coverage (increased by 74 %), as well as the impact on children and households, thanks to the national alliance with the Colombian Family Welfare Institute (ICBF) that has allowed us to draw together some methodological guidelines that contribute to the construction and improvement of public policies.

Education and Culture

Synthetic Index of Educational Quality



Through the intervention with the different products of the Education and Culture line in 57 Institutions in 2016 and 88 Institutions in 2017 in Cali and Buenaventura, we have contributed with the improvement of the Synthetic Index of Educational Quality, a tool guided by the National Government to support the monitoring of educational progresses on its way to making Colombia the best educated country in Latin America by 2025.

Golazo – Social Reconciliation Strategy through Sports

Free time occupation



1.477
Boys, girls and young people

45
Trained Golazo Monitors

Territory

Cali y Buenaventura



The “Golazo” program - Social Reconciliation Strategy through Sports, implemented by the Carvajal Foundation starting eight (8) years ago in Cali and Buenaventura, has permitted the strengthening of the social fabric of children and young people in vulnerable situations through the adoption of values, peaceful coexistence, inclusion, equity and conflict resolution. In 2016 and 2017, the “Golazo” Program was oriented towards the support of 505 Monitors, trained within the framework of strategic alliances with public and private corporations, including individual contributions and donations from different sectors.

Education and Culture

Brújula and Accelerated Learning Programs

Students lagging behind



Agreements

Cali, Valle del Cauca y Norte del Cauca



The process of strengthening the teachers in the classrooms of Brújula and Accelerated Learning was sustained in terms of coverage (6% increase), as well as the impact on children (14% increase), thanks to the consolidated strategic alliances made several years ago and the process of accompaniment in the classroom to teachers, which allows rigorous care of the methodology. In addition, the opening of new classrooms allowed for the incorporation of a greater number of students, which decreased the dropout rates.

Aula Global Basic Abilities



Territories

Cali



Misión Jesuita (Alemania)

Public Libraries – Didactic Centers Llave del Saber



Partners

Cali y Bogotá



We would like to highlight



Cohort/Area of the North of the Department of Cauca Children from 31 to 36 months

Impact Evaluation Program Early Childhood Education Tejiendo Saberes “A Journey of Imagination and Affection”

Type of studies

Prospective longitudinal cohort/area, three (3) years representative random sample, a control group.

Swiss Social Methodology

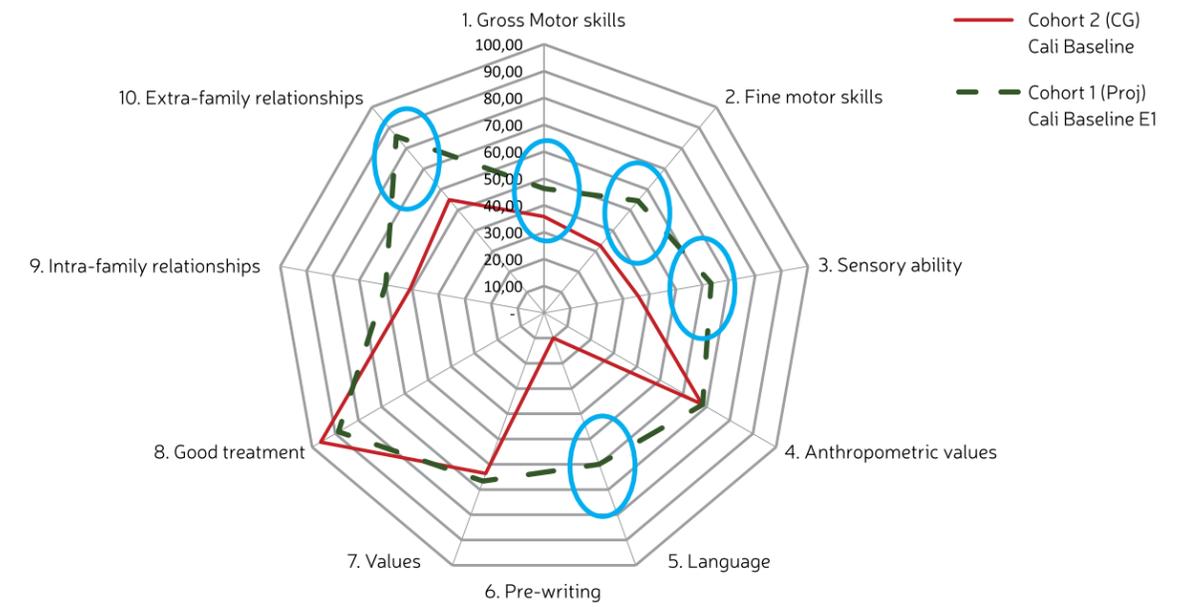
Study of the variations and the changes that a project has on the beneficiaries.

Conclusion

Significant impact on ages from 24 to 30 months and between 31 and 36 months. Between 37 and 48 months the impact is not significant.

Cauca	Cohort 1 Project	Cohort 2 Control Group	^ Proy - GC	^ % Proy - GC
1. Gross Motor	42.22	38.52	3.70	10%
2. Fine motor	37.04	34.58	2.45	7%
3. Sensory	63.70	56.00	7.70	14%
4. Anthropometric	76.11	80.80	(4.69)	-6%
5. Language	62.59	26.09	36.51	140%
6. Pre-writing	34.81	27.47	7.35	0%
7. Values	76.67	77.27	(0.61)	-1%
8. Good treatment	92.89	60.87	32.02	53%
9. Social intangible - collective	83.61	58.70	24.92	42%
10. Family intangible - collective	82.50	49.32	33.18	67%
Total	60.68	48.24	12.44	26%

Community mothers training - Initial Education Tejiendo Saberes program “a Journey of Imagination and Affection”. Carvajal Foundation Base lines A Cohort 2 (Control Group)



General results:

- The parents were **more helpful** and involved during the activities that took place in the community homes.
- Children of projects had acquired **abilities**.



Recommendations:

- Look for key elements that will allow for **continued development in all individual indicators**, especially in the **pre-writing area**.
- **Continue training** the community Mothers.
- **Reinforce a Coaching System** and personal consulting programs for the Educational Agents.



Voice of the Community

Tutors Aula Global product
Basic Skills

Its scope is to contribute towards the improvement of the educational permanence of the students from (7) seven official Educational Institutions in Santiago de Cali that are in the area of influence of the Service Centers of the Carvajal Foundation-

The product Aula Global – Basic Skills allows the students that participate in the program to have tutors to strengthen their academic abilities.

“One of the achievements was to improve the students’ reading and writing process, their ability to interpret, argue, because the last questions of meta-cognition led us to that question of their interpreting and understanding of what had been presented during the tutorial. [...] And the mathematical abilities were also part of these activities. [...] they were also strengthened.” (Yamileth Castro, Tutor I.E. Diamante).

At the same time, the product contributes to the fact that children will be motivated and their self-esteem will improve.

“This is a program where children are lagging behind [and therefore] they already have this chip in mind that they cannot achieve, [...] and what happened, the intervention [...] [motivated them] to come out of the paradigm that they had set up. [...] It was really an experience where I evaluated myself [...] and I said I put in my little grain of sand so that these students who thought they could not learn or who no longer wanted to stay in school, were motivated to do so”. (Yamileth Castro, Tutor I.E. Diamante).

Aula Global – Basic Skills offers educational tools to the teachers and tutors to assist them in the implementation of strategies for the classroom.

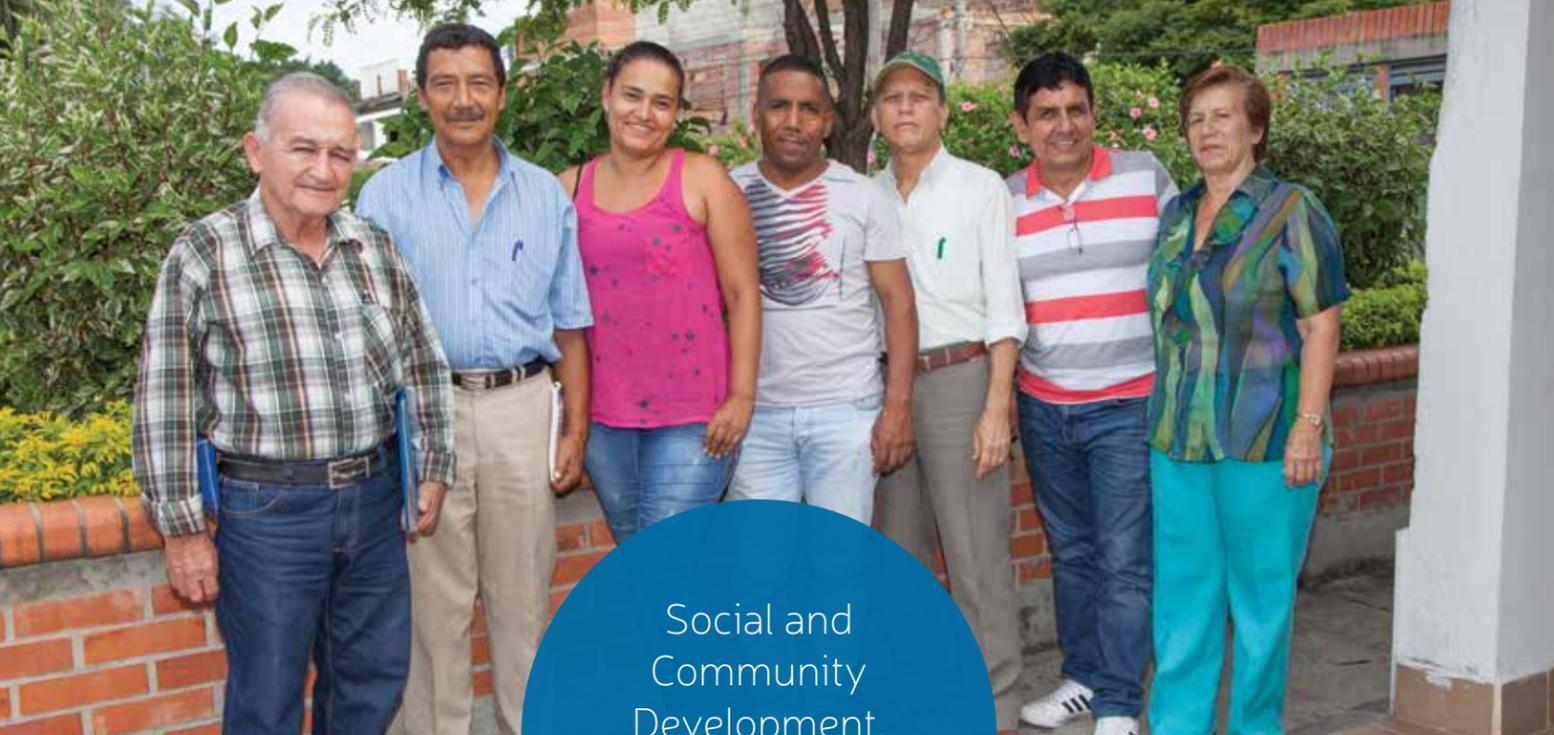
“I had been working as a coordinator of a school [...], and it had been about 10 years since I had taught a class, for me it was a wonderful process because I did manage the planning that takes place in a regular classroom , [but here] it was a different thing to plan what was to be done as a tutor for the boys, they are more practical, they are very detailed; another thing that I observed was that the material is practical and theoretical and very précis, so that the children can assimilate the learning more quickly, for me it was wonderful, [...] I was left with the planning of the tutorials and that is different from how you plan when you are going to teach in a regular classroom, in a teaching class”. (Luz Dayra Benítez, Tutor I.E. Gabriela Mistral).

“The people who took us through the training period that we had before the intervention of the children of the Institutions helped me a lot because they complemented [my knowledge], [...] gave us a lot of tools as teachers; there were many sensitization workshops that they make one much more grounded with the community that you are going to work in. [...] I expanded my understanding regarding the theme of children’s literature, there were so many authors, [...] that I was unfamiliar with, [...] now that I offer my classes of [...] particular school reinforcement, [...] I implemented all the information that I received”. (Mónica Sánchez, Tutor I.E. Rodrigo Lloreda).



