

# Management Report



*Fundación Carvajal*  
Abriéndole caminos a la equidad

**We support, empower, and  
drive transformation**





Mi hogar  
avanza  
Fundación  
Barujal



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# Acknowledgments

From the Carvajal Foundation, we would like to express our deepest gratitude to every partner and collaborator who made 2025 possible. Your trust and commitment have allowed us to support households, organizations, and communities, creating new opportunities with hope. This shared effort reminds us that transformation stems from working together, from solidarity, and from the conviction that change is possible. Thanks to you, we have demonstrated that collaboration breaks down barriers and turns goals into reality.

Thank you for believing in our mission and being part of this commitment to empowerment and dignity.

Let's keep  
moving forward  
together!





## Awards and Recognitions

In 2025, we received various awards and recognitions that highlighted our work. These achievements reflect our institutional commitment to social development and the strengthening of communities, as well as our coordinated efforts with partners in the public and private sectors and in national and international cooperation.

- 1 In March, the Aula Global Interactive Audio Instruction (IAI) program was recognized by the Organization of American States (OAS) and Profuturo as one of the six best practices in digital education in Latin America, as part of the Mapping of Best Practices in Digital Education in the Americas. This program was developed as a strategy to strengthen basic language and math skills in students in grades 2 through 5, using simple and accessible technological tools.



- 2 In August, we received national recognition for Best Practices in Sustainable Development, awarded by the Global Compact Network Colombia, in partnership with the ANDI and the Bogotá Chamber of Commerce. Among 360 applications, our program “Mi hogar avanza” was the winner in the non-business category, within the framework of SDG 1: No Poverty.

- 3 In October, the Colombian Presidential Agency for International Cooperation (APC Colombia) recognized our Early Childhood Education program “Saberes: A Journey of Imagination and Affection” as an international best practice, highlighting our commitment to educational quality from early childhood. The program supports community mothers and teachers by leveraging existing resources and adapting materials to local sociocultural contexts, with the aim of strengthening pedagogical capacities to improve the education of children aged zero to five.





4 — On November 30, María Teresa Sinisterra, our partner in the Plataforma Pacífico program implemented with Carvajal Empaques, won the Titanes Caracol award in the Sustainability and Environmental Economics category. María Teresa is a leader who empowers women, transforms lives, and protects the environment.



5 — In December, ICESI University and the Valle del Cauca Chapter of the ANDI recognized Carvajal's Ginebra Sostenible strategy as an exemplary practice in Reputation and Sustainability Management. This initiative is carried out in partnership with the Carvajal Foundation, through which the community has been positively impacted via training, organizational strengthening, and environmental actions, establishing itself as a benchmark for sustainability with a local impact.

6 — On December 20, Carvajal Empaques Tocancipá's Sustainable Sabana initiative, implemented in partnership with the Carvajal Foundation, was recognized by the Tocancipá Environmental Secretariat at the third edition of the Environmental Recognition Gala, highlighting its commitment to responsible practices and contribution to the well-being of local communities.



7 — For 14 consecutive years, we have been ranked among the most admired NGOs in Colombia, according to the Cifras y Conceptos opinion panel, which recognizes our institutional management and sustained support for households and communities.





# *Letter from the Chair of the Superior Council.*

## *Adapting to Move Forward: What 2025 Taught Us*

2025 put us to the test. The context of international cooperation changed abruptly and forced us to respond to a more restrictive environment. As many are aware, with the closure of USAID, disbursements for social programs decreased, affecting initiatives throughout Colombia. In our case, we had to close the Juntos Aprendemos and Activa Buenaventura projects ahead of schedule.

This scenario demanded responsible decisions and a careful assessment of the environment. As a Foundation, we began the year aligned with our purpose and with a firm commitment to the households and communities we support. 2025 reminded us that contexts change and that moving forward involves adjusting, prioritizing, and learning, always keeping in mind long-term decisions and consistency between who we are and what we do.

I would like to thank every person and organization that has walked alongside us this year. We invite you to continue building together. Every partnership and gesture of trust brings us closer to a more just and equitable society. The year 2026 challenges us to build on our achievements and forge new paths toward transformation. Let us continue to reflect, act, and move forward with a shared purpose, keeping people, their homes, and their communities as our top priority.

**With the conviction to keep moving forward,**

**Ana María Guerrero Carvajal**  
President of the Executive Board





# *Letter from the Executive Presidency*

## *We move forward with determination and hope*

This year has taught us lessons that have changed the way we support others. We have evolved together, listening to households and communities, so that every decision translates into real opportunities. The strategy we began a few years ago is now taking shape with greater innovation in solution design, a stronger presence in the field, and the confidence needed to keep moving forward. Every step confirms that poverty is not based on fate, but rather it is a condition that can be overcome when we work together.

In 2025, we focused our efforts on what matters most: developing comprehensive support programs, implementing local projects that strengthen the social fabric, and advancing a scalability strategy to expand our impact beyond our region. In a year marked by external constraints, we achieved a social investment of \$25 billion 318 million pesos (25,318,000,000.00), the result of a combination of our own resources and partnerships, as well as decisions aimed at prioritizing, sustaining operations, and maintaining our presence in the regions.

Today, more than just numbers, we highlight stories of transformation and of households regaining hope, of organizations consolidating their efforts, and of communities finding in collective action the strength to move forward. We are preparing for 2026, the final year of this first phase of the 2023-2026 strategy, with the conviction that the ground we have covered has laid a solid foundation: households moving forward, trusted partners, and a team driven by a clear purpose. We will continue moving forward with determination, knowing that every step leaves a mark and that overcoming poverty is built, day by day, through actions that dignify and empower.

**With gratitude and commitment,**

**Marcela Astudillo Palomino**

Executive President





# Institutional Pillars

## Family Legacy

To be an instrument of social justice, guided by Christian values and an expression of the Colombian people's desire for solidarity.

## What Inspires Us

“There can be no healthy enterprise in a sick social environment, because sooner or later, the ills of society will affect its performance. That is why a responsible businessperson must necessarily commit to solving social problems.”

Manuel Carvajal Sinisterra (1960).





# Our Purpose

To contribute to the eradication of poverty.

## Vision

Starting in 2023, the Carvajal Foundation will be a key player in helping to overcome household poverty in the priority areas of Valle del Cauca and northern Cauca.

## Mission

To design and implement innovative social methodologies in Valle del Cauca and northern Cauca that contribute to improving educational conditions in the home, income generation, and personal development. Our methodologies have a high social impact, transferability, and scalability at the national and international levels.

## Guiding Principles

**Mission:** To provide comprehensive support to the most vulnerable families.

**Education:** As a tool for empowerment.

**Empowerment:** Involving people in solving their own problems.

**Focus:** Defining target areas and lines of action for intervention.

**Operational foundation:** Design and operate its own programs.

**Knowledge management:** Preserving methodological heritage.

**Measurement:** Validating the impact of interventions.

**Advocacy:** Influencing public policy.

## Values



Respect



Honesty



Transparency



Social  
Commitment



Equity



# Corporate Governance

To strengthen corporate governance, promote transparency, and streamline processes, on July 10, 2025, we amended our bylaws, ensuring leadership continuity and reaffirming the legacy of social commitment that has distinguished the family since its inception. One of the main changes was the merger of the Superior Council and the Board of Directors into a single governing body called the Superior Council, which will consist of nine members—six from the family and three independent members.

Until July 10, 2025

## Superior Council

Ensures the preservation and application of the institution’s guiding principles, safeguarding the legacy of its founders.

**Gustavo Adolfo Carvajal Sinisterra**  
President

**Alfonso Carvajal Valli**  
Vice President

Members

**Archbishop of the Archdiocese of Cali**

**Luis Fernando Rodríguez Velásquez**, First Principal Member

**María del Rosario Carvajal Cabal**, Second Principal Member

**Diego Felipe Llano Carvajal**, First Alternate

**Gustavo Adolfo Carvajal Sinisterra**, Third Alternate

**Amparo Carvajal Sinisterra**, First Alternate

**Juan Martín Carvajal Leib**, Fourth Principal Member

**Ana María Guerrero Carvajal**, First Alternate

**Alfredo Carvajal Sinisterra**, Fifth Principal Member

**Alfonso Carvajal Valli**, First Alternate

## Board of Directors

Supports decision-making regarding investment, strategy, and the management of social development programs.

**Ana María Guerrero Carvajal**  
President

**Alfonso Carvajal Valli**  
Vice President

Members

**Ana María Guerrero Carvajal**

**Isabel Carvajal Sardi**

**Alfonso Carvajal Valli**

**María Paulina Llano Ruiz**

**Nina Crump Guevara**

**Isabela Marín Carvajal**

**Padre José González**

**Beatriz Eugenia Mejía Arango**

**María Isabel Alvarado Cabal**



Effective July 10, 2025

## Board of Trustees

Its purpose is to ensure that the guiding principles of the institution remain in force and guide every decision, protecting the legacy of its founders. Likewise, it supports and guides decisions regarding investment, strategic focus, and the management of social development programs.

**Ana María Guerrero Carvajal**  
President

**Alfonso Carvajal Valli**  
Vice President

Members

**Ana María Guerrero Carvajal**

**María Paulina Llano Ruiz**

**Isabel Carvajal Sardi**

**Alfonso Carvajal Valli**

**Cristina Carvajal Cabrera**

**Nina Crump Guevara**

**María Isabel Alvarado Cabal**

**María Isabel Irurita**

**Beatriz Eugenia Mejía Arango**

## Leadership Team

**Marcela Astudillo Palomino**  
Executive President

**Mónica María Zapata Domínguez**  
Administrative and Financial Director

**Erika Johanna Acevedo Orduña**  
Director of Social Innovation and Scalability

**Amparo Sinisterra de Carvajal**  
Director of the Carvajal Foundation

**Olga Lucía López Londoño**  
Human Resources and Management Leader

**Aura Aydeé García Quintero**  
Regional Projects Leader

**Claudia Lorena Palta Concha**  
Head of Knowledge Management, Evaluation, and Communications

**Mónica Isabelle Torres Quiceno**  
Digital Transformation Leader

**Alejandro Martínez Patiño**  
Legal Affairs Leader



# Our Model

The Carvajal Foundation views poverty as a multidimensional reality that affects the lives of households. That is why its approach is structured around a proprietary model that listens, recognizes

capabilities, and builds solutions based on local realities. This model integrates three essential processes: Social Innovation, Local Projects, and Scalability, which, in a complementary manner, enable us to advance toward our overarching purpose of contributing to the eradication of poverty. Each process serves a specific function within a single pathway that seeks to understand, transform, and share lessons learned to amplify impact.

Through Social Innovation, our most in-depth process, we work directly with households in our priority areas: Cali, Buenaventura,

Ginebra, and Candelaria in Valle del Cauca, and Guachené in northern Cauca. There, we implement comprehensive support based on the Poverty Elimination Traffic Light (Semaforo), which allows us to understand the context, define priorities, and design tailored social solutions across three key dimensions: income generation, household educational conditions, and personal development. This process combines on-the-ground presence, ongoing listening, and methodologies that strengthen self-management and enable each household to advance along its family life map.

Through territorial projects, we broaden our perspective to coordinate initiatives that close specific gaps in the prioritized territories. This process coordinates actions with public, private, community, and academic actors to strengthen the social fabric, mobilize sectoral agendas, and promote opportunities in one or more dimensions of poverty.

Through Scalability, we scale up evidence-based learnings and solutions, sharing them with the national and international social ecosystem through knowledge transfer, digital services, and expert consulting. With this process, we take what has worked beyond our territories, helping other organizations strengthen their capacities and multiply their impact.





Thus, the three processes intertwine to understand, act with relevance, and share what brings about transformation.



Figure1 . Theory of Change, Carvajal Foundation.



# Progress on the 2023-2025 Institutional Strategy

Between 2023 and 2025, we have walked side-by-side with the prioritized households and territories, increasingly fine tuning a strategy created to transform realities through trust, listening, and presence. Over the course of these three years, the Carvajal Foundation has matured in its approach to accompaniment, has learned from the voices of the territory, and has strengthened the processes that bring our overarching purpose to life. It has not been a linear path, but a journey in which micro-territories, conversations, and households led us to adjust, rethink, and move forward with greater clarity on what works, while designing responses aligned with their real needs.

The year 2025 left us with the certainty that we are consolidating a different way of carrying out social intervention:

At Social Innovation, we focus on comprehensive support as our hallmark. Our managers and community organizers were a constant presence in people's homes. They were there for the everyday moments that make a difference—whether through a timely call, practical advice, or a visit that opens up new possibilities.