Aula Global – Basic Skills, involved the parents in the education of their children.

“There is a Mom to whom the girl talked a lot about the project, [...] [she said] – look, there is a teacher who is working for us in Aula Global, you were called to a meeting and you have not gone [...] go and meet her -. [...] The lady arrived, [...] she approached me and [...] tells me that she [...] has seen a lot of progress in the girl because she is attentive now, she participates in the readings, she has grown a great deal; the Mom got involved with her daughter and her education and she stillwritestome”. (Yenis Sinisterra, Tutor I.E. Miguel de Pombo).



Social and Community Development. Transversal axis to Comprehensive Social Intervention

The Carvajal Foundation believes that the action lines for strategic areas are arranged as a transverse axis. The axis of Social and Community Development seeks, through support, to guarantee the comprehensive development of the intervened communities. It designs programs and products designed to strengthen the skills and abilities of individuals, families and the community to undertake training, transformation and project development initiatives that encourage improvement of the conditions and quality of life at the individual, family and social level.

The local development approach and the identification of the needs and opportunities of the intervened community are taken into account when defining the supporting strategy.

Achievements in Social and Community Development in 2017

Strengthening of Leadership Skills



203
Trained Leaders

Effect Generated

- The trained leaders understand the relationship between leadership and teamwork.
- They recognize the importance of negotiation and their relationship with the escalation of the conflict.
- They understand the mechanisms of participation and protection of rights.
- They comprehend that they must be personally responsible for their emotions during the Community leadership meetings.

Partners

Buenaventura



Fundación corona



Cali



During the year 2017, an Alliance for Good Parenting was established with Companies from the public and private sectors. In the most vulnerable districts of Cali, Yumbo, Buenaventura, Florida, Palmira and Guacarí, different strategies were mobilized to counteract intra-family violence towards the early childhood and adolescent population. According to a comparative analysis of the input and output baselines, the following impact results were obtained.

Parenting Skills

2.313

Invited

1.854

Enrolled



1.491

Graduates

103

Parenting Skills Courses

Persons served - Violence Prevention - Mayor's Office – Governor's Office Yumbo.

Agreements

Cali



Yumbo



Yumbo, Candelaria y Florida



Buenaventura y Guacarí

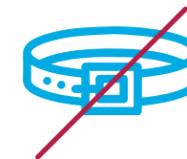


Effects generated



20 %

There was a decrease in the belief that the caregivers had to use physical punishment as a tool to educate their children.



24 %

There was a decrease in the frequency of blows with objects such as belts, flip flops and other such items to correct their children's behavior.



19 %

The use of the hands in spankings to correct the children was decreased.



18 %

The frequency of screaming at the children was reduced.

We wish to highlight

Alliance for Good Child Rearing



Objective

Prevent child abuse and build a happy childhood for the children of Colombia, starting with the Valle del Cauca.

- Gobernación del Valle del Cauca.
- Alcaldía Municipal de Santiago de Cali a través del programa TIO.
- Secretaría de Paz y Subsecretaría de Primera Infancia.
- Instituto Cisalva de la Universidad del Valle.
- Fundación Scarpetta Gnecco.
- Fundación WWB.
- Fundación Carvajal.

Special support from: María Eugenia Carvajal, Rodrigo Guerrero, Paulo Laserna as a volunteer, the Plan de Apoyo Familiar (PAF) Foundation and the Notas de Paz Foundation.

El País, Qhubo, Telepacífico, Caracol radio, RCN radio and outdoor advertising Pautame have joined us as media Allies.

Dialoga y juega con amor



ALIANZA
POR LA BUENA CRIANZA



Voice of the Community
Hacia Allá Vamos

"We involve the people in the
solution of their own problems".

The scope of Hacia Allá Vamos is to empower people's talent to turn them into the focus of social and community development.

Hacia Allá Vamos contributes to improving the quality of life of the communities through the development of new abilities of the leaders to enhance their management and local democracy.

"[It was important] in the process to share with people of different cultures, ethnicities [and] religions, learning from [their] experiences, working together, putting into practice what they had learned and fighting for the same ideal.

[Our dream] is that young people and children learn to work together for their District, which is their territory, [the place] where they live and have grown up". (Lina Marcela Villavicencio Reyes, líder del proyecto Hacia Allá Vamos, Buenaventura).

With the Project, the leadership skills of the participants are strengthened as to the development of basic negotiation, management and communication skills, based on local development.

"[The Companies that support us in the project] have become like a mother to us students, [because there were issues]that we did not know they existed [Now] with the trainings we have been allowed to learn and begin to work with our Communities appropriating what [we] had neglected because of the lack of knowledge. Currently we can address [different] Companies regarding the key [element] is the support of the Leader of the process for improvement, providing effective tools that support ideas or forceful arguments, through an [assertive] dialogue, allowing us to feel empowered and owners of our environments, knowing rights and decrees, that help [in negotiation] and dialogue". (Alexander Torres, Leader of the project Hacia Allá Vamos, Buenaventura).



Voice of the Community

Beneficiaries of the Parenting
Skills Workshops

The scope of this workshop is to provide nurturing guidelines that help the management of everyday situations for people who are in charge of the care and education of children and adolescents, preventing abuse and violence within families.

The Parenting Skills workshop allows participants to learn to recognize their feelings and express them in a direct and healthy way, avoiding harm to those around them.

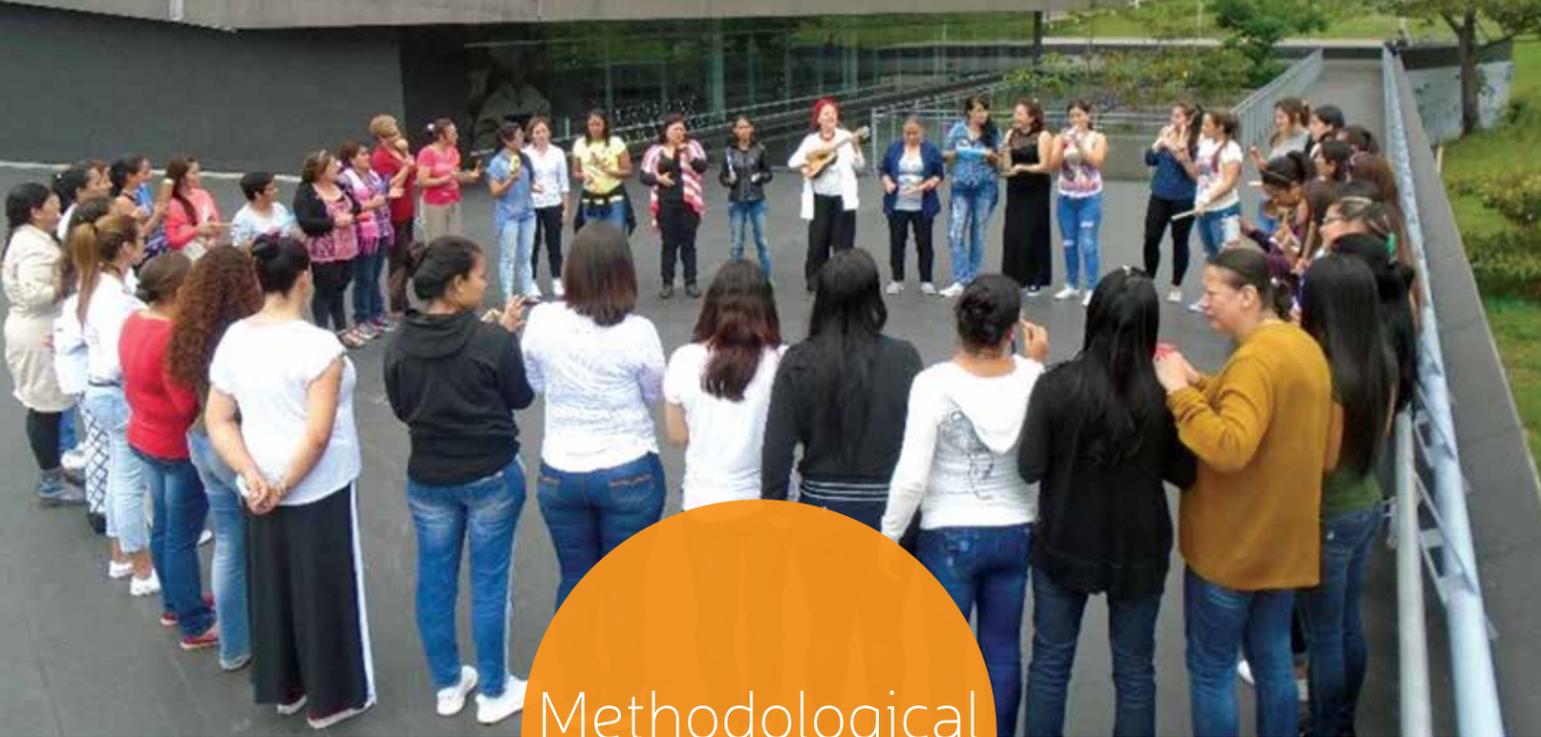
“Expressing my feelings at the beginning was very difficult, because [we come] from a macho culture [in which] a man cannot [express] his feelings, [then] I did not know how to do it, but as we went through the Workshop, [...] I identified them. [It is important that] parents break down these schemes, [...] the first thing [that] has to be broken [are] the psychological barriers that say: I am the one that commands [and learn that] rather than talk, is to listen and observe [...] to recognize the mistakes [that we have in the upbringing of our children]”. (Silver Mosquera, Participant in the Child Rearing Workshop).

In addition, the workshop allows beneficiaries to recognize the way in which stress accumulates and look for mechanisms to prevent or reduce those situations.

“I have always been told that I am bad tempered and rude, but [with what I learned in the Workshop] I was changing, [now] I feel [more] relaxed, [and] I do not get stressed like [before, I’m doing it for myself I work quietly, I do not get angry so easily and I have [implemented] values of respect and tolerance [with my family]”. (Margareth Méndez, Participant in the Child Rearing Workshop).

The nine (9) meetings provide tools to caregivers and parents to generate an assertive and effective communication when sharing their thoughts and feelings and implementing positive actions.

“Today I feel a better mom, this workshop taught me that I’m not perfect, now I watch, I understand, I understand and I listen. The atmosphere in the family feels different because you change, there is more harmony inside the house, my son, my niece, my husband, they noticed that change and they recognized me, that was the most important, it was the most beautiful, [...] that your son says to you: Mommy how you have changed!, I love that I can now talk to you! [It fills me with joy] (Mónica Bedoya, Participant in the Parenting Skills Workshop).



Methodological Transference

The Carvajal Foundation, in partnership with other Public, Private and International Organizations, is present in other regions of the country through methodological transfers, where its models and programs are replicated.

Stages of Methodological Transference

Stage 1: Initial Approach

- To local, National or International Institutions interested in what the Carvajal Foundation does, to learn about and adopt the methodologies, experiences, projects or programs.
- Exploration visits for the understanding of the business and context, definition of interest groups and presentation of the Carvajal Foundation to executives of the Institutions
- Joint design of the proposal, signing of an Agreement and building a schedule.

Stage 2: Planning of the Activities

- Planning and recognition of the study area and of the interest groups.
- Support in the selection and training of local work teams defined by the Institution.

Stage 3: Diagnostics of the Initial Situation

- Diagnostics of the Interest Groups (Internal and External).
- Diagnostics of the Corporate Social Responsibility

Stage 4: Design of the Intervention Strategy

Stage 5: Implementation of the Proposal



Barrancabermeja

Characterization of the Initial Stage of the Social Housing Project.



Medellín

Early Childhood Education Tejiendo Saberes "A Journey of Imagination and Affection".



Cartagena

Collective Business Strengthening.



Bogotá, Puente Nacional (Santander)

Comprehensive Social Intervention Program applied to the construction of the social network for infrastructure projects.



Antioquia

Brújula - Abilities to learn and dream of the future...for young people and adults.



Yumbo

Golazo – Social Reconciliation Program through Sports.



Classical Cultural Music Station 88.5 FM

In 2017, the Classical Cultural Music Station 88.5 FM celebrated 39 years in the music business. It is still an instrument for education and integration for the communities of the Region, dedicated to reliving the classical music through an exquisite and select program, which covers the different musical genres, such as jazz, bolero, tango, rock and Colombian music.

During this period (2017) it reached new audiences, who discovered the unlimited pleasure that there is in music, a universal language that enters through the ears and reaches the heart.

In addition, Clásica 88.5 FM focuses on raising the listener's awareness of social responsibility issues, through various programs: Paths to Equity, Visible Voices and La Colombia que Queremos (The Colombia that we love), spaces destined to offer new initiatives towards change.

Classical 88.5 FM was born in 1978 as an effort of the private sector in the cultural field of the city, which complies with the principles of the Carvajal Foundation. The first step was to acquire the "Radio Libertador" station in AM frequency. That same year, we were able to obtain transmission equipment for an FM station: that is how it came about.

88.5 FM, was the second FM radio station to go on air in the Region. It is a reason of great pride in Valle del Cauca, which reflects the work, passion and professionalism of a working team.

In 2017, we completed the first year at the headquarters of Carvajal Santa Mónica, a very positive change for the dissemination of the programs and activities of the Carvajal Foundation in fulfillment of its mission.

In October, accompanied by their audience, 88.5 celebrated 39 years of existence in the Enrique Buenaventura Municipal Theater. It was a magical and unforgettable night, to the rhythm of the music played by the Philharmonic Orchestra of Cali, a tribute to the listeners who day by day tune it. The orchestra was directed by the Italian maestro Francesco Belli and offered a program that was received with great enthusiasm by the public: Ancient dances and arias by Ottorino Respighi, Sacred and profane dances by Claude Debussy, Dance by the hours of Amilcare Ponchielli and closed with Firebird, by Igor Stravinsky.

88.5 FM took on the challenge of breaking new ground in Colombia and the world, through the web page www.clasica885.com, which was designed in a versatile way to have a better contact with the listeners and thus know all their concerns and musical requests.

It also fills us with joy to mention the success of the programs Musical Geography, Colombian Music and Let's Talk about Health on the air.

Regarding alliances, it is important to highlight that Clásica 88.5 FM was a promotional support to the International Dance Biennial of Cali, which reached its third version, which has become a platform for the presentation of national and international companies that have strengthened the dance in the country, in connection with other disciplines.

The station is now beginning to prepare for the celebration of its 40th anniversary and wishes to open its doors to new audiences and conquer other niches of audience, among them young people interested in expanding their musical culture and, in this way, expand their general knowledge

To do this, we are proposing the implementation of mechanisms of participation and interaction such as social networks, to encourage listeners to stay tuned in to 88.5 FM so that they can live and learn about musical culture while enjoying a special selection. Music has always played an important role in learning and culture, influencing customs and emotions.

Understanding the trends of cultural and economic resources allows us to relate to the importance of the cultural and creative industries, not only on a philanthropic level, but as a strategy of business opportunities, economic and social growth for a country and youth that receives the reality of a peace process that has already begun and that will only provide positive results through the strengthening of the social fabric of their lives.

“With time, what is good becomes a classic”

Achievements of the Classical Music Station



More than
25.000 listeners

New web page



Re-structuring the web page:

- Live programming.
- New National and International audiences.



Opinion of the Fiscal Auditor

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INFORME DEL REVISOR FISCAL

Al Consejo Superior de
FUNDACIÓN CARVAJAL:

INFORME SOBRE LOS ESTADOS FINANCIEROS

He auditado los estados financieros adjuntos de FUNDACIÓN CARVAJAL, los cuales comprenden el estado de situación financiera al 31 de diciembre de 2017, el estado de actividades integral, de cambios en el activo neto y de flujos de efectivo por el año terminado en esa fecha, y un resumen de las políticas contables significativas, así como otras notas explicativas.

Responsabilidad de la administración sobre los estados financieros

La administración es responsable por la preparación y correcta presentación de estos estados financieros de conformidad con las Normas de Contabilidad y de Información Financiera aceptadas en Colombia, y por el control interno que la gerencia considere relevante para la preparación y correcta presentación de los estados financieros libres de errores significativos, bien sea por fraude o error; seleccionar y aplicar las políticas contables apropiadas; así como, efectuar las estimaciones contables que resulten razonables en las circunstancias.

Responsabilidad del Revisor Fiscal

Mi responsabilidad es expresar una opinión sobre dichos estados financieros con base en mi auditoría. Efectué la auditoría de acuerdo con las Normas Internacionales de Auditoría aceptadas en Colombia. Esas normas requieren que cumpla con requerimientos éticos y que planifique y realice la auditoría para obtener una seguridad razonable sobre si los estados financieros están libres de errores significativos. Una auditoría consiste en desarrollar procedimientos para obtener evidencia de auditoría acerca de los montos y revelaciones en los estados financieros. Los procedimientos seleccionados dependen del juicio profesional del auditor, incluyendo su evaluación de los riesgos de errores significativos en los estados financieros. En la evaluación del riesgo, el auditor considera el control interno de la Fundación que es relevante para la preparación y presentación razonable de los estados financieros, con el fin de diseñar procedimientos de auditoría que sean apropiados de acuerdo con las circunstancias. Una auditoría también incluye, evaluar las políticas contables utilizadas y las estimaciones contables significativas hechas por la administración, así como evaluar la presentación general de los estados financieros.

Considero que la evidencia de auditoría obtenida me proporciona una base razonable para expresar mi opinión.

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Opinión

En mi opinión, los estados financieros adjuntos, tomados de los libros de contabilidad, presentan razonablemente, en todos los aspectos significativos, la situación financiera de la FUNDACIÓN CARVAJAL al 31 de diciembre de 2017, el excedente de sus operaciones y sus flujos de efectivo por el año terminado en esa fecha, de conformidad con las Normas de Contabilidad y de Información Financiera aceptadas en Colombia.

Otros Asuntos

Los estados financieros al 31 de diciembre de 2016, se incluyen para propósitos comparativos únicamente, fueron auditados por mí y sobre los mismos expresé mi opinión sin salvedades el 5 de abril de 2017.

INFORME SOBRE OTROS REQUERIMIENTOS LEGALES Y REGLAMENTARIOS

De acuerdo con el alcance de mi auditoría, informo que la Fundación ha llevado su contabilidad conforme a las normas legales y a la técnica contable; las operaciones registradas en los libros de contabilidad, la correspondencia, los comprobantes de las cuentas y los libros de actas se llevan y se conservan debidamente; el informe de labores de los administradores guarda la debida concordancia con los estados financieros básicos e incluye la constancia por parte de la Administración sobre no haber entorpecido la libre circulación de las facturas emitidas por los vendedores o proveedores; y la información contenida en las declaraciones de autoliquidación de aportes al Sistema de Seguridad Social Integral, en particular la relativa a los afiliados y a sus Ingresos base de cotización, ha sido tomada de los registros y soportes contables. Al 31 de diciembre de 2017, la Fundación no se encuentra en mora por concepto de aportes al Sistema de Seguridad Social Integral.

Según el artículo 1.2.1.4 del Decreto 2420 de 2015 el revisor fiscal aplicará las ISAE, en desarrollo de las responsabilidades contenidas en el artículo 209 del Código de Comercio, relacionadas con la evaluación del cumplimiento de las disposiciones estatutarias y de la Junta Directiva y con la evaluación del control interno. Asimismo, según el Artículo 1.2.1.5 de dicho Decreto, para efectos de la aplicación del artículo 1.2.1.4, no será necesario que el revisor fiscal prepare informes separados, pero sí que exprese una opinión o concepto sobre cada uno de los temas contenidos en ellos. El Consejo Técnico de la Contaduría Pública expedirá las orientaciones técnicas necesarias para estos fines.

Con base en la evidencia obtenida en desarrollo de mi revisoría fiscal, durante el año 2017, en mi concepto, nada ha llamado mi atención que me haga pensar que: a) los actos de los administradores de la Fundación no se ajustan a los estatutos y/o a las decisiones de la Junta Directiva y b) no existen o no son adecuadas las medidas de control interno contable, de conservación y custodia de los bienes de la Fundación o de terceros que estén en su poder.



ELIZABETH PERLAZA QUINTERO
Revisor Fiscal
T.P. 192683-T
Designado por Deloitte & Touche Ltda.

5 de abril de 2018

Fundación Carvajal

**Estados Financieros por los años
terminados el 31 de diciembre de 2017 y
2016 e Informe del Revisor Fiscal**

FUNDACIÓN CARVAJAL

ESTADOS DE SITUACIÓN FINANCIERA
Al 31 de diciembre de 2017 y 2016
(En miles de pesos Colombianos)

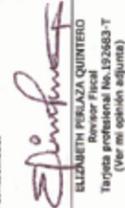
	31 de diciembre	
	2017	2016
ACTIVOS		
ACTIVOS CORRIENTES:		
Efectivo y equivalentes en efectivo (Nota 3)	\$ 4,157,085	\$ 4,424,740
Cuentas comerciales por cobrar y otras cuentas por cobrar (Nota 4)	3,481,641	3,654,270
Total activos corrientes	\$ 7,638,726	\$ 7,489,010
ACTIVOS NO CORRIENTES:		
Cuentas comerciales por cobrar y otras cuentas por cobrar (Nota 4)	27,996,658	22,946,658
Inversiones (Nota 5)	297,579,304	297,879,304
Propiedad, planta y equipo (Nota 6)	9,012,815	9,500,355
Activos intangibles (Nota 7)	-	243,768
Total activos no corrientes	\$ 334,588,777	\$ 335,569,085
Total activos	\$ 342,227,503	\$ 342,812,095
PASIVOS Y PATRIMONIO NETO		
PASIVOS CORRIENTES:		
Préstamos (Nota 8)	\$ 365,001	\$ 391,064
Cuentas comerciales por pagar y otras cuentas por pagar (Nota 9)	1,263,445	1,366,808
Beneficios a empleados (Nota 10)	396,311	163,074
Provisiones (Nota 11)	457,590	415,284
Otros pasivos (Nota 12)	2,251,270	2,318,709
Total pasivos corrientes	\$ 4,833,617	\$ 4,654,939
PASIVOS NO CORRIENTES:		
Préstamos (Nota 8)	-	1,285,278
Beneficios a empleados (Nota 10)	215,735	215,735
Provisiones (Nota 11)	1,093,487	1,093,487
Total pasivos no corrientes	\$ 1,309,222	\$ 2,594,500
Total pasivos	\$ 6,142,839	\$ 7,249,439
PATRIMONIO NETO		
Capital social (Nota 13)	\$ 231,913,076	\$ 231,913,076
Adopción NCIF primer vez	64,791,141	64,791,141
Reservas (Nota 14)	10,983,091	10,983,091
Excedentes acumulados	28,397,356	27,875,348
Total patrimonio neto	\$ 335,084,664	\$ 335,502,656
Total pasivos y patrimonio	\$ 342,227,503	\$ 342,812,095

Las notas adjuntas forman parte integral de estos estados financieros.

(*) Los suscritos Representante Legal y Contador certificamos que hemos verificado previamente las afirmaciones contenidas en estos estados financieros y que los mismos han sido tomados fielmente de los libros de contabilidad.


MARIA DEL ROSARIO CARVAJAL CABAL
Representante Legal (*)


RAFAEL ANGELO PINILLA CHARRY
Contador (*)
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(Ver mi opinión adjunta)

FUNDACIÓN CARVAJAL

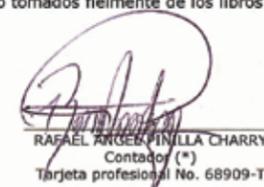
ESTADOS DE ACTIVIDADES INTEGRAL
POR LOS AÑOS TERMINADOS EL 31 DE DICIEMBRE DE 2017 Y 2016
(En miles de pesos Colombianos)

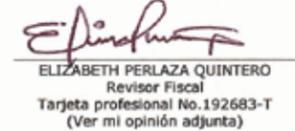
	2017		2016	
Ingresos (Nota 15)	\$	16,030,151	\$	21,745,113
Costo de ventas (Nota 18)		(17,157,026)		(18,932,284)
RESULTADO BRUTO	\$	(1,126,875)	\$	2,812,829
Otros ingresos (Nota 16)		2,545,008		3,431,757
Otros gastos (Nota 19)		(794,611)		(817,767)
Costos financieros (Nota 17)		(101,514)		(616,013)
EXCEDENTE DEL AÑO	\$	522,008	\$	4,810,806
Otro resultado integral - ORI		-		-
Excedente integral del año	\$	522,008	\$	4,810,806

Las notas adjuntas forman parte integral de estos estados financieros.