Our expansion into new micro-territories, such as Pizamos in Cali and Veredas del Sur in Guachené, along with the inclusion of more than two hundred new households across the five territories, reflected our commitment to expanding opportunities where they are most needed. We also took significant steps to enhance our ability to design social solutions in a more agile and relevant way, and we created a solutions bank, paving the way for more replicable interventions.

In Territorial Projects, we moved from executing one-off projects to weaving together processes that engage with the dynamics of each territory and seek to genuinely strengthen the social fabric. It was a year to reaffirm that profound transformations do not arise solely from within, but from the collective will of public, private, community, and academic partners who believe, as we do, that a territory progresses when it is built collectively.

Scalability allowed us to cross physical and symbolic boundaries; we brought our methodologies and programs to new contexts, supported organizations both within and outside the country, and demonstrated that what we have learned in our territories can inspire, strengthen, and transform others.

As we close out 2025, we recognize that our institutional strategy is nourished by experience, knowledge, and a deep connection to the territories.





# Decisions that guide our path

Informed decisions are part of our daily work. At the Carvajal Foundation, we view evidence as a key tool for guiding action, from supporting households to scaling and transferring social solutions. Every decision is grounded in information that allows us to understand the context, prioritize, and make necessary adjustments.

Today we have a consolidated monitoring, evaluation, and learning system, called the MEL<sup>1</sup> Radar, aligned with our strategic objectives, theory of change, and the results chain of each process. As a significant milestone, in 2025 we provided, for the first time, a consulting service for the design of a MEL system to an organization in Peru, expanding the scope of our experience and also learning from other contexts.

1. Monitoring, Evaluation, and Learning (MEL).

In 2025, we track our three strategic objectives through a balanced scorecard with 21 indicators, which guide management, allow us to evaluate progress, and provide input for continuous improvement.

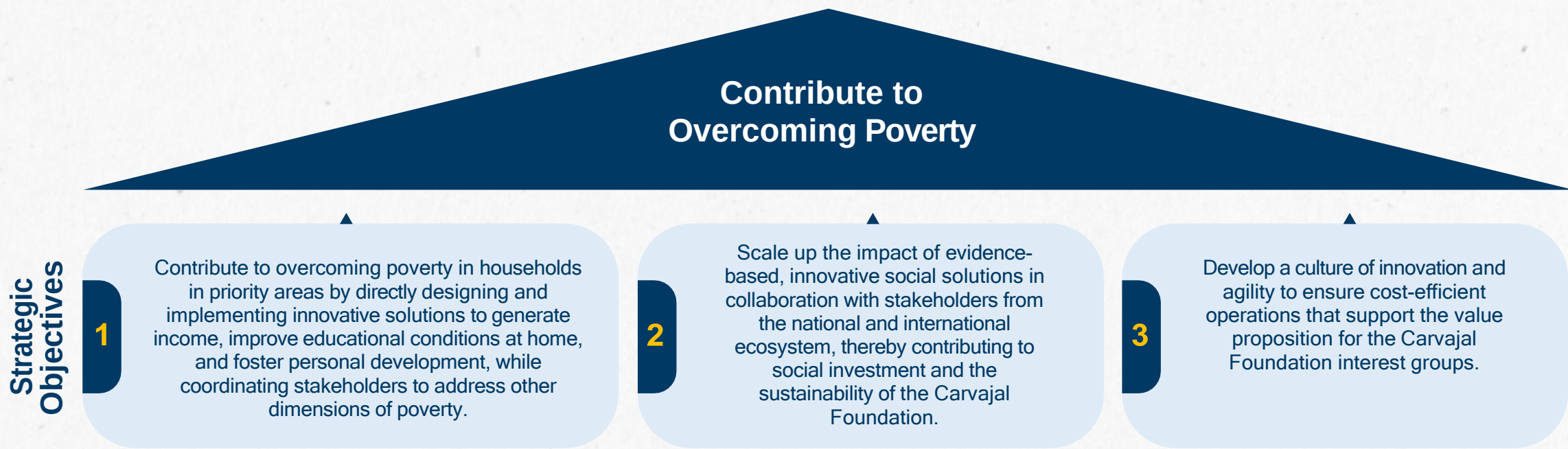


Figure2 . Strategic Objectives, Carvajal Foundation.



# Sustainability Context

Guided by our overarching purpose and mindful of the importance of acting responsibly toward all our stakeholders, we remain committed to implementing tangible actions in support of sustainability across environmental, social, and governance (ESG) dimensions, seeking to make these pillars the foundation of trust, integrity, and transparency for our organizational performance.

To this end, the Sustainable Development Goals (SDGs) have served as our compass, helping us understand that our strategy is part of a global agreement that promotes methods, tools, targets, and indicators aimed at eliminating global barriers that hinder economic, social, and environmental progress.

Within this framework, we have also recognized the importance of evaluating public policies and development plans that foster dialogue with various stakeholders and actors in the region to achieve greater

synergy, more effective management, and investment decisions with greater social impact.

The results of this third year of strategy implementation show greater alignment with global and national indicators and targets for overcoming poverty. Some of the achievements made in 2025 were:

**The Carvajal Foundation aligns its actions with the 2030 Agenda for Sustainable Development, integrating ESG components to overcome poverty in the Valle del Cauca and northern Cauca.**

**Environmental:** We strengthened our environmental responsibility and stewardship program, which integrates coordinated administrative and technical measures for the comprehensive management of water, resource and waste energies.

This year, waste production was reduced by 39%. Of the total waste generated, 49% was organic waste and 63% was recyclable non-organic waste. The latter figure is more than four times the average reported by DANE for Colombia, which is 13.46% (DANE, 2021).

In recognition of the importance of environmental education, more than 350 people participated in training

programs. Among the most notable initiatives are Cine para Todos and Eco Cine, a strategy that promotes recycling and brought together 183 people, including end consumers, professional recyclers, and environmental advocates.

The RERE competition, which aims to foster creativity, innovation, and environmental awareness, as well as promote environmental management, received 35 proposals from members of educational institutions such as the Universidad Autónoma de Occidente—including students from its Biomedical Engineering and Environmental Engineering programs—as well as local schools, colleges, and environmental startups.





**Social:** Internally, we prioritize the holistic well-being of our employees through activities focused on their personal and professional growth. Among these are heart coherence workshops, which raise awareness of the heart-brain connection and its relationship to emotional and physical health. We also developed the ReconociendoTE program, which highlights significant moments in employees' lives (such as academic achievements, promotions, the birth of children, or home purchases) and provides support during difficult

situations like health issues or losses. Additionally, we held health fairs for employees in Cali and Buenaventura with the participation of various external organizations.

As a cross-cutting priority, digital transformation focused on continuously strengthening information systems to protect and analyze data with greater precision and offer a better experience to both communities and employees. In this way, we bring institutional knowledge and services closer through technology.

**Governance:** In 2025, the main milestone in governance was the reform of the bylaws of the Carvajal Foundation aimed at addressing structural challenges in the composition and functioning of our highest governing body. This reform allowed us to consolidate a single body under the Superior Council, integrating the functions that were previously distributed between the Superior Council and the Board of Directors, moving toward a governance model that is clearer and more consistent with institutional needs.

The reform introduced adjustments to the composition, election mechanisms, and tenure of the members of the Superior Council. Its composition was expanded to include external individuals alongside family members; merit-based criteria were incorporated for the nomination and election of its members; and defined terms of office were established with the possibility of renewal. These changes strengthen our governance by promoting greater diversity in decision-making, ensuring orderly transitions, and contributing to long-term institutional sustainability.





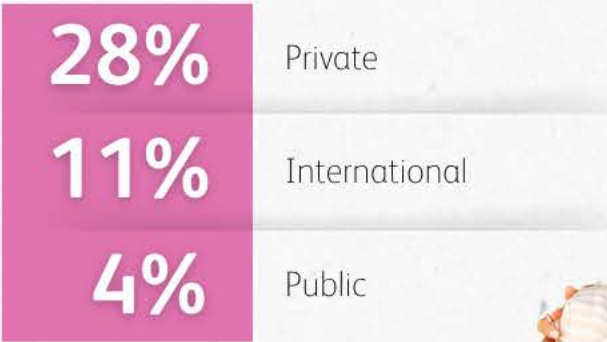
# Social Investment 2025

**\$25.318**  
Million (COP)

## Sources of investment



## Breakdown



2. Academic record platform.  
3. Scalability.  
4. Strategic Planning Platform.  
5. Fundación Carvajal School Platform. These figures also include household members and participants in regional projects.  
6. Fundación Carvajal School Platform. These figures also include household members and participants in regional projects.



# Partners and collaborators





## *Success Story: Olga Yineth, When Conviction Opens Doors*

Olga Yineth Grueso Orozco is 40 years old and lives in the Mojica neighborhood, in eastern Cali. She has been part of the Carvajal Foundation's Mi Hogar Avanza Program since 2023. When she first heard about this initiative from her neighbor, she thought it would be difficult to be selected. "There were many who signed up and few who were chosen," she recalls. But her household was one of the first to join, and since then her story has begun to change.

When the program began, Olga used the Poverty Elimination Semaforo (Traffic Light), a tool that helps identify household conditions and set priorities. On her family map, she marked the lowest indicators in red and yellow: insufficient income, lack of a budget, debt, poor nutrition, and low community involvement. Today, after three assessments, she has no red indicators and has improved 17 key aspects of her life. This progress is evidence of a process that transformed the way she thinks and acts.

As a participant, she decided to take advantage of every opportunity. She participated in income-generation training, learning to make different products, and took part in the successful money management and digital marketing program. She learned to differentiate between unnecessary expenses and those that drive her business, to plan budgets, and to organize inventory.

"Before, I didn't know how to manage money; now I know when a loan is for growth and when it's not a good idea," she says proudly.

Her greatest achievement came with the training in sausage production. Together with other women in the program, she began making artisanal chorizos (Colombian sausages). At first, each woman produced 30 units; today, on each production day, they reach up to 180. With this venture, Olga not only generates income but also saves and plans for the future of





her business. Her per capita income grew by 64%, rising from \$200,000 in 2023 to \$328,571 in 2025.

“I have a piggy bank at home and I participate in a savings group. My goal is to keep growing and offer variety, which is why I’m now training in chicken dishes,” she says enthusiastically.

Beyond the numbers, the change is reflected in her daily life. Olga sees herself as an

entrepreneur, spends quality time with her daughters, and is an active part of the community. “My Home Advances is a dream come true for me. They teach us values, respect, and the tools to get ahead. It’s not just about learning; it’s about believing that we can do it,” she affirms.

Today, she possesses the certainty that poverty is not a destiny. Her story shows that where there is a will combined with support, opportunities turn into results. And that trust—the kind that builds upon itself step by step—can open paths to a more dignified life.



Watch video here



# Social Innovation

Through this process, we drive improvements in the households we support within the prioritized micro-territories. Our goal is for each household to make progress on the multidimensional indicators measured by the Traffic Light System for the Elimination of Poverty, transforming their reality across all three dimensions. Here, we take direct action, but we also fulfill our coordinating role by connecting solutions and partners to ensure that change is comprehensive and sustainable.



Figure 3 . Social Innovation Pathway.

In 2025, we continue to implement the Social Innovation pathway through the Mi Hogar Avanza Program (“My Household Moves Forward Program”). This pathway begins with an understanding of the context and the households. Based on territorial analysis, the Traffic Light’s priorities, and dialogue with families, the main challenges are identified, and the focus is placed on households requiring support.

Based on this, experiences are designed, implemented, and adjusted within the community. Their results are then evaluated, and when they prove effective, the solutions are strengthened and scaled up to benefit more households.

The Mi Hogar Avanza Program serves as the guiding thread of our intervention, allowing us to listen to households, prioritize their needs, and support them in their process of improvement.

**918** Active households<sup>7</sup>

Approximately **3.804** people

**1.248** Households enrolled over three years

Cumulative retention (over three years) of households in the program: **74 %**

<sup>7</sup>. This refers to the people who are part of the 918 active households.



## Solutions and implementation

At the Carvajal Foundation, we understand that every region and every household faces different challenges. That is why, through our Experience Design process, we transform real needs into relevant, viable social solutions that are closely aligned with the daily lives of households.