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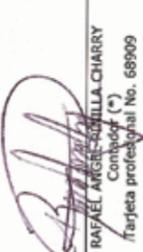
FUNDACIÓN CARVAJAL

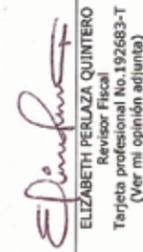
ESTADOS DE CAMBIOS EN EL ACTIVO NETO
POR LOS AÑOS TERMINADOS EL 31 DE DICIEMBRE DE 2017 Y 2016
(En miles de pesos colombianos)

	Capital emitido	Ajustes adopción NCF	Reservas	Excedentes acumuladas	Total
SALDOS AL 31 DE DICIEMBRE DE 2015	\$ 231,913,076	\$ 64,791,141	\$ 10,983,091	\$ 23,064,542	\$ 330,751,850
Excedente del año	-	-	-	4,810,806	4,810,806
SALDOS AL 31 DE DICIEMBRE DE 2016	\$ 231,913,076	\$ 64,791,141	\$ 10,983,091	\$ 27,875,348	\$ 335,562,656
Excedente del año	-	-	-	522,008	522,008
SALDOS AL 31 DE DICIEMBRE DE 2017	\$ 231,913,076	\$ 64,791,141	\$ 10,983,091	\$ 28,397,356	\$ 336,084,664

Las notas adjuntas son parte integral de los estados financieros.
(*) Los suscritos Representante Legal y Contador certificamos que hemos verificado previamente las afirmaciones contenidas en estos estados financieros y que los mismos han sido tomados fielmente de los libros de contabilidad.


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(Ver mi opinión adjunta)

FUNDACIÓN CARVAJAL

ESTADOS DE FLUJO DE EFECTIVO
POR LOS AÑOS TERMINADOS EL 31 DE DICIEMBRE DE 2017 Y 2016
(En miles de pesos colombianos)

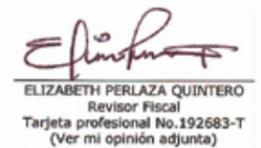
	2017	2016
FLUJO DE EFECTIVO PROCEDENTE DE ACTIVIDADES DE OPERACIÓN:		
Excedente del año	\$ 522,008	\$ 4,810,806
Cargos (abono) a resultado que no representan flujo de efectivo:		
Depreciación y amortizaciones	694,291	648,567
Utilidad en venta de activos fijos	(59,118)	(1,196,737)
Otros cargos (abonos) a resultado que no representan flujo	-	233,100
Disminuciones (aumentos) de activos que afectan el flujo de efectivo:		
Deudores comerciales y otras cuentas por cobrar	(417,371)	7,000,933
Inventarios	-	46,609
(Disminuciones) aumentos de pasivos que afectan el flujo de efectivo:		
Cuentas por pagar comerciales, otras cuentas por pagar y beneficios a empleados	229,874	(199,194)
Otros pasivos no financieros	(67,439)	(4,124,376)
Otras provisiones	42,306	48,651
Flujo neto de efectivo provisto en actividades de la operación	944,551	7,268,359
FLUJO DE EFECTIVO PROCEDENTE DE ACTIVIDADES DE FINANCIAMIENTO:		
Pago de préstamos bancarios	(1,311,341)	(11,148,381)
Flujo neto de efectivo (utilizado en) actividades de financiamiento	(1,311,341)	(11,148,381)
FLUJO DE EFECTIVO ORIGINADO PROCEDENTE DE ACTIVIDADES DE INVERSIÓN:		
Adquisición de activos fijos	(84,122)	(91,415)
Venta de activos fijos	219,569	5,995,838
Adquisición de activos licencias	(36,312)	(19,944)
Flujo neto de efectivo provisto en actividades de inversión	99,135	5,884,479
(DISMINUCIÓN) INCREMENTO NETO EN EFECTIVO Y EQUIVALENTES AL EFECTIVO	(267,655)	2,004,457
EFECTIVO Y EQUIVALENTE AL EFECTIVO, AL PRINCIPIO DEL PERIODO	\$ 4,424,740	\$ 2,420,283
EFECTIVO Y EQUIVALENTE AL EFECTIVO, AL FINAL DEL PERIODO	\$ 4,157,085	\$ 4,424,740

Las notas adjuntas forman parte integral de estos estados financieros.

(*) Los suscritos Representante Legal y Contador certificamos que hemos verificado previamente las afirmaciones contenidas en estos estados financieros y que los mismos han sido tomados fielmente de los libros de contabilidad.


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(Ver mi opinión adjunta)

FUNDACIÓN CARVAJAL

NOTAS A LOS ESTADOS FINANCIEROS POR LOS AÑOS TERMINADOS EL 31 DE DICIEMBRE DE 2017 Y 2016 (En miles de pesos colombianos)

1. INFORMACIÓN GENERAL

Operaciones - La Fundación Carvajal 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, 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 13 de octubre de 2017. 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, científicos, defensa y protección del medio ambiente y los recursos naturales, literarios, para el desarrollo del deporte aficionado, de interés público, 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 ejercerá todo tipo de actividades sin ánimo de lucro, conforme con sus propósitos."

RESUMEN DE LAS PRINCIPALES POLÍTICAS CONTABLES

Políticas Contables Generales

La Fundación Carvajal cuenta con lineamientos estándares internacionales que faciliten el procesamiento de la información contable recopilada en un periodo dado. Para elaborar los estados financieros de los sucesos económicos, utilizará cualquiera de las siguientes políticas contables generales que se mencionan a continuación.

Supuestos Contables

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

a) Base de acumulación (o devengo)

Reconocerá 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 periodos con los cuales se relacionan.

b) Negocio en marcha

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

Bases de medición

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

a) Costo histórico

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

b) Valor razonable

Se reconocerá 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.

Características cualitativas

Al elaborar los estados financieros se aplicarán las características cualitativas a la información financiera, para que así esta pueda adecuarse a las necesidades comunes de los diferentes usuarios, con el fin de propiciar el cumplimiento de los objetivos de la Fundación y garantizar la eficacia en la utilización de dicha información.

Moneda funcional

La Fundación Carvajal expresará los estados financieros en la moneda funcional pesos colombianos

Presentación de estados financieros

a) Presentación razonable

La Fundación Carvajal presentará razonable y fielmente la situación financiera, los flujos de efectivo, revelando información adicional necesaria para un mejor análisis de la información.

b) Cumplimiento de la NCIF para las PYMES

La Fundación Carvajal, de conformidad con las disposiciones vigentes emitidas por la Ley 1314 de 2009, reglamentada por los Decretos 2420 y 2496 de 2016, prepara sus estados financieros de conformidad con las normas de contabilidad y de información financiera aceptadas en Colombia – NCIF, las cuales se basan en la Norma Internacional de Información para Pequeñas y Medianas Entidades (PYMES) en su versión año 2015 autorizada por el Consejo de Normas Internacionales de Contabilidad (IASB, por su sigla en inglés).

c) Frecuencia de la información

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

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

d) Revelaciones en las notas a los estados financieros

Las notas a los estados financieros se presentarán 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 presentarán 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.

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

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

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

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

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

Medición Inicial

- La Fundación Carvajal llevara sus registros contables en moneda funcional, la cual es el peso colombiano.

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) Inversiones a corto plazo (Instrumento Financiero)

Políticas de Inversión

- Las inversiones en el Grupo Carvajal: Cualquier disposición de las mismas será aprobada por la Junta directiva.
- Otras Inversiones: Su disposición será aprobada por el presidente ejecutivo de la Fundación Carvajal, previa autorización de la Junta directiva.

c) Cuentas por cobrar (Instrumento Financiero)

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

- Emisora – Pauta
- Arrendamientos – Bienes inmuebles
- Convenios y/o proyectos:
 - Desarrollo Empresarial
 - Educación y Cultura.
 - Otros
- Préstamos a colaboradores y prestadores de servicio
- Anticipo de Impuestos
- Otros

Reconocimiento Inicial

- Las cuentas por cobrar son registradas al valor según la factura o cuenta de cobro (Valor del servicio o convenio más el valor de los impuestos- IVA).
- Las cuentas consideradas irrecuperables son dadas de baja en el momento en que son identificadas (incluyendo IVA).

Procedimientos:

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.

Recaudo de Cartera

La Fundación Carvajal realizará el cobro de su cartera de la siguiente forma:

Cartera Corriente: se considera Cartera corriente la siguiente:

- La Emisora 1 a 90 días
- Por Arrendamientos 1 a 60 días
- Por Cobro de Convenios con Entidades Privadas 1 a 60 días, teniendo en cuenta las condiciones de los convenios
- Por Cobro de Convenios con Entidades Públicas 1 a 60 días, teniendo en cuenta las condiciones de los convenios
- Por Prestamos a Proyectos que acompaña la Fundación

Deterioro de Cartera

La Fundación Carvajal, realizará provisión a la cartera realizando un análisis individual de la siguiente forma: trimestralmente, de ser necesario, la Dirección Administrativa y Financiera debe revisar la cobrabilidad de la cartera, con el propósito de definir el porcentaje de cartera de difícil cobro que se llevará a la provisión.

Los criterios para evaluar posibles deterioros serán los que contempla el Decreto 2420 de 2015.

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 Presidencia Ejecutiva y reportados a la Junta Directiva.

Para la cartera con vencimiento mayor a la corriente su medición posterior será a Costo Amortizado previo al deterioro definido de las mismas.

Instrumentos Financieros

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

Reconocimiento Inicial

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

- Las inversiones en el Grupo Carvajal, para efectos del proceso de conversión inicial a NCIF se registraron al costo.
- 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 medirá el activo financiero o pasivo financiero al valor presente de los pagos futuros descontados.

Medición posterior

Al cierre del ejercicio, la Fundación deberá valorar 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 medirán al costo amortizado utilizando el método del tipo de interés efectivo.
2. Los instrumentos de deuda corrientes (activos o pasivos corrientes) se medirán 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
3. Las inversiones se medirán al costo, los dividendos se reconocerán solamente los pagados.

Deterioro

La Fundación Carvajal reconocerá 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 NCIF 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.

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 vencida mayor a 360 días, hasta el 15% de dicho saldo.

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

d). Inventarios

Reconocimiento Inicial

Corresponde a los activos distintos a activos fijos, sobrantes de obras o cualquier activo que la Fundación pueda disponer para la venta, sin que constituya esta su actividad principal. Se registrarán al costo y su venta constituirá un aprovechamiento en los ingresos.

En el caso de la prestación de servicios, no se registrarán inventarios, los costos que suponga su producción se registrarán directamente al Estado de Resultado.

e). Propiedad, Planta y Equipo

La Fundación Carvajal reconocerá 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

- **Inmuebles:** Para efectos de la medición inicial (costo atribuido) se usarán los avalúos realizados bajo las actuales normas contables con las vidas útiles y valores residuales definidos por el evaluador en su informe.

Posterior a la medición inicial las nuevas adquisiciones se medirán al costo.

- **Vehículos:** Tanto en la medición inicial como en la medición posterior se utilizará el costo de adquisición, para efectos de la vida útil se utilizará el criterio de 5 años de vida y para el criterio del valor residual se utilizarán Publicaciones expertas en dicha materia.
- **Maquinaria y Equipo:** Tanto en la medición inicial como en la medición posterior se utilizará el costo de adquisición, para efectos de la vida útil se utilizará el criterio de 10 años.
- **Muebles y Enseres y Equipo de Cómputo:** Tanto en la medición inicial como en la medición posterior se utilizará el costo de adquisición, para efectos de la vida útil se utilizará el criterio para muebles y enseres 10 años y para equipo de cómputo 5

años, para estos activos no se utilizará valor residual

- La Fundación Carvajal medirá 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

- Después del reconocimiento inicial la Fundación Carvajal usará el modelo Costo-depreciación-deterioro del valor.
- La Fundación dará de baja en cuentas de un activo de propiedad planta y equipo que se encuentra en disposición o no se espera obtener beneficios económicos futuros por la disposición o uso del activo (Sección 17, p. 17. 27)
- La Fundación reconocerá 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 reconocerá el cargo por depreciación de la propiedad, planta y equipo que posee, en el resultado del período contable.