This process begins by actively listening to the community. We analyze the priorities of the Poverty Elimination Traffic Light, review strategic indicators, assess the solutions and programs the Foundation already has in place, and engage in dialogue with local teams to identify the most relevant challenges. From there, we clearly define—together with the households—what problem we want to solve, for whom we are designing the solution, and what change we seek to achieve.

With this foundation, we review what resources are available (both within the Foundation and in the local ecosystem), and when we don't find a suitable solution, we design new ones. We then test and fine tune them in the field until we consolidate Minimum Viable Solutions (MVS), capable of being replicated in other contexts with comparable results. This is how we turn lessons learned from working with households into structured solutions that strengthen their capacities and contribute to their sustainable well-being.





# Infographic: How we turn needs into replicable solutions



Figure 4. Solution Design Roadmap





By 2025, this process allowed us to move toward a more replicable intervention:

## We developed:

**14** social solution prototypes, **10** reached the Minimum Viable Solution (MSV) stage, and **17<sup>8</sup>** solutions were implemented in more than one region.

We consolidated the Solutions Bank, a tool that allows regional teams to consult structured information about each solution and cross-reference it with the prioritized needs of households. This strengthens decision-making, improves the relevance of interventions, and prepares us to scale up with greater coherence and effectiveness.

Between **2023** and **2025**, we have compiled **45 solutions** within the bank, organized into three strategic areas:



This repository is envisioned as a key institutional asset to expand impact, maintain quality, and respond more precisely to the challenges of the regions.

Table 1. Social Solutions 2023–2025

|  Revenue generation |  Home educational conditions |  Personal development |
|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Solutions for self-employment <b>5</b>                                                                 | Basic skills for adults <b>1</b>                                                                                | Care economy / Gender equality <b>3</b>                                                                  |
| Solutions for employment <b>4</b>                                                                      | Basic skills for girls and boys <b>6</b>                                                                        | Strengthening socio-emotional skills <b>4</b>                                                            |
| Strengthening productive units <b>3</b>                                                                | Encouraging reading <b>2</b>                                                                                    | Healthy eating <b>3</b>                                                                                  |
| Strengthening Marketing and Sales <b>6</b>                                                             | Digital literacy <b>1</b>                                                                                       | Savings and budgeting <b>1</b>                                                                           |
| Closing the Gaps in GI <b>5</b>                                                                        |                                                                                                                 | Use of free time <b>1</b>                                                                                |

8. Solutions that have already been implemented and have yielded significant findings and adjustments. They can be implemented in another region.



## Success Story: “Magical Women” Who Decided to Grow Together

In Costa Rica, a group of women entrepreneurs began meeting around a shared concern. They wanted their businesses to grow and their households to have more stable incomes. In the “traffic light” system of the “Mi hogar avanza” program, the same priority frequently appeared: knowing how to generate income. The Carvajal Foundation heard that call and set its process in motion with the Experience Design team to turn that need into a solution built together with these women. Thus, Mujeres mágicas was born, an initiative that transformed an economic challenge into a collective opportunity to learn, sell, and support one another.

The journey began with listening, ideation, and prototyping workshops in which the entrepreneurs themselves participated alongside the Foundation’s team. Concrete ideas emerged from those conversations: creating a brand that represented them; organizing into committees; opening new sales channels. One of the most important steps was to start selling their products on weekends in Ginebra Park, a space that has allowed them to raise their profile, let people try their products, and generate real income while strengthening their collective work.

The changes didn’t take long to appear. For many women, the process meant more than just selling more. It meant regaining confidence, feeling supported, and discovering that together they could go further.

“This process transformed many aspects of my life, especially emotionally. I also grew financially, and now I have the peace of mind to be able to pay for my daughter’s college with the income from my sales.” Marta Isabel Morales

“Mujeres mágicas has transformed my life because now I share with other women whom I now consider to be my family, and I can also proudly showcase my business ventures.” Lina Marcela Acosta

Over time, they began to drive the initiative themselves. They created their social media accounts, promoted their brands, and supported one another in producing, selling, and learning new skills. Mujeres mágicas demonstrates that when communities participate in designing solutions, ideas become processes that can grow, be replicated, and open new opportunities for many more women and their families.





## Support for Households

At the Carvajal Foundation, we understand support as a comprehensive process that puts households at the center. Our goal is for every member of each household to feel supported, confident, and guided to advance the goals they defined in their family map. To achieve this, our team of managers and promoters combines technical expertise with warmth and empathy, adapting strategies in real time and responding to identified priorities.

This support takes various forms: home visits, community-building activities, group meetings, telephone or virtual support, and events organized jointly with partners. Each interaction aims for more than just following a schedule. It seeks to build capacity, review progress, and implement solutions that help overcome barriers. Thus, supporting means walking side by side with the households on their journey out of poverty, ensuring that every step is sustainable and meaningful.





# 30 Accompanying means walking with households on their journey toward progress

**Approach:** ● Close monitoring ● Real-time adaptation ● Comprehensive accompaniment

## 1

### Initial approach: Implementation of the Traffic Light System

- Household Self-Assessment Based on **37** Indicators
- Identification of strengths, challenges, and priorities
- Initial trust-building between the household and the manager

**Result:** Self-assessment of the indicators and starting point for support

## 2

### Home visit and creation of the Family Life Map

- In-depth conversation about the household's dynamics and needs based on the strengths identified in the Traffic Light
- Prioritization of indicators to work on
- Definition of three clear and achievable goals

**Result:** Family Life Map with three prioritized goals

## 3

### Ongoing support

Each month, the household receives at least one type of support—based on its Family Life Map and the needs identified by the case manager.

- Monitoring of goal achievement
- Review and adjustment of action plans based on progress and new needs
- Implementation of relevant solutions
- Reinforcement of habits and maintenance of motivation

**Result:** a greater capacity for the household to make sustained progress





4

Types of support

Case managers combine different approaches to ensure that each family receives the appropriate support at the right time:

- Internal activities: actions implemented by the Foundation based on the household’s needs.
- Home visits: individual support sessions to review goals, implement solutions, and strengthen family processes.
- Group support: community spaces to address issues associated with prioritized indicators.
- Community-building activities: initiatives open to the community to strengthen practices, habits, and bonds.
- Phone or virtual support: specific guidance on the goals and needs outlined in the Family Life Map.
- Training Fundación Carvajal School: training processes that enhance the household’s capabilities and skills.
- External activities: workshops, conferences, and training sessions organized by partner organizations with the Foundation’s support in its coordinating role.

Comprehensive support is grounded in consistency, closeness, and active presence in the lives of households. Every interaction is an opportunity to advance the goals of the Family Life Map and strengthen the capacities that enable them to transform their reality. Throughout 2025, this daily work was reflected in a broad and diverse range of initiatives that supported thousands of people in priority areas.



Table 2. Types of Support

| <div>2025</div> <div>2.666<br/>people supported in 2025</div> <div>22.726<br/>support sessions conducted in total</div> | Type of support      | Number of accompaniments |
|-------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------|
|                                                                                                                         | External             | 3.338                    |
|                                                                                                                         | Phone/online support | 191                      |
|                                                                                                                         | Group support        | 10.875                   |
|                                                                                                                         | Outreach activities  | 1.778                    |
|                                                                                                                         | Home visit           | 6.544                    |
|                                                                                                                         | Total                | 22.726                   |



## *A Story of Transformation: Amanda, When Support Opens Doors and a Household Moves Forward*

Amanda Rodríguez Orozco lives in Ciudadela San Antonio, a national government macro-project created to provide housing for families in the most underserved areas and for households eligible under Law 1537 of 2012 (free housing). There, the Carvajal Foundation has been supporting the strengthening of the social fabric since 2018, which is why Amanda was already familiar with our work and applied when we opened the call for applications for Mi Hogar Avanza. In 2023, San Antonio was prioritized as a micro-territory in Buenaventura due to its historical disadvantages in education, employment, and income. This story shows that, with determination and support, it is indeed possible to move forward.

Amanda is 29 years old and shares a home with eight people: her mother Maura, her sister Olivia, her 13-year-old son Anderson, her daughters Mariam (age five) and Danna (age three); and three nieces and nephews, Amanda, Scarleth, and Dylan. Seven of them actively participate in the program, which amounts to 78% participation from the household. In 2025, she received 63 support sessions: 11 home visits, 13 mobilization activities, 36 group support sessions, and three actions with external organizations. That effort paid off in December 2025 when she received the award for the household with the most progress in the Poverty Elimination Traffic Light program in Buenaventura.

Her starting point was to take an honest look at herself. When she first applied to the Poverty Elimination Traffic Light in 2023, Amanda recorded two indicators in red, 17 in yellow, and 15 in green (three did not apply). The following year, with a greater awareness of her reality and what she wanted to transform, the picture changed to five reds, 12 yellows, and 17 greens (three did not apply). By then, she knew exactly where to start: income, budget, and living space—three essential aspects for improving her household's well-being. By 2025, the transformation was visible, with zero indicators in red, six in yellow, and 29 in green (two do not apply).





“Creating the traffic light system showed me what was working and what wasn’t; from there, I began to improve and come up with ways to move forward,” she recalls.

Support was the key. Amanda didn’t have a steady job and didn’t know how to write a resume, but through resume-writing and interview workshops, as well as the “Successful Money Management” course, she learned how to present herself, organize her expenses, and save money. She and her sister went from doing occasional cleaning gigs to formal jobs in general services; the household’s per capita income rose from \$80,000 (extreme poverty) to \$244,222 (poverty). Today that indicator is in the yellow zone, and her goal is to “turn it green” by 2026.

“I learned how to submit an online resume, categorize expenses, save, and budget for the month. That’s how I get work and keep my goals clear,” she says.

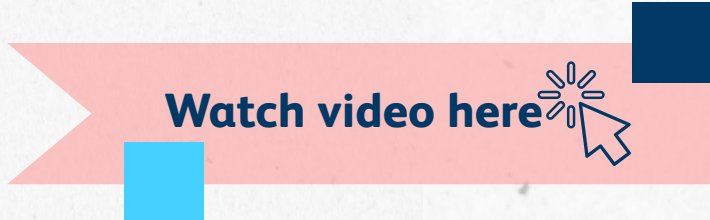


The change is also felt at home. Amanda received training in parenting guidelines and decided to spend quality time with her children, with less screen time, more games, and conversations that strengthen their bond. The children participate in activities designed to improve their language and math skills and help them make the most of their free time. The family organizes itself to support them, because shared responsibility is now part of the routine. For Amanda, Mi Hogar Avanza is an experience of solidarity and companionship, a space where respect and affection become constant support and the certainty that there is always someone who understands and stands by her.

For Luz Amalfi, her case manager, the key has been the family’s openness—a family that listens, asks for support without fear, and puts what they’ve learned into practice every day. Today, those efforts translate into income, the ability to save, and a life plan that moves forward with greater confidence.

“Supporting Amanda and her household has been rewarding. They participate, support one another, and bring the children to every activity. After training in resume writing and interviews, Amanda and her sister applied for formal jobs; with that income, they’ve been able to save and move forward with their life plan,” summarizes Luz Amalfi.

Challenges remain ahead, such as expanding the living space, consolidating savings, and continuing to increase income, but today there is a clear path forward and confidence. Amanda is certain she wants a home of her own and stability for her children, and she is determined to keep moving forward until she achieves it. Her story confirms the purpose of Mi Hogar Avanza, because when determination is combined with support, poverty ceases to feel like a fate and becomes a condition that can be overcome step by step, as a family.

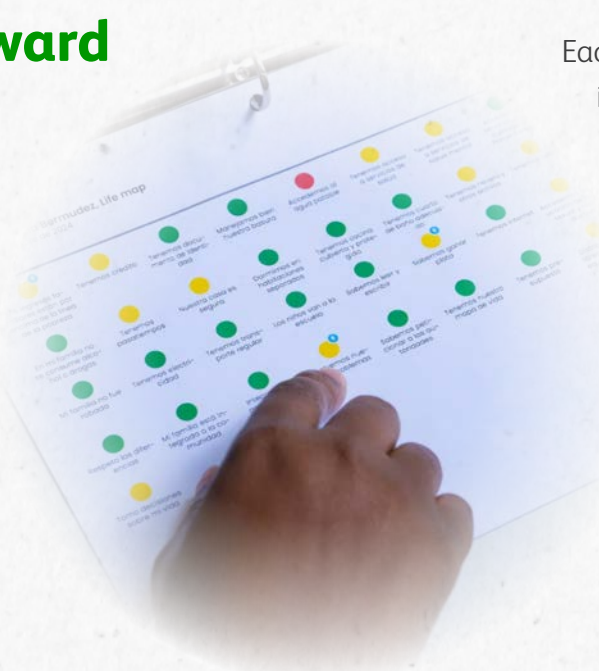
**Watch video here** 



# Poverty Elimination Traffic Light: Toward “Green” and Consolidation

To monitor the Mi Hogar Avanza Program and its results, we use a self-management tool for households: the Poverty Elimination Traffic Light. This methodology allows each household to assess its own living conditions based on 37 indicators organized into six dimensions: personal development, organization and participation, education and culture, income generation, health and environment, and housing and infrastructure.