Deterioro de la Propiedad, Planta y Equipo

Se determinará el posible deterioro en caso de ser evidente mediante el avalúo de un experto, quien utilizará los criterios establecidos en la norma para dicho avalúo.

Activos en uso totalmente depreciados o procedentes de proyectos: Se deberá, mediante un avalúo, incorporar a la contabilidad y depreciarlo en su vida remanente establecida por un experto.

Baja de activos: Un activo será dado de baja siempre y cuando el beneficio que se estaba recibiendo del mismo haya desaparecido o cuando se venda. Las bajas de activos serán autorizadas por el Director Administrativo y Financiero, Presidente Ejecutivo y la Junta directiva de acuerdo a la cuantía.

Deterioro del Valor de Propiedad, Planta y Equipo.

Reconocimiento Inicial

- La Fundación considera los siguientes factores para indicio de la existencia de deterioro de valor
 - ✓ El valor del mercado ha disminuido.
 - ✓ Evidencia de obsolescencia y deterioro físico.
 - ✓ Cambios en el uso del activo
 - ✓ Tasa de interés del mercado se ha incrementado
- La Fundación reconocerá cualquier pérdida por deterioro de un activo de propiedad planta y equipo en el resultado del periodo contable que se produzca.

Medición Posterior

- La Fundación deberá revisar y ajustar la vida útil, el método de depreciación o valores residuales de la propiedad planta y equipo.
- La Fundación reconocerá la reversión de pérdida por deterioro en el resultado del periodo contable en el cual se presentaron indicios que ha desaparecido o disminuido.

La depreciación se calculará de la siguiente manera:

- **Edificios (inmuebles)** bajo las actuales normas contables con las vidas útiles y valores residuales definidos por el evaluador en su informe.
- **Vehículos:** para efectos de la depreciación se estimará una vida útil de 5 años sobre su costo de adquisición y sus adicciones.
- **Maquinaria y Equipo:** para calcular la depreciación se estimará una vida útil de 10 años, sobre el costo de adquisición más sus adicciones.
- **Muebles y Enseres:** para calcular la depreciación se estimará una vida útil de 10 años, sobre el costo de adquisición más sus adicciones.
- **Equipo de Cómputo y equipos de comunicación:** para calcular la depreciación se estimará una vida útil de 5 años, sobre el costo de adquisición más sus adicciones.

f). Intangibles

Medición Inicial

- La Fundación Carvajal reconocerá como activo intangible amortizable, principalmente, las compras de las licencias de software.
- La Fundación Carvajal registrará los gastos pagados como anticipados solo si tienen probabilidad de obtener beneficios futuros. Ejemplo: Seguros.
- La Fundación Carvajal reconocerá como gastos los desembolsos incurridos en las actividades de Investigación y Desarrollo.
- Los intangibles amortizables se amortizarán de acuerdo a su vida útil definida, en forma individual.
- Los activos no amortizables, tales como: Marcas, good will, entre otros, deberán ser evaluados en su posible deterioro al menos una vez al año.

Medición Posterior

- La Fundación iniciará amortización del activo intangible cuando se encuentre en la ubicación y condiciones necesarias para ser usado y finaliza cuando dicho activo se da de baja.
- La Fundación utilizará como método de amortización, el método lineal, el cual se prevé reflejará el consumo de los beneficios económicos futuros que se deriva de los intangibles.
- La Fundación dará de baja en cuentas un activo intangible y reconocerá una ganancia o pérdida en el resultado del periodo contable que se informa, en la disposición o cuando no se espera obtener beneficios económicos futuros por el uso o disposición del activo.
- La Fundación considerará un valor residual de cero para los activos intangibles, siempre y cuando no exista un compromiso de venta al final de su vida útil.

Deterioro del Valor de un Activo Intangible

Medición Inicial

- La Fundación, registrará una pérdida por deterioro para un activo intangible cuando el importe en libros de dicho activo es superior a su importe recuperable.
- La Fundación reconocerá cualquier pérdida por deterioro de un activo intangible en el resultado del periodo contable que se produzca
- La Fundación realizará a la fecha sobre la que se informa en el periodo una valuación para determinar la existencia de deterioro de valor, si existe, deberá estimar el importe recuperable del activo intangible valuado (Sección 27, p. 27.7)

- Se considerarán los siguientes factores para indicio de la existencia de deterioro de valor (Sección 27, p. 27.9)
 - ✓ Si el valor del mercado ha disminuido o la tasa de interés ha incrementado.
 - ✓ Cambios al entorno legal, económico o del mercado en el que opera.
 - ✓ Evidencia de obsolescencia y cambios en el uso del activo.
 - ✓ El rendimiento económico del activo se prevé peor de lo esperado.

Medición Posterior

- La Fundación reconocerá la reversión de pérdida por deterioro en el resultado del periodo contable en el cual se presentaron los indicios que ha desaparecido o disminuido el deterioro del valor.
- La Fundación deberá revisar y ajustar la vida útil, el método de amortización o el valor residual del activo intangible si existe indicios que el activo posee deterioro del valor.

2. PASIVOS

a). Cuentas por pagar (Instrumento Financiero)

Medición Inicial

- La Fundación reconocerá 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 medirá inicialmente una cuenta y documento por pagar al precio de la transacción incluidos los costos de ella.
- La Fundación medirá 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 medirá 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 revisará las estimaciones de pagos y se ajustará el importe en libros de las cuentas y documentos por pagar para reflejar los flujos de efectivos reales y estimados.

Pasivos Financieros

- Las obligaciones de la Fundación Carvajal serán obtenidas en instituciones vigiladas por la Superfinanciera, cualquier otro acreedor debe ser autorizado por la Junta Directiva.
- Las tasas, plazos, garantías y demás condiciones del crédito, serán cotizadas por el Director Administrativo y Financiero y aprobadas por la Presidencia Ejecutiva o Junta Directiva o Consejo Superior de acuerdo al monto del mismo.
- Los criterios y necesidades de sobregiro bancario serán negociados y aprobados por la Dirección Administrativa y Financiera.
- Los sobregiros no podrán superar los 30 días.

b). Provisiones

Medición Inicial

- La Fundación Carvajal reconocerá una provisión cuando un suceso pasado haya generado una obligación presente y sea probable una salida de recursos y pueda hacerse una estimación fiable.
- Un activo contingente se revelará cuando la contingencia esté definida como probable de tener un beneficio económico con respecto a sucesos pasados.
- La Fundación Carvajal registrará y/o revelará como pasivo una contingencia definida como probable o posible respectivamente.

Medición Posterior

La Fundación reconocerá en el gasto del resultado del periodo, cualquier ajuste realizado a los importes de la provisión previamente reconocidos.

- La Fundación medirá provisión posteriormente, cargando contra ella únicamente aquellos desembolsos para los cuales fue reconocida originalmente la provisión (Sección 21 p 21.10).
- La Fundación evaluará al final del periodo contable que se informa las provisiones y si fuese necesario ajustará su valor para reflejar la mejor estimación actual del importe requerido para cancelar la obligación.

c.) Obligaciones Laborales

Medición Inicial

- La Fundación registrará 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
- Beneficios a largo plazo como: quinquenios
- Las ganancias o pérdidas actuariales se reconocen en 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 registrarán por el valor de la transacción en el estado de resultados en que se incurran o causen.

Beneficios de largo plazo son: Quinquenios que reciben los colaboradores. Este beneficio se registrará 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.

Beneficios Post-empleo: El beneficio post empleo es el que se cancela al pensionado directo de la Fundación Carvajal.

Este beneficio se registrará 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.

Cualquier beneficio adicional deberá ser aprobado por la Presidencia Ejecutiva de la Fundación Carvajal previa autorización del Consejo Superior.

d.) Préstamos a Empleados

Medición Inicial

- La Fundación medirá los préstamos inicialmente al precio de la transacción, es decir, al costo y los demás gastos inherentes a él (Sección 11 p 11.13)
- Cuando la Fundación realice una transacción que sea financiada a una tasa de interés que no es la de mercado, medirá inicialmente el préstamo al valor presente de los pagos futuros descontados a una tasa de interés de mercado, para una transacción de deuda similar.

Medición Posterior

- La Fundación medirá los préstamos al costo amortizado, utilizando el método de interés de efectivo.
- Si la Fundación acuerda una transacción de financiación, medirá el préstamo al valor presente de los pagos futuros descontados a una tasa.

Clases de créditos a empleados que existen en la fundación

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

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 disposiciones 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 obligatorias.

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 de Junta Directiva o del Consejo Superior que apruebe los estados financieros del año fenecido 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.

- **Manejo de Reservas ocasionales:** son asignaciones permanentes que se destinan para la construcción de sedes o inversiones y estas deberán ser aprobadas por el consejo Superior.
- El fin de constituir las reservas fue para invertir en el centro de servicio de la casona (infraestructura), dicho valor no será modificado solo se modificará si se vende el predio.

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.

- **La Fundación Carvajal, medirá sus ingresos por actividades ordinarias** por el valor de la transacción de la contraprestación recibida o por recibir.
- **Los ingresos asociados con las donaciones, deben reconocerse** Si la donación es derivada de un convenio se reconocerá inicialmente como ingreso, pero al cierre del ejercicio o de los ejercicios intermedios deberá reconocerse solo el ingreso proporcional a la parte ejecutada del mismo convenio. Si se recibe a título de donación sin ninguna contraprestación se reconocerá 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 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 reconocerán en resultados en la medida que el contrato estipule la causación del ingreso de acuerdo al contrato de arrendamiento suscrito.

5. GASTOS

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

Medición

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

Juicios y Estimaciones Contables

En la aplicación de las políticas contables descritas en la Nota 2, la Administración de la Fundación debe hacer juicios para desarrollar y aplicar presunciones sobre los importes en libros, que se basan en la experiencia histórica y otros factores que se consideran como relevantes. Los resultados reales podrían diferir de dichos estimados.

Los estimados y presunciones se revisan regularmente. Las revisiones a los estimados contables se reconocen en el período de la revisión si afecta un solo período, o periodos futuros si la revisión afecta tanto al periodo actual como a periodos futuros.

3. EFECTIVO Y EQUIVALENTES EN EFECTIVO

	2017	2016
Efectivo y bancos	\$ 4.157.085	\$ 4.424.740
Total	\$ 4.157.085	\$ 4.424.740

Al 31 de diciembre de 2017 y 2016 no existen restricciones sobre el uso de efectivo y equivalentes de efectivo.

4. CUENTAS COMERCIALES POR COBRAR Y OTRAS CUENTAS POR COBRAR

	2017	2016
Cuentas comerciales por cobrar	\$ 3.332.853	\$ 2.770.108
Provisión para cuentas de cobro dudoso	(363.786)	(369.123)
Otros (anticipos, impuestos, préstamos a empleados, y otras cuentas)	<u>512.574</u>	<u>663.285</u>
Sub Total	\$ 3.481.641	\$ 3.064.270
Cuentas por cobrar Largo Plazo a Inversantamonica	<u>27.996.658</u>	<u>27.996.658</u>
Total	\$ 31.478.299	\$ 31.060.928

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

	2017	2016
Saldo al inicio del año	\$ 369.123	\$ 84.610
Castigos de cartera	(153.317)	(91.535)
Provisiones	<u>147.980</u>	<u>376.048</u>
Saldo al final del año	\$ 363.786	\$ 369.123

El aumento en las cuentas por cobrar durante el año 2017, se debe principalmente al proyecto Diplomados 1.0 suscrito con el Instituto Colombiano de Bienestar Familiar.

5. INVERSIONES PERMANENTES

Nombre de la Compañía	Actividad principal	Proporción de participación accionaria y poder de voto	Costo Inversión	
			2017	2016
A Carvajal S.A.	Servicios Financieros	23%	207.056.884	207.056.884
B Inversnatamonica	Actividades Inmobiliarias	23%	51.664.385	51.664.385
C Carvajal Propiedades e Inversiones S.A	Inmobiliario	21%	38.491.626	38.491.626
D Cartón de Colombia S.A.	Industria	0,25%	242.183	242.183
E Fondo Nacional de Garantías	Actividades Financieras	3%	123.978	123.978
F Cemex Colombia S.A.	Industria	0%	164	164
G Cementos Argos S.A.	Industria	0%	84	84
TOTAL			\$ 297.579.304	\$ 297.579.304

Estas inversiones no son ajustadas por método de participación patrimonial dado que no se posee influencia significativa.

6. PROPIEDAD, PLANTA Y EQUIPO

	Terrenos y edificios	Instalaciones fijas y equipo	Total
Costo			
31 de diciembre de 2015	\$ 17.522.066	\$ 5.316.377	\$ 22.838.443
Adiciones	3.800	87.615	91.415
Disposiciones	4.934.658	348.518	5.283.176
31 de diciembre de 2016	\$ 12.591.208	\$ 5.055.474	\$ 17.646.682
Depreciación acumulada y deterioros de valor acumulados			
31 de diciembre de 2015	\$ 648.072	\$ 3.876.021	\$ 4.524.093
Depreciación anual	145.302	445.234	590.536
Menos Provisión	3.512.771	-	3.512.771
Menos depreciación acumulada de los activos dispuestos	131.395	352.678	484.073
31 de diciembre de 2016	\$ 4.174.750	\$ 3.968.577	\$ 8.143.327
Importe en libros			
31 de diciembre de 2016	\$ 8.416.458	\$ 1.086.897	\$ 9.503.355

	Terrenos y edificios	Instalaciones fijas y equipo	Total
Costo			
31 de diciembre de 2016	\$ 12.591.208	\$ 5.055.474	\$ 17.646.682
Adiciones	-	84.122	84.122
Disposiciones (i)	3.438.076	368.349	3.806.425
31 de diciembre de 2017	\$ 9.153.132	\$ 4.771.247	\$ 13.924.379
Depreciación acumulada y deterioros de valor acumulados			
31 de diciembre de 2016	\$ 661.979	\$ 3.968.577	\$ 4.630.556
Depreciación anual	111.723	302.488	414.211
Más Provisión (ii)	74.695	-	74.695
Menos depreciación acumulada de los activos dispuestos	-	207.901	207.901
31 de diciembre de 2017	\$ 848.397	\$ 4.063.164	\$ 4.911.564
Importe en libros			
31 de diciembre de 2017	\$ 8.304.735	\$ 708.080	\$ 9.012.815

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

(i) El 31 de diciembre de 2017 la Fundación Carvajal entregó en calidad de donación la infraestructura social (Centro de Servicios de la Ladera) construida en el lote de equipamiento comunitario de propiedad del Municipio de Cali a la alcaldía de Cali, mediante autorización del Consejo Superior celebrado el día 13 de octubre de 2017, según Acta N° 262. El importe en libros del edificio es de \$3.438.076.

(ii) Corresponde a la provisión del lote en puerto tejada por valor de \$61.900 el cual se encuentra en proceso jurídico de sucesión y provisión lote castillo por valor de \$12.795.

7. ACTIVOS INTANGIBLES

	Licencias	Total
Costo		
31 de diciembre de 2015	\$ 780.245	\$ 780.245
Altas	19.944	19.944
Disposiciones	17.998	17.998
31 de diciembre de 2016	\$ 782.191	\$ 782.191

	Licencias	Total
Amortización acumulada y Deterioro de valores acumulados		
31 de diciembre de 2015	498.391	498.391
Amortización anual	58.031	58.031
Menos Amortización acumulada de los intangibles dispuestos	17.998	17.998
31 de diciembre de 2017	\$ 538.424	\$ 538.424
Importe en libros		
31 de diciembre de 2017	\$ 243.767	\$ 243.767
Costo		
31 de diciembre de 2016	\$ 782.191	\$ 782.191
Altas	36.312	36.312
Disposiciones	343.286	343.286
31 de diciembre de 2017	\$ 475.217	\$ 475.217
Amortización acumulada y Deterioro de valores acumulados		
31 de diciembre de 2016	538.424	538.424
Amortización anual	280.080	280.080
Menos Amortización acumulada de los intangibles dispuestos	343.287	343.287
31 de diciembre de 2017	\$ 475.217	\$ 475.217
Importe en libros		
31 de diciembre de 2017	\$ -	\$ -

No existe ningún tipo de restricción sobre el dominio de los activos intangibles, ni sobre los flujos de efectivo por ellos generados.

8. PRÉSTAMOS

	2017	2016
Pasivo corriente		
Préstamos otorgados por:		
Bancos	\$ 333.333	\$ 381.389
Intereses causados otras entidades	-	5.289
Instrumentos convertibles		
Otros (Tarjetas de crédito)	31.668	4.386
Total	\$ 365.001	\$ 391.064
Pasivo no corriente		
Préstamos otorgados por bancos	-	1.285.278
Total	\$ 365.001	\$ 1.676.342

Los préstamos bancarios se encuentran garantizados por pagarés firmados por el Representante Legal de la Fundación Carvajal, contra estos préstamos no existe ninguna otra garantía.

9. CUENTAS COMERCIALES POR PAGAR Y OTRAS CUENTAS POR PAGAR

	2017	2016
Cuentas comerciales por pagar	\$ 812.082	\$ 685.815
Otras cuentas por pagar (Impuestos, aportes de nómina y acreedores varios)	551.363	680.993
Total	\$ 1.363.445	\$ 1.366.808

10. BENEFICIOS A LOS EMPLEADOS

El valor de las obligaciones de la Fundación por este concepto a 31 de diciembre de 2017 y 2016, corresponden a:

	2017	2016
Cesantías	\$ 211.493	\$ 137.045
Intereses sobre cesantías	25.319	18.735
Vacaciones	159.499	7.294
Total	\$ 396.311	\$ 163.074

Según las políticas contables, el beneficio a empleados fue el del quinquenio.

	2017	2016
Obligación quinquenio (pasivo no corriente)	\$ 215.735	\$ 215.735

11. PROVISIONES

	2017	2016
Beneficios a los empleados (i)	\$ 1.093.487	\$ 1.093.487
Otras provisiones (ii)	457.590	415.284
Total	\$ 1.551.077	\$ 1.508.771
Corriente	457.590	415.284
No corriente	1.093.487	1.093.487
Total	\$ 1.551.077	\$ 1.508.771

(i) La provisión laboral corresponde al cálculo actuarial de las pensiones, con una población de 24 personas para el 2017 y 2016.

(ii) Corresponde a la provisión para trabajos de compromisos en firma de convenios realizados para el año 2017 y 2016 el valor estimado es \$275.850 y \$174.632 correspondientemente; provisión por reclamación de constructora limonar para la construcción de una vía en el vallado para el 2017 \$80.000 y para el 2016 \$280.000; se estimó gastos adicionales en reclamaciones por demandas de pensionados por \$101.740.

12. OTROS PASIVOS

	2017	2016
Ingresos recibidos por anticipado (1)	\$ 1.880.045	\$ 2.209.452
Saldos de Convenios y anticipos	371.225	109.257
Total	\$ 2.251.270	\$ 2.318.709
Corriente	2.251.270	2.318.709
No corriente	-	-
Total	\$ 2.251.270	\$ 2.318.709

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

	2017	2016
Scope - Cuso	\$ 467.381	\$ 289.964
Hacia Alla Vamos 2	275.680	-
Llano Verde - Fomvivienda	251.692	-
Proyecto Bis - Fundación Corona	167.385	-
Emcali 13	131.000	-
Saberes Limmat Buenaventura 2017	84.000	-
Laboratorios De Paz - ACTEC	79.665	-
Fortalecimiento A Mujeres Activas - FAMA	71.524	-
Golazo Cali	67.060	21.511
Saberes Limmat 2016	59.000	-
Prevención De Violencia - FWWB	-	500.000
Transiciones Bancolombia	-	299.075
Sena 2017	-	288.194
Somos Golazo CAF Buenaventura	-	86.000
Aceleración y Brújula Dividendo 2016	-	79.000
Otros De Menor Cuantía	225.658	645.708
Total	\$ 1.880.045	\$ 2.209.452

13. CAPITAL

	2017	2016
El fondo inicial de la Fundación Carvajal Incluye: Capital Social	\$ 231.913.076	\$ 231.913.076

14. RESERVAS

	2017	2016
Reserva legal para asignaciones	\$ 10.983.091	\$ 10.983.091
Total	\$ 10.983.091	\$ 10.983.091

15. INGRESOS

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

	2017	2016
Actividades de servicio comunitario y social	\$ 8.331.896	\$ 10.310.906
Dividendos de sociedades	5.460.065	8.655.112
Enseñanza	1.024.585	1.636.169
Alquiler	1.213.605	1.156.442
Devoluciones	-	(13.516)
Total	\$ 16.030.151	\$ 21.745.113

16. OTROS INGRESOS

	2017	2016
Financieros	\$ 1.743.283	\$ 1.992.422
Utilidad en venta y retiro de bienes	59.118	1.240.075
Diversos	742.607	199.260
Total	\$ 2.545.008	\$ 3.431.757

17. COSTOS FINANCIEROS

	2017	2016
Intereses por sobregiros y préstamos bancarios	\$ 71.285	\$ 586.917
Otros gastos por interés	30.229	29.096
Total	\$ 101.514	\$ 616.013

18. COSTOS DE VENTA

	2017	2016
De personal	\$ 8.212.363	\$ 7.198.548
Honorarios	2.324.302	2.932.723
Impuestos	408.429	498.817
Arrendamientos	617.081	396.604
Contribuciones y afiliaciones	29.421	46.607
Seguros	145.787	182.870
Servicios (i)	1.963.235	3.334.411
Gastos Legales	58.673	144.557
Mantenimientos y reparaciones	87.504	110.964
Adecuaciones	-	5.416
Gastos de viaje	258.341	295.254
Deterioro	324.299	-
Depreciaciones	414.211	590.536
Amortizaciones	280.080	58.031
Diversos (ii)	2.033.299	3.136.946
Total Costo de Venta	\$ 17.157.026	\$ 18.932.284

(i) Durante el año 2016 se registraron los gastos de adecuación y traslado de la sede San Fernando a la sede el Poblado generando un incremento en los gastos de servicios de dicho año.

(ii) Los gastos diversos se componen por:

	2017	2016
Suministros generales	\$ 880.613	\$ 1.324.061
Suministros de alimentos	465.134	46.658
Transporte en taxis y buses	283.609	315.680
provisión deudores	150.635	151.587
Suministros y partes de tecnología	75.921	238.012
Becas y asistencia social	45.565	194.569
Combustibles y lubricantes	27.621	31.012
Servicio de casino y restaurante	19.696	69.062
Suministros materiales de construcción	17.818	82.900
Papelería general	16.227	44.897
Fotocopias	13.536	12.574
Comisiones bancarias	10.599	3.282
Donaciones	9.420	4.685
Libros, suscripc., periódicos y revistas	7.178	113.717
Gasto provisión vía Vallado	-	280.000
Gasto Provisión Cartera Buenaventura	-	195.000
Otros	9.727	29.250
Total	\$ 2.033.299	\$ 3.136.946

19. OTROS GASTOS

	2017	2016
Gastos no deducibles	\$ 6.555	\$ 99.427
Gastos donación	788.056	718.340
Total	\$ 794.611	\$ 817.767

20. 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 y pasivos monetarios denominados en moneda extranjera al final del periodo sobre el que se informa son los siguientes:

	Activos	
	2017	2016
En dólares americanos	\$ 43.139	\$ 128.573

Al 31 de diciembre de 2017 y 2016 la Fundación no tiene pasivos en moneda extranjera.

21. 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.