In the Traffic Light, red indicates deprivation or a critical situation; yellow, a condition at risk or in need of improvement; and green, an achievement or a more stable condition.



Each dimension assessed by the Traffic Light system includes specific indicators. For example, in the personal development dimension, we use indicators such as the life map, community participation, household budget management, and access to support services. These indicators help us identify progress, challenges, and opportunities for improvement in the support process.

Each year we conduct an assessment to observe how household conditions change over time. So far, we have conducted three rounds of the Traffic Light in 2023, 2024, and 2025, respectively.

When indicators shift from “red to green” or from “yellow to green,” it means the household’s situation has improved. We call this positive change “turning the Traffic Light green.”

To analyze the results fairly, we group households according to the year they entered the program. We call these groups “cohorts”, which allows us to compare households that have received support for similar lengths of time.

Cohort 1 comprises 442 households that entered in 2023, and Cohort 2 includes 151 households that entered in 2024. Each cohort undergoes an initial assessment before the intervention begins, followed by an annual follow-up or evaluation assessment. Thus, Cohort 1 has an initial assessment and two evaluation assessments (2024 and 2025), while Cohort 2 has an initial assessment and one evaluation assessment (2025). Cohort 3, which entered in 2025, has an initial assessment and will have its evaluation assessment in 2026.

## Dimensions

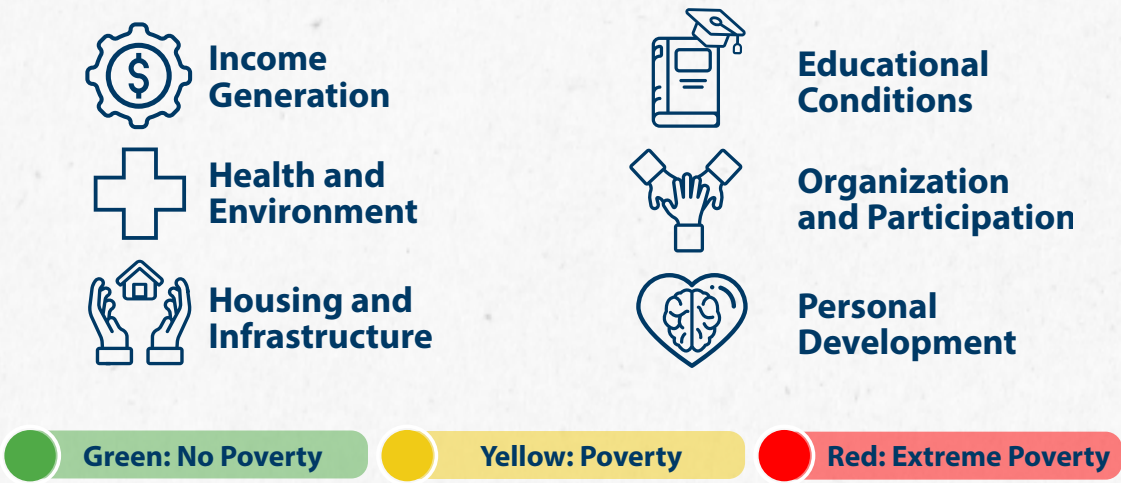
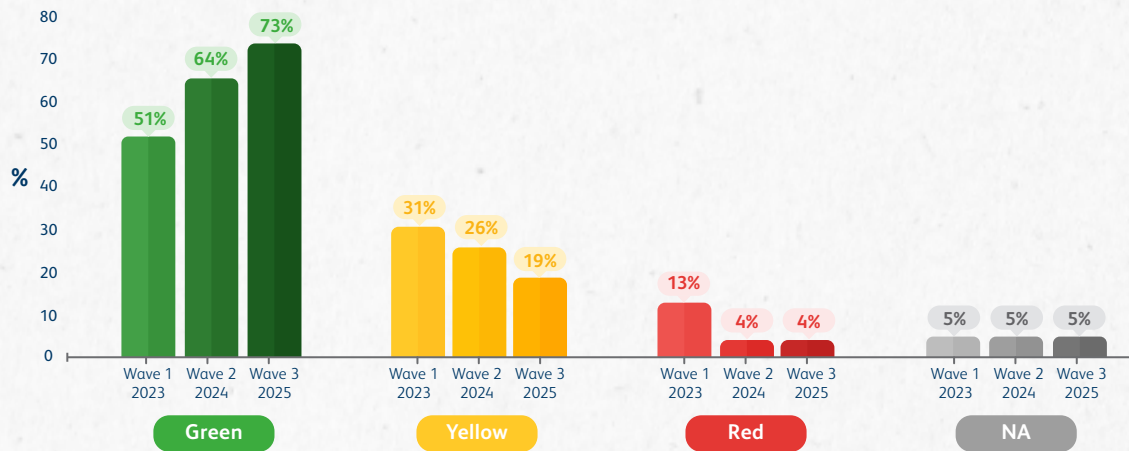


Figure 5. Poverty Elimination Traffic Light Dimensions



In Cohort 1, the “green” status on the Traffic Light system rose from 51% to 73% between 2023 and 2025. In other words, today these households report more favorable conditions and fewer critical issues to resolve.

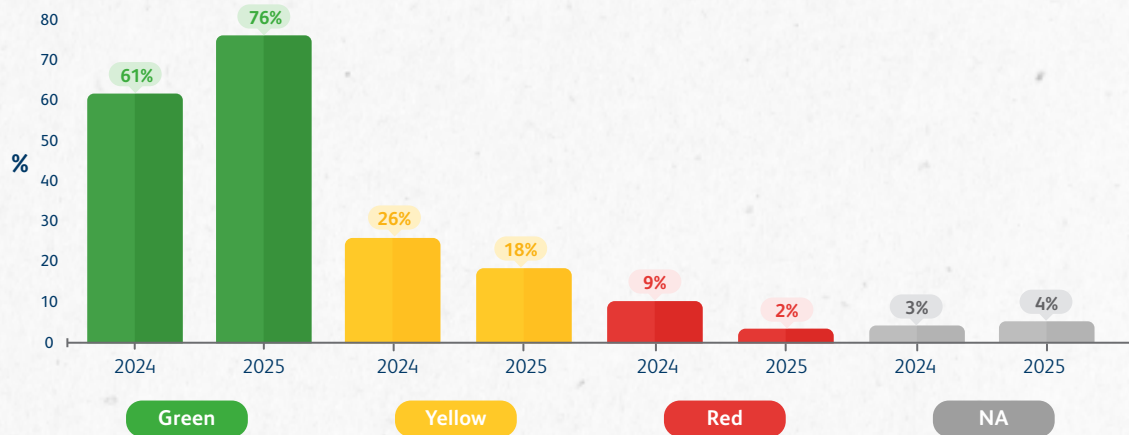
This progress reflects a cumulative process in which the program’s support and each household’s prioritization of actions contribute, over time, to improving their living conditions.



**Figure 6 . Cohort 1. Progress of 442 households according to the 2023-2025 Poverty Elimination Traffic Light.**

A similar dynamic is observed in Cohort 2. This cohort has a smaller number of initial participants, most of whom are from Candelaria.

As households accumulate more green indicators, the pace of progress becomes more gradual, since the margin for improvement decreases once several milestones have been reached. Therefore, slower progress in subsequent assessments does not indicate stagnation, but rather consolidation. This pattern is also observed in households from Cohort 1, which have had a longer period of support and, consequently, a more advanced process of well-being consolidation.

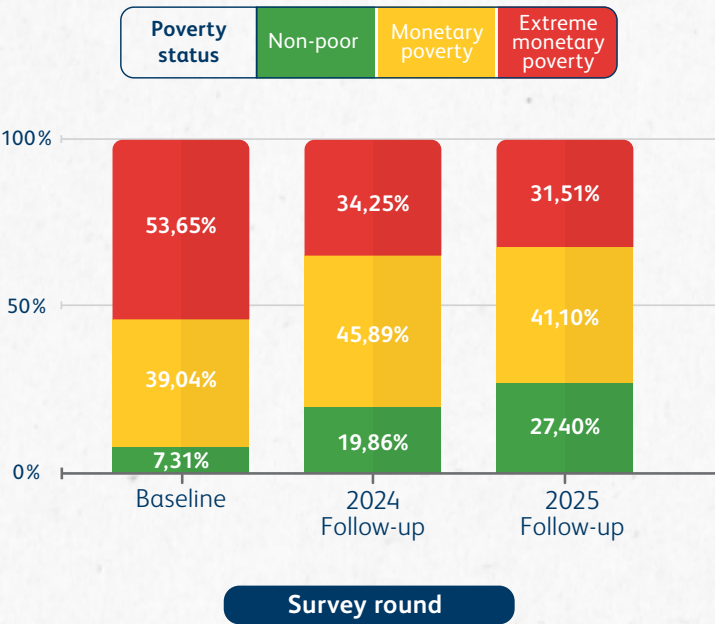


**Figure 7. Cohort 2. Trends for 151 households according to the system traffic light for poverty elimination 2024-2025.**

Progress is also observed in terms of income. In Cohort 1, the proportion of households in monetary poverty decreases by 21 percentage points, with a more pronounced decline between the baseline and the 2024 measurement.



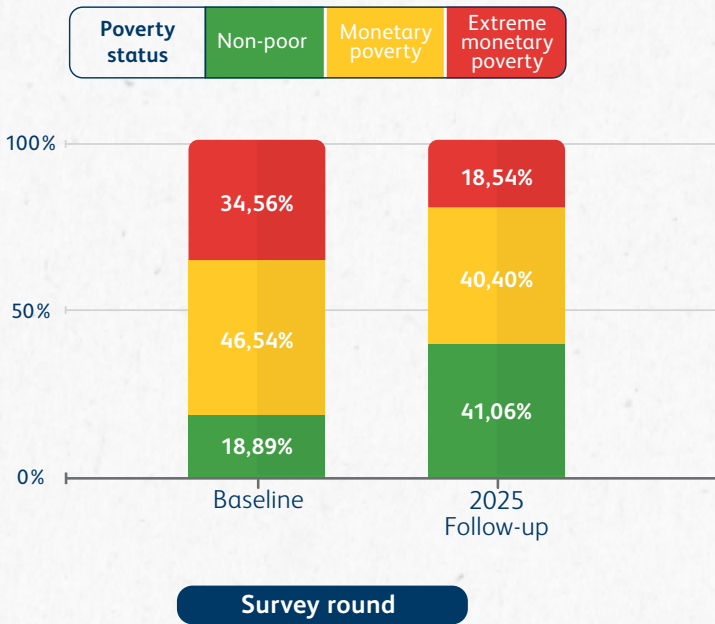
In the initial 2023 measurement, the median per capita income of households in Cohort 1 was \$200,000. By 2025, the 442 households recorded a median of \$322,500, representing a 61.3% increase compared to the initial measurement. Although incomes still fall below the poverty line, the gap has narrowed steadily, as reflected in the decline in the number of households in monetary poverty across the three Traffic Light surveys.



**Figure 8. Changes in monetary poverty for Cohort 1 according to program surveys.**

In Cohort 2, the reduction in monetary poverty is more pronounced, approaching 24 percentage points in its first follow-up period. This change is explained by a decrease in households in extreme monetary poverty and an increase in households moving into the non-poverty category.

In the initial measurement in 2024, the per capita income of the 151 households in Cohort 2 was \$294,000. By 2025, it reached \$426,667, representing a 45% increase. This income level is close to the monetary poverty threshold, indicating that a significant proportion of households are close to escaping this condition.



**Figure 9. Changes in monetary poverty for Cohort 2 according to program surveys.**

Monitoring the Traffic Light system also allows us to identify in which areas households are making concrete progress and in which dimensions these changes are concentrated. By comparing measurements, it is possible to identify which indicators change most frequently. Figure 8 presents the ranking of 10 of these indicators.



Tabla 3. Top indicators improved between 2024 and 2025

| Ranking | Indicator                                                  | Dimension                      |
|---------|------------------------------------------------------------|--------------------------------|
| 1       | We have a budget                                           | Development of the self        |
| 2       | We bring together groups in the community                  | Organization and participation |
| 3       | We know how to make money                                  | Educational conditions at home |
| 4       | We have our life map                                       | Development of self            |
| 5       | We have hobbies                                            | Health and Environment         |
| 6       | We have nutritious food                                    | Health and Enviroment          |
| 7       | We have a telephone                                        | Housing and infrastructure     |
| 8       | We know how to petition the authorities                    | Organization and participation |
| 9       | We have internet                                           | Educational conditions at home |
| 10      | We have access to sexual and reproductive health education | Home educational conditions    |

Most households show positive improvements in their indicators. On average, each improved approximately five indicators in this assessment. Although there are some isolated setbacks, the overall trend is toward improvement. The indicators showing the greatest progress are primarily concentrated in the dimensions of Personal Development and Income Generation.

These results guide the program’s decision-making by helping to identify which strategies are generating the greatest impact, which require strengthening, and how to adjust solutions and support to sustain households’ progress through 2026.

Key Results

593 Traffic Light applications completed (October–November 2025)

Cohort 1: 51%→73% “green” status between 2023 and 2025..

Monetary poverty: reduction of nearly 21 percentage points (pp) in Cohort 1 and 24 pp in Cohort 2.

On average, each household improved on about 5 indicators in this assessment.

From data to action: What do we do with these results?

- We prioritize better support
- We adjust and strengthen social solutions
- We build partnerships where they are most needed
- We make evidence-based decisions for 2026



## Voices of managers and advocates



**Sandra Isabel Reyes**

Regional Manager, Costa Rica, Ginebra

“Applying the traffic light system at different times allows me to clearly see what needs arise in each household and how to reorganize their priorities to move forward. I observe profound transformations, especially in women who empower themselves, discover new capabilities, and rewrite their stories. What I value most is accompanying them in that process of recognizing their strength and realizing that they can indeed bring about real changes in their well-being and livelihoods”.



**Duván Martínez**

Regional Manager, Costa Rica, Ginebra

“Using the traffic light system several times a year allows us to accurately assess progress and challenges and update the life plan based on what the household truly needs. I’ve seen improvements in how they manage their budget, make decisions, and prioritize their goals. What I value most is that every action plan is unique: it’s designed based on each family’s reality, without a one-size-fits-all approach, by truly listening to them”.



**Ana María Rodríguez**

Regional Manager, Buenaventura

“The process is long-term and requires consistency, but households are seeing real changes: more discipline, better organization, and clearer goals. The greatest achievement is their participation; the challenge is understanding that progress takes time. Households recognize that the tools work and that shared responsibility is the key to improving their income and life plans”.



**Carlos Londoño**

Facilitator, Buenaventura

“What I value most about this support is getting to know the reality of each household up close and working from that truth, not from assumptions. The biggest challenge has been helping them believe in their own abilities, but when they do, new paths open up. Seeing how they reflect on what they can achieve and dare to try is one of the most significant transformations of the process”.





**Andrés Felipe Ríos**

**Territorial Manager, Candelaria**

“The traffic light, in the first assessment, gives us a snapshot: how the household views its situation as red, yellow, or green, and lets us know what to work on and how to include them in the program. In subsequent assessments, we see where they’ve made progress or regressed and adjust our approach so that everything turns green. If a household can make progress in some areas but not others, we tailor our solutions to change their situation, just as the tool aims to do: eliminate poverty in the household”.



**Nora Quinayas**

**Territorial Manager, Candelaria**

“I have observed changes in Personal Development: women are gaining autonomy, making faster and more confident decisions, sharing more, and overcoming their shyness. In Income Generation, they are interested in organizing costs, marketing, and participating in fairs. In Education, parents show interest in helping their children improve their reading and math skills. I appreciate that there was little trust at first, but as the program continues, changes are gradually visible, and they believe in it”.



**Mallerly Guaza**

**Territorial Manager, Guachené**

“Measurement is important because it allows us to expand our understanding and grasp the real situation of each household. I’ve seen a beautiful evolution: people who previously didn’t dare to participate or receive training are now more open, share within the community, and engage in activities. As a manager, I value the connection that forms when we visit their homes and talk; there, they open up, share what they’re going through, and we can guide them according to their needs”.



**Jeniffer Marcela Delvasto**

**Territorial Manager, Cali**

“I have seen progress in self-care, personal development, budgeting, identifying expenses and income, and the equitable distribution of responsibilities. As a program manager, I value the receptiveness and openness of households in sharing personal situations; this makes the support timelier and more aligned with what they truly need”.

**Watch video here**





# Partnerships: A Shared Learning Experience

The 2025 partnerships confirm that impact is amplified when built collectively. By coordinating stakeholders, sharing responsibilities, and strengthening capacities, the Carvajal Foundation ensures that transformations do not depend on a single actor, but rather on solid networks that endure over time.

This year, the Foundation consolidated its role as a facilitator of strategic alliances and collective impact, connecting capacities from the private, public, community, and academic sectors to address complex regional challenges. Rather than acting in isolation, the Foundation facilitated shared agendas, promoted common theories of change, and strengthened coordination among stakeholders, enabling initiatives such as Compromiso Valle, Compromiso Territorio, and the Early Childhood Technical Roundtables, as well as partnerships with organizations such as Propacífico, Fundación WWB Colombia, Fundación Promigas, Fundación Propal, Incauca, and Fundación Carlos Vallecilla Borrero; among other companies and social organizations, which demonstrate the work based on trust and collaboration.

The Carvajal Foundation adapts its role to the context, serving as a regional coordinator, anchor organization, specialized operator, or mentor.

## When a region decides to work together

More than 600 organizations have come together under Compromiso Valle to close socioeconomic gaps in Valle del Cauca. The Carvajal Foundation contributes experience, methodologies, and local knowledge, joining a long-term alliance. Its role has been to strengthen coherence, continuity, and the capacity for collective support, demonstrating that regional development is possible when social investment becomes a shared cause.

## Capacities that open opportunities

Compromiso Territorio brings together actors from the private and public sectors, community organizations, academia, and international partners to promote sustainable development in three subregions of northern Cauca and southern Valle del Cauca. The Carvajal Foundation contributes technical and experiential knowledge to working groups and committees, which strengthen capacities and the social fabric in these territories. As part of the Forjando Oportunidades initiative and in partnership with the Sidoc Foundation, young people were trained in good manufacturing practices, expanding their opportunities and reducing conditions of vulnerability.

## Partnerships That Make a Difference in Daily Life

In Buenaventura, collaboration translates into concrete opportunities. Together with Promigas, Compromiso Valle, Propacífico, and the WWB Colombia Foundation, the Carvajal Foundation led training and business support programs for women entrepreneurs. The partnership strengthened businesses, boosted income, and promoted greater economic autonomy, demonstrating that when each organization contributes from its area of expertise, the impact is greater and transforms communities.

## Transforming from Early Childhood

More than 20 organizations are working together to close gaps in early childhood in Valle del Cauca and northern Cauca. The Carvajal Foundation contributes through knowledge management, public-private coordination, and advocacy, driving better-informed decisions and coordinated actions at technical roundtables. It is a commitment to structural change, where impact is built over time and the best environment for growth is created through collective effort.



# Partners in coordination

Alcaldía Cali Mayor's Office  
Guachené Mayor's Office  
Ginebra Mayor's Office  
Aqui Somos Voces  
Asogesampa  
Maria Auxiliadora High School for Adults (BAMA)  
Guabas Indigenous Council  
Cali Chamber of Commerce  
Cargill  
Banco de la República Cultural Center  
Guachené Child Development Center (CDI)  
CI Centro Intégrate - City of Cali  
Cielito  
Circula Violeta  
Compromiso Territorio  
Valle Commitment  
Financial Cooperative - CAF  
Administrative Department of Information and Communication Technologies - DATIC  
Dimel Engineering  
Diocese of Buenaventura

Etraining  
Capital Foundation  
Casa Colombia Foundation  
Gerardo Valencia Cano Foundation  
Golazo Foundation  
Manitas con Mucho Amor Foundation  
Monómeros Foundation  
Pintuco Foundation  
Popayán University Foundation  
WWB Foundation  
FUNDAEC  
Fundautónoma  
Valle del Cauca Governor's Office  
Isaias Duarte Cancino Hospital  
Manuela Beltrán Educational Institution Geneva Campus  
Institute for the Research and Preservation of the Cultural and Natural Heritage of Valle del Cauca (INCIVA)  
Inmaculada Concepción Educational Institution  
San Antonio Ethno- y Educational Institution  
Popular Institute of Culture - IPC  
Netherlands Institute for Democracy and Multi-Party Democracy  
Intégrate  
Community Action Board

San Antonio Citadel Community Action Board  
Koactivos  
Citizen Innovation Laboratory - LINCI  
Country Mission  
Nestlé Colombia  
Picnic of Words  
Pontifica Javeriana University Cali  
International Human Rights Film Festival ( Production Company FICDEH)  
Program "United for a Better Territory"  
Secretariat for Coexistence, Buenaventura  
Secretariat of Economic Development, Buenaventura  
Cauca Departmental Health Secretariat  
National Learning Service ( SENA)  
System for Identifying Potential Beneficiaries of Social Programs ( SISBEN)  
Somos CaPAZes  
Tiendanube  
National Open and Distance University – (UNAD)  
Unicáncer  
Universidad del Valle  
Universidad Libre de Colombia  
Universidad Uniminuto





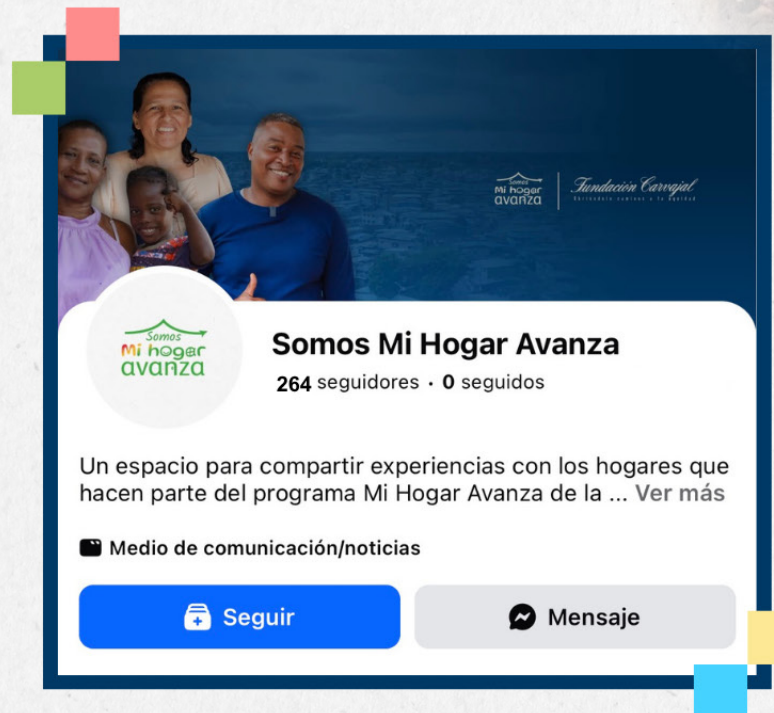
## Special Feature: Communication Strategy for Social and Behavioral Change Drives Results in the “Mi Hogar Avanza” Program

In 2025, we consolidated the implementation of the Communication Strategy for Social and Behavioral Change (CCSyC) as a tool to empower households and their communities within the Mi Hogar Avanza Program.

The goal was to reinforce the prioritized practices in active households based on meetings, the knowledge accumulated by the field teams, and the analysis of the Traffic Light data across the three dimensions, to drive sustainable behavioral changes at the individual and family levels.

Using this input, we designed communication products with intentional and repetitive narratives aimed at promoting new practices. The “Somos Mi Hogar Avanza” Facebook page served as the primary channel for interaction, complemented by in-person activities across the five regions, which demonstrated a significant level of engagement and content adoption by households.

The page reached **385** followers, **156** of whom are active households in the program, and we achieved **2.173** interactions (**691** comments and **1,482** “likes”).



Among the products of CCSyC, we published six comic strips focused on the Income Generation dimension; dramatized videos, testimonials, and other physical and digital materials in the Personal Development dimension, to ensure consistency between message, practice, and social support.