Actualmente cursan en contra de Fundación Carvajal procesos laborales, sin embargo, el fallo de los mismos en caso de que sea adverso no afectará marialmente los Estados Financieros.

22. IMPUESTO A LAS GANANCIAS

Las disposiciones fiscales aplicables a la Fundación se establecen en el decreto 4400 de 2004, La Fundación podría estar sometida a una tarifa del 20% sobre sus excedentes fiscales, si los hubiese. Respecto al impuesto del CREE no aplica para el sector de las entidades sin ánimo de lucro.

No se registrará impuesto diferido debido a que la Fundación reinvierte los excedentes del ejercicio y esto la hace no contribuyente del impuesto de renta y por tanto no está obligada a calcular y registrar impuesto diferido.

23. PROCESO DE PERMANENCIA AL RÉGIMEN TRIBUTARIO ESPECIAL

En el año 2018 la Fundación Carvajal debe realizar la solicitud de pertenencia al régimen tributario especial, de acuerdo con lo estipulado en el decreto 2150 del 20 de diciembre de 2017. Para tal efecto el Consejo Superior deberá autorizar a la representante legal para dicho trámite y la Fundación colocar la información que solicita la DIAN, luego la Fundación deberá dar respuesta a cada una de las inquietudes de la sociedad civil.

Durante los últimos 5 años la Fundación Carvajal ha tenido pérdidas fiscales por lo tanto no ha tenido que realizar asignaciones permanentes y/o destinaciones específicas de sus excedentes contables.

24. HECHOS OCURRIDOS DESPUÉS DEL PERIODO QUE SE INFORMA

No se tiene conocimiento de hechos ocurridos después del periodo sobre el que se informa, que no hayan sido en ellos revelados y puedan afectar significativamente los estados financieros.

25. APROBACIÓN DE LOS ESTADOS FINANCIEROS

Los Estados Financieros han sido autorizados para su divulgación por el Representante Legal y/o Junta Directiva el 05 de abril de 2018. 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 2017 y 2016, 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 FUNDACION CARVAJAL 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 Junta Directiva el 5 de abril de 2018. Estos estados financieros van a ser puestos a consideración del máximo órgano social el próximo 9 de abril de 2018, quien puede aprobar o improbar estos Estados Financieros.


Maria Del Rosario Carvajal Cabal
Representante legal


Rafael Angel Pinilla Charry
Contador
T.P.68909-T

Consolidado de proyectos ejecutados 2017

No.	Name of Project	City	Description	Partners and Allies	Product
1	Support for the Fundacion Portuaria de Buenaventura.	Buenaventura (Valle del Cauca).	Offer support and multi-disciplined advice for the implementation of strategies that will improve the institutional development, within the framework of their Corporate Social Responsibility	Fundación Sociedad Portuaria Regional de Buenaventura Fabio Grisales Bejarano.	External product.
2	Project "Hacia Allá Vamos".	Buenaventura (Valle del Cauca).	Encourage and strengthen the Social control and active political participation abilities of community leaders and community-based organizations in Buenaventura.	Fundación Corona Fundación Ford.	Strengthen the Leadership Abilities on individual and collective levels.
3	Golazo - Social Reconciliation Strategy through Sports.	Buenaventura (Valle del Cauca).	Promote the values of family and community life through Sports.	Trafigura Foundation.	Golazo - Social Reconciliation Strategy through Sports.
4	Strengthening of Recicloplas.	Cali (Valle del Cauca).	Provide technical, administrative and Social support to the operation process of the light plastic transforming equipment that provides raw material to the Carvajal Empaques S.A. company for the second year of operation.	Carvajal Empaques S.A.	Corporate Strengthening: Individual - Collective.
5	Didactic (Teaching) Centers.	Cali (Valle del Cauca)	Contribute to the improvement of the quality of life in the communities through access to educational, cultural and technological services that strengthen cultural identity.	Fundación Carvajal.	Llave del Saber.
6	Agreement with the Jorge Garces Borrero Departmental Library.	Cali (Valle del Cauca)	Effectively contribute to improve the skills of the population through access to cultural, technological and overall training, through the completion of the Manzana del Saber Project.	Biblioteca Departamental Jorge Garcés Borrero.	External product.
7	Strengthening of the Community Action Board.	Buenaventura (Valle del Cauca).	Assist and contribute towards the total development of the communities with the refurbishment of the Palera Community Hut, to create a feeling of peaceful citizen coexistence.	Compañía de Puertos Asociados S.A. COMPAS.	Support during Infrastructure Work.
8	Banking Correspondants II.	Buenaventura Cali (Valle del Cauca).	Improve general client services abilities for One Hundred and Ten (110) businessmen/women who are Banking Correspondants at Bancolombia.	Fundación Bancolombia.	Corporate strengthening: Individual - Collective.
9	Pertinent and Inclusive Employability	Cali (Valle del Cauca).	"Strengthen the offer for free and quality services for the training of the unemployed population who are having difficulty becoming employed.	Caja de Compensación Familiar del Valle del Cauca - Comfenalco Valle de la gente.	Employability.
10	Transfer of the Methodological Model of Comprehensive Social Interventionl applied to the construction of Social fabric in infrastructure projects.	Puente Nacional (Santander).	Transfer of the Methodological Model of the Comprehensive Social Interventionl applied to the building of greater sustainability of infrastructure projects.	Fundación Nelly Ramirez Moreno.	Support and accompaniment during Infrastructure Projects.

No.	Nombre del proyecto	Ciudad	Descripción	Cooperantes o aliados	Producto
11	Comprehensive Social Interventionl - Llano Verde.	Cali (Valle del Cauca).	Strengthen the Community Social fabric to include productive inclusion and healthy habitat management based on the love of the citizens for their land.	Ministerio de Vivienda, Ciudad y Territorio de Colombia - Fondo Nacional de Vivienda (FONVIVIENDA).	<ul style="list-style-type: none"> - Support during Infrastructure projects. - Early Childhood Education Tejiendo Saberes "A Journey of Imagination and Affection". - Brujula Program: to learn and dream the future ... for young people and adults. - Golazo - Strategy for Social Reconciliation through Sports - Parenting Skills - Leadership.
12	SCOPE Jobs to build the future.	Buenaventura Cali (Valle del Cauca).	Expanding the offer for free quality services regarding the training of the unemployed population who are having difficulties entering the labor market.	Cuso International.	Employability.
13	Pertinent and inclusive employability.	Cali (Valle del Cauca).	Strengthening the offer for free quality services for the training of the unemployed population who are having difficulties entering the labor market.	Caja de Compensación Familiar del Valle del Cauca - Comfamiliar Andi-Comfandi.	Employability.
14	Training for Work and Human Development.	Cali (Valle del Cauca).	Development of comprehensive professional training programs, within the framework of the Coverage Expansion Program, through Training for Work and Development of comprehensive professional training programs.	Servicio Nacional de Aprendizaje - SENA (National Learning Services).	Technical and Complementary Training Programs.
15	Methodological Transfer and Development of the initial stage of the Social interest housing project.	Barrancabermeja (Santander).	Proposal for the transfer and support during the application process, planning of the characterization of the population, generating confidence and identifying opportunities for Social Interventionl, for the implementation of a Social interest housing project in its initial stage.	Empresa de Desarrollo Urbano y Vivienda de Interés Social de Barrancabermeja - EDUBA.	Characterization phase regarding the Comprehensive Social Interventionl Model.
16	Methodological Transfer regarding Collective Business Strengthening.	Cartagena (Bolívar).	Transfer of methodology to the Actuar por Bolívar operator appointed by the Esenttia Company for the implementation of the Collection Center as an inclusion strategy in the closing of the plastic cycle as a corporate Social responsibility policy.	Polipropileno del Caribe S.A. - Esenttia.	Collective Business Strengthening.
17	Social Impact Bonds.	Cali (Valle del Cauca).	Strengthening the supply of free and quality services for the training of the unemployed population that presents difficulties to enter the labor market, with a minimum stay of three (3) months.	Fundación Corona.	Employability.
18	Implementation of the Micro MBA (Methodology Based on Business Actions).	Cali (Valle del Cauca).	Implementation of the Micro MBA (Methodology Based on Business Actions). Peace Laboratories: Social and economic inclusion of vulnerable populations in Colombia thanks to ACTEC's microMBA modern transformer.	ACTEC.	Individual and Collective Business Strengthening.

No.	Nombre del proyecto	Ciudad	Descripción	Cooperantes o aliados	Producto
19	Pertinent and inclusive employability.	Cali (Valle del Cauca).	Strengthening the supply of free and quality services for the training of the unemployed population that has difficulties entering the labor market.	Caja de Compensación Familiar del Valle del Cauca - Comfenalco Valle de la gente.	Employability.
20	Comprehensive Social Interventionl for the families of the Jarillón Plan in Llano Verde.	Cali (Valle del Cauca).	Strengthen the social and economic dynamics of the resettlement of Llano Verde families, through community organization, relevant social and productive inclusion, and the promotion of a healthy habitat based on the family roots in their own land.	Municipio de Santiago de Cali - Secretaría de Gestión del Riesgo de Emergencias y Desastres.	<ul style="list-style-type: none"> - Family Support. - Family as a Basis of Development. - Strengthening of Individual and Collective businesses. - Golazo - Strategy for Social Reconciliation through Sports.
21	Transference of Palabrarío (Words) and Numerario (Numbers) Methodologies.	Buenaventura (Valle del Cauca).	Methodological Transfer and support in reference to the implementation of the Program by the Carvajal Foundation for the Fundación Portuaria Regional de Buenaventura.	Fundación Corona Genesis, Fundación Sociedad Portuaria Regional de Buenaventura.	External product.
22	Early Childhood Education Program "Tejiendo Saberes" - "A Journey of Imagination and Affection".	Buenaventura y Cali (Valle del Cauca) y norte del Cauca.	Implementation of the Early Childhood Education Tejiendo Saberes program "A Journey of Imagination and Affection" in Buenaventura and the North of Cauca, for the training of 400 new educational agents.	Fundación Bancolombia, Fundación Propal Limmat Stiftung, Fundación Corficolombiana.	Early Childhood Education Tejiendo Saberes program - "A Journey of Imagination and Affection".
23	Golazo - Strategy of Social reconciliation through Sports.	Buenaventura y Cali (Valle del Cauca).	Early Childhood Education.	Fundación Bancolombia.	Golazo - Strategy for Social reconciliation through Sports.
24	"Brújula" and Accelerated Learning.	Buenaventura Cali Darién El Cerrito El Dovio Florida Guacarí Pradera Trujillo Yumbo (Valle del Cauca).	Implementation of the components of monitoring, training, evaluation and supply of teaching material of the Brujula program and the implementation of the monitoring, training and evaluation components of the Accelerated Learning Model.	Fundación Dividendo por Colombia.	"Brújula" Life skills and something else ... girls, boys and young people.
25	Implementation of the Transitions program.	Buenaventura Cali (Valle del Cauca) Pasto Sandoña Yacuanquer Tumaco (Nariño) Manizales Anserma Belalcázar (Caldas) Pereira (Risaralda).	Implement a strategy to improve the pedagogical and administrative process of the Early childhood Education program that favors access, transit and permanence of the children within the educational environment.	Fundación Bancolombia.	Early Childhood Education Tejiendo Saberes "A Journey of Imagination and Affection".