In addition, we implemented various initiatives that strengthened community recognition and provided positive reinforcement for the promoted practices.

We produced a total of **37** posts, **6** incentive giveaways, distributed **40** food basket vouchers, and **69** “Somos Mi Hogar Avanza” kits.

We incorporated ongoing monitoring that allowed us to track and evaluate the effectiveness of the narratives and their contribution to observable changes in the program’s indicators. Within this framework, we surveyed 101 participants, which allowed us to gather key insights and adjust the strategy based on evidence. Thus, we established CCSyC as a strategic tool to reinforce habits, transform beliefs, and accelerate results in overcoming multidimensional poverty.



# Voices that inspire

More than **900** households share their voices through social media



## Sandra Ramírez

This has been very important for my family and me, because thanks to the guidance and support of the Carvajal Foundation, I am now part of the Chorisabor venture. We are a group of women running our own microbusiness, providing additional income for our households. We've learned to overcome obstacles and to understand that unity is strength: together, we're stronger. Thanks go to the Carvajal Foundation for its support.



## Lucy Palacios

Thanks to the Carvajal Foundation and the course El Sabor de Mi Hogar ("The Taste of Home"), I learned about healthy eating and how to prepare delicious and nutritious meals using what we have at home.



## Luz Longa

On behalf of Buenaventura, I would like to thank the "Mi Hogar Avanza" program for the guidance, advice, and support provided to caregivers and our families. Thank you for caring about our well-being, strengthening our homes, and helping us grow every day with hope and commitment.



## Leidy Ascanio

At the Carvajal Foundation, I learned how to prepare surprise breakfasts and decorate for parties, and I was able to build on my baking skills. Thanks to this, I generate income for myself and my household.



## Lina Acosta

I learned how to make beaded earrings, necklaces, and bracelets, as well as bun-style hair bows, at the "Weaving Networks of Love" workshop. This workshop, led by instructors Liliana, Sandra, Fernando, and Adriana, was a wonderful experience.





Cindy Sáenz

We are truly grateful that the Carvajal Foundation has come to our community in Candelaria, Valle del Cauca, with this wonderful Mi Hogar Avanza project.

This process has allowed us to reach into the heart of every household and, based on their specific needs, bring about positive change, build skills, and create new economic opportunities, offering better prospects for families.

It has been a very important process for the holistic development of each person, expanding knowledge and creating a more promising future for participating households in the village of Villagorgona.



CANDELARIA

Leidy Bangué

Thanks to the Carvajal Foundation, through the garment-making course, I learned that when we set out to learn with love and dedication, everything becomes more than just a business idea: it becomes a source of livelihood for our families and a solution for many people. I invite you to become entrepreneurs, understanding that not all businesses are built immediately; you have to do things with love and perseverance, trusting that with God's help, anything is possible.



GUACHENÉ

Ilse Quiñonez

The most wonderful lesson we've taken away is that we now use dialogue; we no longer need to yell. This is something my grandson, who participates in Golazo, really likes.

Thanks to Golazo and Ms. Juana, we've learned that it all starts with participation. He has taught us, and we have also learned to engage in dialogue.



BUENAVENTURA

CALI



Albina Domínguez

It was the best thing that could have happened to me. Thanks to Mi Hogar Avanza, I've been able to grow my business, and my family has been greatly blessed.

The programs are very good; the courses and training they provide are excellent and help us strengthen our entrepreneurship and our businesses.

May God bless Mi Hogar Avanza, my program manager, and the entire team, as well as the Carvajal family.



Liliana Londoño

Thanks to the Parenting Skills course, I've learned that I need to be okay first for everything to go well.

Everything has its time, and it's essential to develop my skills and share spaces where we can connect with ourselves and bring our talents together.

Thank you to the Carvajal Foundation and Professor Calvache. Territorio Ginebra – Costa Rica.

Management team: Duván, Sandra, and Diana. We are Mi Hogar Avanza.



GINEBRA





# Regional Projects

This process allows us to bring concrete solutions to the regions we have prioritized, responding to the needs and realities of the communities. We design and implement initiatives aimed at closing gaps in one or more dimensions of poverty, coordinating efforts with public and private actors to expand opportunities and strengthen local capacities. In this way, we help communities drive sustainable transformation processes and consolidate a stronger, more participatory social fabric.



## 14 Territorial Projects

People Reached:

**455** Entrepreneurs

**86** People Trained in Employability Skills

**400** Teachers and **10.375** Students

**191** Classrooms and **5** Early Childhood Centers (300 students)

**1.354** Recyclers from **5** Grassroots Organizations

**12.052** People Participating in Community Activities





On the income generation front, the Foundation continues to strengthen the productive and employability skills of participating individuals and entrepreneurs. Through training, mentoring, and collaboration with the business sector, opportunities are promoted to improve income, strengthen businesses, and facilitate access to formal employment.

- 373 individuals strengthened their skills at the School of Entrepreneurs through the Seedbed, Management, and MBA programs. Additionally, 30 entrepreneurs from Ginebra participated in the WWB Foundation's Yarú program.
- 27 entrepreneurs from the food service sector graduated from the "gastronomy" program in the Art of Fruit Processing for Beverages.
- 25 people participated in the Basic Baking training program through the initiative to increase their income.
- As part of the Relevant, Inclusive, and Sustainable Employability program, 86 people are being trained in collaboration with 17 anchor and partner companies; 57 people have already secured employment.

Regarding education, the Foundation promotes initiatives aimed at strengthening teaching capacities, improving learning outcomes for children and youth,

and fostering comprehensive educational environments. Through training programs, pedagogical support, and early childhood well-being initiatives, the Foundation seeks to contribute to improving educational quality and fostering more robust educational trajectories.

- 400 teachers and 10,375 elementary and secondary students from 35 official educational institutions in Cali participate in training and support processes through initiatives such as Aula Global (grades 2–5 and 9), Aprendamos Todos a Leer (ATAL) for first grade, and Socio-Occupational Guidance (OSO) in grades 10–11. These initiatives strengthen basic skills and help improve educational outcomes. Educational Quality Alliance Project with Tecnoquímicas.
- 191 public classrooms receive teacher training, in-class pedagogical support, and educational materials and resources. Flexible Educational Methodologies (MEF) Project.
- Five private kindergartens and a Social Transformation Unit (UTS) of the Cali Mayor's Office receive support to promote healthy environments and best practices that foster holistic development and physical and emotional well-being, benefiting 300 young children. Saberes Nutrifuturo Project

In the area of the environment, the Foundation

promotes initiatives that strengthen community leadership, the care of natural resources, and responsible waste management. These actions are carried out in coordination with strategic partners and local communities, seeking to build capacities that contribute to environmental sustainability and the well-being of the regions.

- 5,424 community members and 300 CARGILL volunteers participate in initiatives to strengthen the social fabric, leadership, income generation, and environmental stewardship in Ginebra and Candelaria, thanks to the partnership between CARGILL and Carvajal Empaques.
- In partnership with Carvajal Empaques, we support six recycling organizations to strengthen their role as extended producer responsibility managers and in the management of single-use plastics. 1,303 recyclers participate in this process, and during the year they managed to recover 16,279 tons of recyclable material.

As part of the comprehensive interventions, 12,052 people are participating in community activities aimed at strengthening the social fabric. In addition, 15 grassroots organizations have received support in implementing local advocacy initiatives, indirectly benefiting more than 5,500 people in their communities.



# A Story of Transformation: Pamela, When Discipline Becomes Opportunity

## Women Putting Down Roots Project

For years, Pamela felt that stable employment was out of her reach. As a single mother, she took on informal jobs that offered her neither security nor opportunities for growth. Uncertainty was constant, and thinking about the future seemed a distant prospect.

Her story began to change when she decided to join the Women Putting Down Roots project<sup>9</sup>. She arrived with doubts and the belief that she didn't have enough to compete in the job market. However, the training process allowed her to pause, look at her career path with fresh eyes, and recognize that her experience did have value. Little by little, she began to rebuild the way she saw herself.

"I thought I wasn't ready, that my experience wasn't enough. I doubted myself a lot. But through the process, I learned to speak with confidence, to showcase what I can do, and not to downplay my experience".

With that newfound confidence, she began applying for various job openings. It wasn't an easy road; there were rejections and moments of frustration, but she decided to persevere. Each attempt became a learning experience, and she developed habits such as preparing in advance, being punctual, and constantly reviewing her profile.

<sup>9</sup>. Women Putting Down Roots is an international cooperation project funded primarily by France (AFD) in Cali and Ecuador. It seeks to empower vulnerable migrant and local women by facilitating access to decent housing, job training, entrepreneurship, and violence prevention to ensure their stability and integration.

The call confirming her formal employment marked a turning point. It wasn't just a job; it was stability, access to social security, and the chance to plan for the future with greater peace of mind.

"I felt relief. It was like saying, 'Yes, I did it.' Now I can plan. Before, I lived day to day; today, I think about the future with more peace of mind."

Over time, Pamela solidified her place in the organization; her attitude, communication, and teamwork became her strengths. Beyond the financial aspect, she regained her self-confidence and reorganized her life plan.

Today, her story inspires other women around her. Pamela reaffirmed her ability to move forward, and her experience demonstrates that training, combined with discipline and perseverance, can open new opportunities.



Ver video aquí





# Story of Transformation: María Irene, When a Dream Becomes a Business

## Peace Labs 2.0 Project



María Irene's story began during a time of uncertainty. After losing her job when her son was young, she had to find a way to generate income without neglecting his upbringing. From the front yard of her home, she began selling pastries and puff pastries; she had no structured plan, only the need to get by.

"I started because I needed to, but in the process I discovered that it was also something I was passionate about."

Over time, her business grew, orders increased, and she realized she needed to better organize her business if she wanted to move forward. In 2023, she decided to participate in the MBA training program of the Laboratorios de Paz 2.0 project, committing to her development despite time constraints.

The training process transformed her way of thinking; she learned to plan, organize, and

strategize for her business. She understood that sustained growth requires discipline and vision. That change was reflected in La Sazón de Maye, now located on the tourist pier in Buenaventura. Her restaurant offers an experience that highlights the flavors of the Pacific and has become a source of employment for others.

"It has been beneficial not only for my business but also for me as a person. I learned to see my restaurant on a whole new level. Today, I don't just think about selling more; I think about sustaining jobs and helping those who work with me grow."

Beyond economic growth, María Irene transformed her role, shifting from seeking urgent income to creating opportunities for others; today she sets new goals and continues to strengthen her business. La Sazón de Maye is the result of a path built on effort, learning, and vision. Her story shows that entrepreneurship, coupled with training, can become a driver of development.

Watch video here





# Scalability

At “Escalabilidad”, we work to multiply impact by sharing evidence-based, innovative social experiences with stakeholders in the national and international ecosystem, so that solutions that work in our territories can be adapted and replicated in other contexts.

In 2025, this process continued to gain momentum. Partnerships, training opportunities, and the transfer of methodologies reminded us that knowledge is amplified when shared and that solutions born in our communities can pave the way for other organizations seeking to transform lives at the local level.

## A portfolio with three service lines to multiply impact

Our service portfolio allows us to bring methodologies and solutions that have proven results to other regions and organizations. Through this offering, we share knowledge, technology, and specialized support to collectively expand our impact. It is organized into three lines:

To put this progress into perspective, here are some figures from 2025:



### Line 1. Transfers

We share methods, techniques, and approaches, adapting and applying our successful methodologies in new contexts or areas of application to achieve similar results.



### Line 2. Digital Services

We offer services that provide technological tools to build more equitable societies through innovation and decision-making in three areas: digital education—Carvajal Foundation School—data analysis, and support for closing the digital divide in communities.



### Line 3. Expert Consulting

We provide strategic services to organizations to enhance their social and environmental impact in two key areas: impact strategies and decision-making services.



**83** organizations were empowered to apply and adapt our methodologies,  
**1.658** people were trained in these processes, who today support  
**50.082** users in their own programs.

By portfolio lines:

**In the Transfer line**, we support organizations in adopting methodologies such as Global Classroom, Interactive Audio Instruction, ATAL, Green Classroom, Horizons with Compass, and Saberes **11** organizations.

In the Digital Services line, we trained librarians to expand their capabilities and reach more people through their services:

**621** librarians trained  
**14,931** users reached

**In the Expert Advisory line**, we support organizations in strengthening their impact strategies and decision-making services:

**27** organizations supported:  
**16** in impact strategies  
**11** in decision-making services

In addition, we approved proposals that strengthen the implementation of the institutional strategy:

**54** proposals approved for **\$10.186** billion,  
 which strengthen the three core mission processes:

**11** for social innovation

**14** for Territorial Projects

**29** for scalability





# Top 5 achievements of the portfolio

- 1

We consolidated and standardized the service portfolio, organizing methodologies, tools, and processes into a clear and adaptable format, which enabled 83 organizations to strengthen their technical and operational capacities to improve the effectiveness of their interventions.
- 2

We strengthened the Portfolio’s positioning as a reliable, evidence-based offering, expanding its reach through 29 new multisectoral partnerships with public, private, and cooperation sector actors who committed to solutions with verifiable results.
- 3

We implemented capacity-building initiatives in national and international contexts, integrating Transfer, Services, and Expert Consulting Services, demonstrating that our methodologies are not only shared but also adapted, applied, and generate real impact across diverse settings.
- 4

We designed and launched a robust capacity-building model for partner organizations, called “Tu Ruta” (Your Path), with an emphasis on key capabilities for sustainability: knowledge management, partnerships, human resources, monitoring and social innovation and evaluation ensuring deep ownership and continuity over time.
- 5

We expanded the EGMA and EGRA<sup>10</sup> measurement service, consolidating it as a strategic tool for data-driven decision-making in the education sector, strengthening the relevance of interventions and the ability to adjust programs based on evidence EGMA (Early Grade Math Assessment) and EGRA (Early Grade Reading Assessment).

## Testimonials from clients in our portfolio

### Global Classroom Program—Basic Skills/Transfer Line

The Cartagena District Education Secretariat funds the Global Classroom-Basic Skills program for implementation in the district’s public schools. Within this framework, the TRASO Collective received the methodological transfer of our program for implementation in the city’s public schools, conducting 296 tutoring sessions for third-, fourth-, and fifth-grade students and training 66 teachers. The following testimonials reflect this collaboration and the results achieved.

10. EGMA (Early Grade Math Assessment) y EGRA (Early Grade Reading Assessment).



“The schools impacted by the program demonstrated significant academic and socio-emotional progress among their students and enriched teachers’ pedagogical practices. In this way, we were able to address academic gaps in a more structured and context-specific manner.”

**Ivonne Patiño**  
Evaluation Leader  
Secretaría de Educación  
de Cartagena



“The transfer of Aula Global was an opportunity to expand our portfolio and strengthen our capabilities. It is a solid methodology that the Carvajal Foundation has successfully transferred while preserving its essence, with genuine support that leaves lasting skills in place. The results in language and mathematics, measured using EGMA and EGRA, have been excellent in the schools where we implemented it.”

**Liliana Puello**  
Executive Director  
Colectivo TRASO



## Knowledge Management Strengthening/Expert Advisory Line

We support organizations in transforming their knowledge into a strategic asset that guides decisions and strengthens their sustainability. Through a practical and applied approach, we help organize information, define clear workflows, and consolidate tools that facilitate its use and application. This service combines expert consulting and collaborative work with teams, building capacity so that knowledge is managed continuously and generates value in relationships with partners and collaborators. As part of Compartamos con Colombia’s Enlazasur strategy, we work with organizations in Peru and Colombia to strengthen their knowledge management processes.

“We received professional and empathetic guidance that allowed us to identify, organize, and plan our institutional knowledge. The agile and participatory methodology facilitated the team’s learning and set clear challenges for us: to systematize experiences, design an action plan, and use knowledge as an asset for sustainability and our relationships with partners. I recommend joining this experience.”

**Francisco Cueva García**  
Executive Director,  
Arariwa Association  
(Cusco, Perú)



“What we valued most was the way they worked: dynamic, approachable, and using simple language. That allowed us to take ownership of our knowledge management, organize what we know, and turn it into useful tools for our lines of work. Today, we not only understand our knowledge better; we’re also ready to share it, involve workshop leaders, and use that information to strengthen projects and open up new opportunities for María Mulata”.

**Luis Miguel Cuentas**  
Corporate Director  
María Mulata  
(Rincón del Mar, Sucre)





# Internal Management

Thanks to a culture of collaborative and flexible work, internal management processes have established themselves as a strategic ally in advancing our mission to help overcome poverty.

Their work translates into agile practices for cost rationalization, infrastructure maintenance and modernization, and the creation of safe and functional environments for the development of multiple community services. Likewise, the ability to anticipate risks, generate early warnings, and adapt work processes allows us to maintain institutional effectiveness even in complex scenarios such as those of 2025.

It was also key to continue implementing actions to safeguard knowledge, nurture human talent, and share our main achievements both internally and externally.

Through rigorous planning, efficient administration, and timely analysis of information, the Financial Management process ensures decisions based on reliability and optimization.

The Goods and Services process ensures timely services through supplier management, as well as safe, modern, and adequate spaces so that the teams and communities using our facilities feel treated with dignity and respect.

In these spaces, we provide access to various public and private institutions offering financial services, notary services, registration services, telecommunications, reading materials, healthcare, and food assistance. Among the participating institutions are: Banco W, Mi Banco S.A., the Organization for Migrations (OIM) (Ministry of Equality), D1 Stores, a cafeteria, Banco Caja Social, Banco Unión, Bancamía, Bancolombia ATMs, Caja Social ATMs, the Chamber of Commerce, the Ombudsman's Office, the Registrar's Office, and Towernext.

**1,113,815** services were provided through the Community Service Centers, **150** providers were evaluated (**95%** met performance standards), identifying valuable opportunities for improvement to enhance the services provided.





# Centros de Servicios y Sedes Satélites



### Centros de Servicios

-  **Sede El Poblado**  
Abierta desde 1982 (Cali)
-  **Sede El Vallado**  
Abierta desde 1985 (Cali)
-  **Sede La Casona**  
Abierta desde 1991 (Cali)
-  **Sede Bagnoregio**  
Abierta desde 2025 (Buenaventura)

### Sedes satélites

-  **El Castillo**
-  **Emisora Clásica 88.5 FM.**
-  **Costa Rica**  
(Ginebra-Valle del Cauca)
-  **Candelaria**  
(Valle del Cauca)
-  **Guachené**  
(Valle del Cauca)



In 2025, we strengthened the network of Learning Centers with the opening of the Bagnoregio branch in Buenaventura, which joins our three centers in Cali. Today, we have 23,413 books available to communities, promoting access to reading, information and learning, and a team of 10 professionals who facilitate services, activities, and educational experiences relevant to each region.

The libraries also feature specialized labs that expand opportunities for creativity. At Casona Lab, we promote storytelling through audio and video; at the El Vallado Graphic Arts Lab, we facilitate design and printing processes; and in El Poblado and Buenaventura, we strengthen technological skills through robotics, electronics, and digital fabrication. These spaces encourage experimentation and introduce children, youth, and adults to tools that enhance their creativity and learning.

**101,369** in-person library services provided by the Educational Centers



The records management process continues to focus its efforts on ensuring the preservation of the institutional memory and compliance with applicable legal requirements. With the support of a technological system, it has efficiently managed the administration, control, and security of the Foundation's documentary information.

**1,330** documents digitized out of the **1,826** held

The digital transformation process drives social innovation through the implementation of technological solutions that optimize processes, strengthen decision-making, and expand the Foundation's operational capacity.

We have automated the results of the indicators for the 12 institutional processes through dashboards connected to primary data sources. This minimizes the time and errors associated with manual data entry. Similarly, we have consolidated the information system for tracking potential partners and collaborators through the Institutional CRM<sup>11</sup>, promoting integration between social innovation processes and scalability.

11. Customer Relationship Management

**12** processes have dashboards, automating more than **21** indicators

**1** CRM system in operation, supporting the management of partners and collaborators

The Legal Affairs department ensures transparency, regulatory compliance, and risk mitigation, providing the confidence needed to develop agreements, contracts, and operations that are essential to the Foundation. In 2025, we continued to consolidate the Pi intellectual property framework with the approval of internal documents and protocols that enable registration with the National Copyright Office (DNDA)<sup>12</sup>. We submitted 40 literary works to the National Legal Repository, reaffirming our commitment to preserving the

12. Dirección nacional de derechos de autor.





Foundation’s methodological heritage. Of particular note is the registration of the “Mi Hogar Avanza” trademark, valid through August 6, 2035.

- 74 works registered with the DNDA
- 7 ISBNs registered
- 116 literary works deposited with the National Legal Depository Office
- Registration of the “Mi Hogar Avanza” trademark
- 1 building permit for the El Vallado Service Center

This proactive approach is complemented by a constant pursuit of quality and efficiency driven by the Continuous Improvement process, enabling the organization to learn, innovate, and refine its procedures to offer increasingly relevant and timely services.

In 2025, we obtained our fourth consecutive renewal from ICONTEC of the quality certification under the criteria of the ISO 9001:2015 standard, confirming compliance with the quality standards established by the standard and our own.

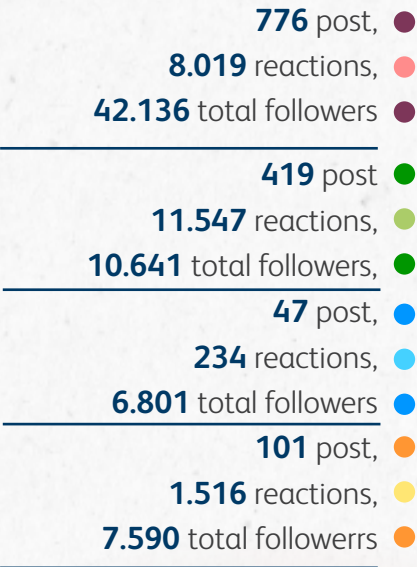
Scope of certification: To design and implement innovative, sustainable, and scalable social methodologies that contribute to improving educational conditions at home, income generation, and personal development for prioritized households.

Within the framework of the Innovation and Agility initiative, whose purpose is to raise awareness that improvement is within everyone’s reach, we submitted nine cost-effective initiatives developed by interdisciplinary teams, four of which were selected as winners: three in the Innovation category and one in the Agility category, thereby promoting a culture of improvement and organizational transformation.

- 12 improvement opportunities (cost-efficient) implemented with optimized resources out of 23 identified improvement opportunities
- 50 risks with effective mitigation actions out of 52 identified risks
- 84% customer satisfaction (beneficiaries)

Through the Communications process, we highlight and position the organization’s work through two pillars: internal and external communication. With clear, relevant, and timely messages, the Communications Department highlights institutional achievements, strengthens relationships with communities and partners, and consolidates a shared narrative that inspires, mobilizes, and gives meaning to social action. In 2025, we will focus on highlighting our results, giving a voice to the households and communities that are part of our institutional strategy.

In mass media, there were 106 unpaid mentions (\$2.5 million), with the greatest presence on digital channels (62%) and in print media (21%)





In 2025, we reaffirmed the role of Emisora Clásica 88.5 FM as a vibrant and accessible cultural hub, promoting initiatives that expanded our reach and the ways in which we support communities.

To this end, we relaunched three programs: “Caminos a la Equidad,” “Café Cultural,” and “Una huella para siempre,” to raise awareness of the Foundation’s work. Additionally, we implemented strategies to expand our audience, such as discussion sessions with the Museo Planeta Salsa.

During the second half of the year, according to the ECAR study, there was an increase in the number of listeners, rising from 20,360 in 2024 to 22,446 in 2025. And on social media, we achieved:

**Facebook:** 52 posts, 253 reactions, 2,376 total followers  
**Instagram:** 83 posts, 8,082 reactions, 600 total followers

Additionally, the station participated as a media partner in cultural events and at prominent venues.

**47th** anniversary, an event that brought together more than



**400** people in the Beethoven Hall of the Departmental Institute of Fine Arts.

**51st** Mono Núñez Colombian Andean Music Festival (Geneva, Valle).

**9th** Edition of the Cali International Festival of Chamber Music.

**14th** International Poetry Festival of Cali

**FILCali 2025** International Book Fair

In line with raising awareness of the Foundation’s work, the Knowledge Management and Evaluation team continues to reaffirm the importance of documenting and systematizing knowledge, with the conviction that every piece of data, every story, and every lesson learned reveals the value of our work in the regions.

**8** documents produced in collaboration (3 systematizations and 5 transfer manuals)

**20** sessions of pause and reflection with the participation of **185** people



Evidence is crucial for making evidence-based decisions to achieve better results. Within the framework of the MEL RADAR monitoring, evaluation, and learning pathway, we provided technical support for 14 impact/outcome evaluation processes (internal and external), as well as the administration of EGMA and EGRA tests.