No.	Nombre del proyecto	Ciudad	Descripción	Cooperantes o aliados	Producto
26	Early Childhood Education "Tejiendo Saberes" program "A Journey of Imagination and Affection".	Buenaventura (Valle del Cauca) Toribio Puerto Tejada Villa Rica Santander de Quilichao (Cauca).	Provide training to community mothers of the Colombian Family Welfare Institute (ICBF), in order to strengthen and qualify the caregivers of children of the community welfare homes.	Fundación Bancolombia, Fundación Propal, Instituto Colombiano de Bienestar Familiar (ICBF).	Early Childhood Education Tejiendo Saberes program "A Journey of Imagination and Affection".
27	Transfer of the Educational Methodology for Early Childhood Education "Tejiendo Saberes" program "A Journey of Imagination and Affection".	Antioquia.	Training program for 120 educational agents, the configuration of learning environments and strengthening of the family bonds, in the Municipalities that have been prioritized, by said agency within the Department of Antioquia.	Fundación Las Golondrinas.	Early Childhood Education Tejiendo Saberes program "A Journey of Imagination and Affection".
28	Implementation of the Prevent Violence Program.	Cali Cartago Guacarí Palmira Pradera Buenaventura Yumbo Candelaria Florida (Valle del Cauca).	Design, execute and evaluate a COMBI strategy (Communications for Behavioral Impact) for the promotion of peaceful coexistence, aimed at increasing the skills of men and women, to solve inter-personal conflicts.	Fundación WWB Colombia.	Family as the Basis of Development.
29	Help/Assistance Tables.	Red Nacional de Bibliotecas (Colombia).	Assistance/supply of help desk service, update, support of the application's functionalities technology and new developments in the "Llave del Saber" program by providing the guarantee of effective operation, as well as remote technical support for libraries actively operating and the new ones that are incorporated into the National Libraries Network with internet access.	Ministerio de Cultura.	Llave del Saber.
30	Early Childhood Education Tejiendo Saberes program "A Journey of Imagination and Affection".	Buenaventura Bugalagrande Candelaria Florida Restrepo Roldanillo Sevilla San Pedro Palmira Roza (Valle del Cauca).	Promote quality education in vulnerable communities, by improving the factors associated with quality and management opportunities for the program that will support 57 classrooms for the Accelerated Learning program, which will benefit 1,254 children and young people.	Fundación Corficolombiana.	Early Childhood Education Tejiendo Saberes program "A Journey of Imagination and Affection".
31	Early Childhood Education Tejiendo Saberes program "A Journey of Imagination and Affection".	Buenaventura (Valle del Cauca) Norte del Cauca (Cauca).	Expansion of the Early Childhood Education Tejiendo Saberes program "A Journey of Imagination and Affection".	Fundación Bancolombia Fundación Propal Limmat Stiftung.	Early Childhood Education Tejiendo Saberes program "A Journey of Imagination and Affection".
32	Early Childhood Education Tejiendo Saberes program "A Journey of Imagination and Affection" Valle del Cauca.	Dagua (Valle del Cauca).	Alliance for Early Childhood Education in vulnerable territories of Colombia Tejiendo Saberes "a Journey of Imagination and Affection". Dagua.	Fundación Bancolombia Fundación Propal Limmat Stiftung.	Early Childhood Education Tejiendo Saberes program "A Journey of Imagination and Affection".

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33	Early Childhood Education Tejiendo Saberes "A Journey of Imagination and Affection".	Yumbo (Valle del Cauca).	Implementation of a strategy to reduce the psycho-social risks of children, adolescents and young people.	Fundación Bancolombia Fundación Propal Municipio de Yumbo - Secretaría de Educación Municipal.	Early Childhood Education Tejiendo Saberes program "A Journey of Imagination and Affection".
34	Flexible Methodologies.	Cali (Valle del Cauca).	Strengthening of Flexible Educational Models in 35 classrooms of official educational institutions.	Alcaldía Municipal de Santiago de Cali - Secretaría de Educación Municipal.	Brújula program - Abilities for life and something else ... boys, girls, young people.
35	Golazo - Social reconciliation strategy through Sports.	Buenaventura Cali (Valle del Cauca).	Promote the use of football as a tool for Social transformation through the program Golazo - Social Reconciliation Strategy through Sports for children and adolescents in vulnerable social situations.	Fundación Bancolombia.	Golazo - Social reconciliation strategy through Sports.
36	Violence Prevention.	Cali (Valle del Cauca).	Design, execute and evaluate a strategy for the promotion of peaceful co-existence and classroom environment through the strengthening of the educational community skills, to help solve the inter-personal conflicts in a peaceful manner, not only those that occur at home but also at school.	Fundación Scarpetta Gnecco.	Family as the Basis of Development.
37	Aula Global.	Cali (Valle del Cauca).	Technically support the Señor de los Milagros Corporation with the implementation of the project supported by the Jesuit Mission of Germany regarding the improvement of educational quality.	Corporación Señor de los Milagros.	Aula Global - Basic Skills.
38	School Libraries.	Bogotá D.C. (Cundinamarca).	Implement the Llave del Saber Information and Management Systems for the improvement of the educational quality, within the framework of the District Reading and Writing Plan.	Distrito Capital de Bogotá - Secretaría de Educación Distrital.	Llave del Saber.
39	Inclusive Education.	34 Municipalities of the Valle del Cauca.	Strengthen the Pedagogical Support Services to the population with disabilities and/or exceptional talents in 149 educational facilities in 34 municipalities that are not at present certified.	Departamento del Valle del Cauca - Secretaría de Educación Departamental.	Inclusive Education.
40	Flexible Methodologies.	Cali (Valle del Cauca).	Strengthening of flexible educational models in 35 classrooms of official educational institutions.	Municipio de Santiago de Cali - Secretaría de Educación Municipal.	Brújula Abilities for life and something else ... boys, girls and young people.
41	Brújula - Abilities for life and something more ... boys, girls and young people with Accelerated Learning.	Cali Buenaventura Yumbo Florida Palmira Cerrito Guacarí El Dovio Pradera Jamundi (Valle del Cauca).	Implementation and follow-up, training and evaluations of the classrooms of the Flexible Educational Models, Brújula and Acceleration of Learning in the south-western region in 186 classrooms; likewise, to carry out the Methodological Transfer of the Brújula program for the development of processes of Social Intervention to remain in the educational environment.	Fundación Dividendo por Colombia.	Brújula - Abilities for Life and something more ... boys, girls and young people.

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42	Virtual learning community articulated with processes of Individual Business Strengthening.	Buenaventura (Valle del Cauca).	Design and implement a Virtual Learning Community that is articulated with the face-to-face training programs of the Carvajal Foundation and serves as the basis for the on-site support processes.	Trafigura Foundation.	Business Strengthening - Individual and Collective.
43	Strengthening of the initiatives regarding empowerment and the autonomy of women.	Cali (Valle del Cauca).	Support of 120 women who run micro-businesses in the city of Cali, through training in basic entrepreneurial skills, programs in collective business strategies, and the participation in programs that allow for the promotion, interaction and the selling of their products/handcrafts.	Municipio de Santiago de Cali - Secretaría de Desarrollo Económico.	Business strengthening both Individual and Collective.
44	Strengthening the abilities of women in Comunas 6 and 7 of Cali.	Cali (Valle del Cauca).	Training in basic trades and administrative tools that contribute to the generation of income, through the creation and/or strengthening of productive initiatives.	Municipio de Santiago de Cali - Secretaría de Desarrollo Económico	Technical and complementary training.
45	Strengthening of Active Women - FAMA.	Buenaventura (Valle del Cauca).	Implementation of the program Strengthening Active Women FAMA that pursues the training of 120 women in conditions of vulnerability by developing their skills and socio-business abilities.	Limmat Stiftung.	Business strengthening - Individual and Collective.
46	Cleaning of sumps, water channels, and maintenance of the separation structures.	Cali (Valle del Cauca).	Perform the cleaning of sweeping the drains, cleaning channels, separation structures, maintenance of lagoons and sand removal within structures in the city of Cali.	Empresas Municipales de Cali - EMCALI.	Business Strengthening both Individual and Collective.
47	Violence Prevention.	Yumbo (Valle del Cauca).	Implementation of the Strategy regarding Parenting Skills and the Prevention of violence in children between the ages of 0 and 12 years.	Municipio de Yumbo - Secretaría de Bienestar Social.	Family support.
48	Golazo - Transfer of Methodology - Social Reconciliation strategy through Sports.	Yumbo (Valle del Cauca).	Train local promoters, teachers and sports leaders selected by the Smurfit Kappa Foundation in the Football for Peace and comprehensive training of children, adolescents and young people.	Fundación Smurfit Kappa Colombia.	Golazo - Social Reconciliation Strategy through Sports.
49	Transitions.	Envigado Rionegro (Antioquia) Maicao (Guajira) Facativá (Cundinamarca) Neiva (Huila) Pereira (Risaralda) Quibdó (Chocó) Ibagué (Tolima) Cali (Valle del Cauca) Ocaña (Norte de Santander) Atlántico.	Implement a strategy of support and follow-up to the implementation of the overall preschool service, and the appropriate transformation of pedagogical practices in Transition groups, Pre-k and Kindergarten, through the pedagogical MAS+ Model.	Ministerio de Educación Nacional.	Early Childhood Education Tejiendo Saberes, "A Journey of Imagination and Affection".

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50	Implementation of the Prevent Violence program.	Buenaventura, Guacarí y Valle del Cauca.	Design a strategy of awareness, education and communication for the prevention of youth violence in children, adolescents and youth. The strategy is aimed at improving the Skills of parenting, coexistence and contributing to the peaceful resolution of conflicts.	Gobernación del Valle del Cauca - Secretaría de Desarrollo Social y Participación.	Family support.
51	Implementation of the Prevent Violence program.	Cali (Valle del Cauca).	Train family members and/or caregivers in Early Childhood, Care and Parenting Skills in Santiago de Cali, within the framework of the Municipal Development Plan 2016-2019.	Municipio de Santiago de Cali - Secretaría de Bienestar Social.	Family support.
52	Specially qualified educational agents/ graduates in Early Childhood Education programs.	Valle del Cauca Cauca Nariño Caldas Risaralda Quindío.	Implementation actions/plans of qualification of educational agents, to support families in the development of Social mobilization strategies and knowledge management, to promote the Comprehensive development of the Early Childhood Education program.	Fundación Bancolombia Fundación Propal Instituto Colombiano de Bienestar Familiar - ICBF.	Early Childhood Education Tejiendo Saberes program "A Journey of Imagination and Affection".
53	Llave del Saber.	Cali (Valle del Cauca).	Implementation, installation, set-up of parameters, personalization and implementation of the Library Management System at the Jorge Garcés Borrero Departmental Library.	Biblioteca Departamental Jorge Garcés Borrero.	Llave del Saber.
54	Aula Global.	Guachené (Cauca).	Contribute to the overall improvement of the quality and educational continuance at the educational institution Jorge Eliecer Gaitán through the strengthening of the basic skills of reading, writing, mathematics and technology in students and teachers.	Fundación Moisés.	Aula Global: - Aula Global TICs - Aula Global- Basic Skills
55	Aula Global Alcaldía Municipal (Mayor's Office) de Santiago de Cali.	Cali (Valle del Cauca).	Improve academic performance in primary grades (2nd to 5th) in the mathematics and language areas in seven (7) official educational institutions.	Municipio de Santiago de Cali - Secretaría de Educación Municipal.	Aula Global: - Aula Global TICs - Aula Global- Basic Skills
56	Citizens abilities - Semilleros.	Cali (Valle del Cauca).	Carry out the support activities for the educational community regarding the strengthening of abilities based on citizen culture for the students of Official Educational Institutions.	Municipio de Santiago de Cali - Secretaría de Educación Municipal.	External product.
57	Training for educators in art and culture programs.	Cali (Valle del Cauca).	Carry out the educational support actions in Art and Culture programs to strengthen citizens approach to culture, applying the strategy of educating specialists in the miscellaneous processes within official educational institutions.	Municipio de Santiago de Cali - Secretaría de Cultura.	External product.
58	Educational Centers.	Cali (Valle del Cauca).	Improve the coverage and quality of library and cultural services by strengthening reading, writing and multiple language habits, mainly in the Didactic Central at the Public Libraries.	Municipio de Santiago de Cali - Secretaría de Cultura.	Llave del Saber.

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59	Closing the gaps in the labor market - population victims.	Cali (Valle del Cauca).	Complete training for 25 victims of forced displacement within the framework of the Employability Strategy.	International Committee of the Red Cross (ICRC).	Employability.
60	Golazo - Social Reconciliation Strategy through Sports.	Cali (Valle del Cauca).	Promote the use of football as a tool for Social transformation through the Golazo program for children and adolescents in situations of Social vulnerability.	Colaboradores de Carvajal y la Cooperativa.	Golazo - Social Reconciliation Strategy through Sports.