Ultimately, this entire system is sustained by our employees. The Human Resources process nurtures, develops, and supports the talent that makes the



Foundation's mission possible, ensuring that people have the skills, tools, and healthy work environments they need.

In the area of performance and development, the 360° performance evaluation cycle was implemented, beginning with the setting of objectives, the definition of development plans, and follow-up throughout the year. The 360° evaluation saw 100% employee participation, which reaffirms the institution's commitment.

The 360° performance evaluation yielded a **97%** result

Similarly, a culture and engagement survey was conducted with the participation of 134 people, yielding a positive result that confirms a mature organizational culture aligned with institutional values.



The culture and engagement assessment yielded a result of **87%**

Along these same lines, we promoted activities focused on the personal and professional growth of employees, notably the ReconociendoTE program, which highlights significant milestones in an employee's life (academic achievements, promotions, the birth of children, home purchases, among others) and provides support during difficult times (health issues, losses).

In the context of well-being, the overarching strategy to advance employees' life plans— —strengthened commitment, holistic well-being, and alignment between personal life goals and the organization's strategic objectives. We highlight the cardiac coherence workshops, which foster awareness of the heart-brain connection (emotional-physical health), in which a group of directors, leaders, and managers participated. Likewise, we held health days for employees in Cali and Buenaventura with the participation of various external entities such as Colpensiones, Comfandi, Nueva EPS, and Clínica Nao, among others.

As part of the occupational health and safety system, we comply with the legal requirements set forth in Decree 1072 of 2015. We achieved 100% compliance with the work plan to strengthen organizational culture and commitment.



Together, these processes build a solid and coordinated foundation that translates into trust, efficiency, and sustainability. Their technical work, guided by a commitment to people and social responsibility, enables the Mi Hogar Avanza Program to reach more households, with better conditions and greater transformative capacity.



## Success Story.

### Innovation and Agility from Within: The Competition That Moved the Foundation

In 2025, we set a concrete goal: to make innovation and agility part of daily life at the Carvajal Foundation. The Innovation and Agility Pathway was thusly born and within it, a competition that invited employees to identify opportunities for improvement in their processes and turn them into purpose-driven initiatives.

The response was enthusiastic: 11 ideas were submitted, nine were selected, and teams from different departments worked together. The goal was to foster a culture of innovation through training, experimentation, and recognition. To achieve this, we formed a steering committee with representatives from Experience Design, Knowledge and Evaluation, Continuous Improvement, Digital Transformation, and Human Resources. This team developed a practical roadmap: workshops, expert talks for all employees, and support sessions for the development of each initiative.

The winning proposals reflected creativity and commitment. First place went to the Household Understanding Tool, which improves the analysis of the context of each household participating in the Mi Hogar Avanza Program; second place went to the Scale Users tool, which optimizes the measurement of extended impact; third place went to the ETL automation<sup>13</sup> in SIGAH<sup>14</sup>, which speeds up processing times and improves the quality of data generated by Social Innovation; and fourth place went to the AI Agent for Inventory Control, which anticipates stockouts and improves availability.

13. Extract, Transform, Load (ETL). It is a process to semi-automate data quality and information processing to feed dashboards that enable strategic and operational decision-making.

14. Household management information system.

“It was a very challenging experience, encouraging us to view daily tasks in a different light, allowing us to innovate and improve those vital processes we manage. These types of incentives motivate us to continue learning and improving in terms of processes, and in turn as individuals.”

Juan Pablo Jiménez  
Knowledge and Evaluation Manager  
First and Third Place Winner





On November 26, the teams presented their ideas at our El Poblado service center before external judges who provided a strategic perspective: Alfonso Carvajal (Vice President of the Superior Council), Germán Castellanos (Vice President of People Experience at Carvajal S.A.), and Marcela Astudillo (Executive Director of the Foundation). More than a contest, it was an exercise to test, refine, and learn together. The event concluded with recognition sessions at , “Tomémonos un café con Presidencia”, and the awards ceremony on December 5 at the end-of-year party.

This experience leaves us with three certainties: innovation is learned through practice; collaborative work accelerates results and recognizing effort drives teams forward. We are confident that what we have learned will continue to strengthen our third strategic objective (developing a culture of innovation and agility for cost-effective operations) and, above all, will translate into better interventions for the households, organizations, and territories we support. Because innovating internally is the best way to create impact externally.





# List of Contracts and Agreements for Territorial and Transition Projects 2025

| No. | Program/Project Name                            | Partner/Ally                        | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Territory                   |
|-----|-------------------------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| 1   | Cocina Emprende Candelaria FWWB                 | WWB Foundation                      | To coordinate efforts to provide ongoing technical training in food handling and basic cooking techniques for thirty (30) production units, with a total of sixty (60) participants, in the municipality of Candelaria, Valle del Cauca.                                                                                                                                                                                                                                                                        | Candelaria, Valle del Cauca |
| 2   | Flexible Educational Methodologies - SED - Cali | Cali District Education Secretariat | Collaborate to strengthen the implementation of flexible educational models to serve the population of older students, those with health conditions, rural residents, and young adults.                                                                                                                                                                                                                                                                                                                         | Cali, Valle del Cauca       |
| 3   | Nutrifuturo Knowledge                           | Limmat Stiftung Foundation          | Support for educational agents and informal training centers, addressing the growing problem in Cali of child malnutrition and obesity, which affect both children's optimal development and economic progress. All of this is carried out from two dimensions: the physical, focused on food security and health, and the emotional, promoting environments conducive to children's development through the Nutri Maleta (a pedagogical methodology derived from the Saberes for the Early Childhood program). | Cali, Valle del Cauca       |
| 4   | Classroom of Opportunities                      | Mapfre Foundation                   | Implementation of the Alliance Project for Quality Education with Equity (Classrooms of Opportunity).                                                                                                                                                                                                                                                                                                                                                                                                           | Cali, Valle del Cauca       |



| No. | Program/Project Name                     | Partner/Ally           | Purpose                                                                                                                                                                                                     | Territory                     |
|-----|------------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| 5   | Guardians of the Mangrove                | World Economic Forum   | Empowering 60 mangrove harvesters in the district of Buenaventura as leaders and agents of community and environmental change.                                                                              | Buenaventura, Valle del Cauca |
| 6   | Plataforma Pacífico                      | Carvajal Empaques S.A. | Donation from Carvajal Empaques to support the Plataforma Pacífico project, which aims to increase collection and certification levels of materials of interest to Carvajal Empaques and develop suppliers. | Buenaventura, Valle del Cauca |
| 7   | Sustainable Geneva                       | Carvajal Empaques S.A. | Strengthening the social fabric of the communities in Ginebra.                                                                                                                                              | Ginebra, Valle del Cauca      |
| 8   | Sustainable Ginebra - Social Development | Carvajal Empaques S.A. | Strengthening the social fabric of Ginebra's communities.                                                                                                                                                   | Ginebra, Valle del Cauca      |
| 9   | Cali Recycles with Your Recycler         | Carvajal Empaques S.A. | Increase collection rates and certification of materials of interest to Carvajal Empaques.                                                                                                                  | Cali, Valle del Cauca         |



| No. | Program/Project Name                    | Partner/Ally                   | Purpose                                                                                                                                                                                                                                                                                                                              | Territory                                                                                                                       |
|-----|-----------------------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| 10  | Plastic Cluster 2025                    | Carvajal Empaques S.A.         | Consolidate long-term relationships with plastic processors of interest to us that will enable us to have, by 2030, circular economy certification to safeguard Carvajal Empaques’ portfolio and mitigate the impact of the tax on single-use plastics.                                                                              | Cali, Valle del Cauca                                                                                                           |
| 11  | Icetex-ICBF Fund - Diploma Program 2025 | ICETEX-ICBF Fund               | Link to the Technical Proposal submitted under File No. 6786649 In-Service Training Line (Update). Inter-administrative Agreement 01018542023 - 2023-0904 of 2023 ICBF – ICETEX. - Human Lactation and Complementary Feeding Program – Valle del Cauca.                                                                              | Valle del Cauca (Buenaventura, Cali, Cartago, Roldanillo, Sevilla), Risaralda (Mistrato, Pereira, Pueblo Rico), Chocó (Quibdó ) |
| 12  | Working Together United Way 2024        | F. United Way Colombia         | Strengthen the capacities of the educational communities in the schools in Villagorgona, El Carmelo, El Vínculo, and Ginebra through vocational training and healthy eating, as well as the development of technical skills and healthy nutritional habits in the aforementioned communities.                                        | Villagorgona, El Vínculo, and Ginebra, Valle del Cauca                                                                          |
| 13  | Meals with a Purpose: My Healthy Plate  | United Way Colombia Foundation | Strengthen the educational community of elementary schools at the El Guabito Educational Institution (IEO) in the municipality of Ginebra and the El Vínculo Educational Institution (IEO) in the municipality of Buga through a strategy that integrates curriculum plans, screening sessions, and the promotion of healthy eating. | El Guabito, municipality of Ginebra. The Municipal link of Buga                                                                 |
| 14  | Global Classroom Jesuit Mission 2024    | Jesuit Mission of Germany      | Grant a donation of EUR 15,000 to project COL 05705 Quality Education in the Aguablanca District 24/25.                                                                                                                                                                                                                              | Cali, Valle del Cauca                                                                                                           |



| No. | Program/Project Name                | Partner/Ally                                                                                                                                                                                                                                                            | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Territory                                                                                             |
|-----|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| 15  | Educational Quality Alliance        | Corpoeducación Tecnoquímicas                                                                                                                                                                                                                                            | Grant a non-exclusive and non-transferable license for the use of the materials and platforms associated with the programs , Aula Global-Noveno , to CORPOEDUCACIÓN for implementation in six targeted educational institutions located in the municipalities of Obando, Ansermanuevo, Toro, Guacarí, Cerrito, and Candelaria, all of the above located in the department of Valle del Cauca, with the aim of contributing to the improvement of educational quality for up to 400 students and 30 teachers. | Municipalities of Obando, Ansermanuevo, Toro, Guacarí, Cerrito, Candelaria, Valle del Cauca           |
| 16  | AECID BUENAVENTURA                  | Fundación del Valle                                                                                                                                                                                                                                                     | Closing the Gap for Equality: Capacity Building Among Vulnerable Groups for the Economic Revitalization of Buenaventura.                                                                                                                                                                                                                                                                                                                                                                                     | Buenaventura, Valle del Cauca                                                                         |
| 17  | Educational Quality Alliance        | Tecnoquímicas S.A.                                                                                                                                                                                                                                                      | Combining technical and economic efforts to help reduce learning poverty in Cali by improving academic achievement and educational trajectories among elementary and secondary school students.                                                                                                                                                                                                                                                                                                              | Cali, Valle del Cauca                                                                                 |
| 18  | CARGILL Social Intervention Phase 5 | CAF América                                                                                                                                                                                                                                                             | Strengthen the social fabric of communities surrounding Cargill's operations in Colombia by building trust and developing methodologies to enhance community management, productive inclusion, and comprehensive development in Valle del Cauca, Bolívar, and Santander.                                                                                                                                                                                                                                     | Valle (Candelaria, Buga, Ginebra), Santander (Santos, Zapatoca, Río negro, Girón), Bolívar (Arjona)   |
| 19  | Juntos Aprendemos Partners          | Agency for International Development/ USAID/Colombia, Partners of the Americas, Proantioquia, Parque Explora, Fundación Carvajal                                                                                                                                        | Implement the Together We Learn Program, aimed at strengthening the Colombian education system to provide quality, inclusive, and sustainable education to children and adolescents in communities affected by migration.                                                                                                                                                                                                                                                                                    | Barranquilla, Bogotá D.C., Bucaramanga, Cali, Cartagena, Cúcuta, Medellín, Riohacha, and Santa Marta. |
| 20  | Activa Buenaventura                 | Agency for International Development - USAID/Colombia, Fundación Corona, Movilizadorio, Gases de Occidente, International Republican Institute, Ford Foundation, Sociedad Portuaria de Buenaventura, ProPacífico, Instituto de Política Abierta, and Fundación Carvajal | To create conditions conducive to democratic governance through three strategies: collective leadership, public policy advocacy, and open government.                                                                                                                                                                                                                                                                                                                                                        | Buenaventura, Valle del Cauca                                                                         |



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