

Sustainability Report 2010



FUNDACIÓN
SALDARRIAGA CONCHA



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Letter from the Director



Today more than ever it is an ethical and moral duty for all organizations to be open and transparent before their various stakeholders about the management, decision-making and actions that they undertakes, independently of their reasons, and we as foundations and NGOs cannot be indifferent to this requirement.

Considering that Colombia has one of the highest degrees of inequality in the world, we as organizations of the social sector have the responsibility to question ourselves about the impact that we are having on the social reality of the Country and to look in an integral manner at the sustainability of our interventions.

Thus, this exercise demands that we start to combine different dimensions of the sustainable development with a sound management of our accountability processes and the presentation of the results of our governance; and that in turn, we go beyond our achievements in terms of our mission to be able to explain our work in all areas: financial, governance, decision-making, communications, internal management, and the impact of our interventions, objectives and strategy; in a responsible, clear and simple manner.

In response to this requirement we have assumed the challenge, as a foundation, of looking at ourselves in light of the indicators and the methodology of the Global Reporting Initiative (GRI), which illustrates in a balanced way our performance as an organization in the economic, social and environmental areas; to which we have incorporated the GRI supplementary indicators for NGOs which were developed last

year thanks to the multi-sectoral work carried out by NGOs volunteers, the entrepreneurial sector and the academics, which stems from an initiative of transparency and accountability of the signatories of the Letter of Responsibility of International NGOs (INGO).

Referring to the aforementioned Letter, I would like to share with you some important commitments that are described therein and which have special importance when performing our accountability exercise that invites us to work and to think as an organized and interdependent sector where our social organizations can generate a collective impact through which all of us win if:

- We identify and define principles, policies and common practices.
- We increase our transparency and responsibility at the internal and external levels.
- We promote our contacts with our stakeholders.
- We improve our performance and effectiveness as organizations.

As a direct reference to our achievements and opportunities to improve in each of the dimensions addressed in this Report, I would like

to point out that in financial terms, we invested an additional 25% of our resources compared to last year's investment, in new initiatives and in the strengthening our programs. In this respect and due to our work scheme in which the investment in our projects has 2-year budgetary validity terms, the approved amount for the investment for the 2010-2011 term totaled \$13,709,300,000, of which we committed \$7,255,909,000 in the year 2010.

In 2010 we managed to engage 16 new partners to our projects, which added resources and efforts totaling 8,039,301,000: \$ 3,925,094,000 in cash and 4,114,207,000 in kind.

On the other hand, and with respect to the environmental dimension, as a foundation we are committed with the environment, and although most of the GRI indicators are not relevant to an organization like ours, we gave special attention to the optimization and good use of resources such as paper, water and energy, based on the minimum green office principles. However, in order to go a little further into this matter, we are interested in being more conscious of a responsible consumption by acquiring environment-friendly products; and by including this issue in the contracts that we sign with suppliers and operators. Likewise, we want to

start integrating this subject in the development of our mission through the formulation of initiatives that involve and benefit our populations.

With respect to our social performance, I would like to draw particular attention to the significant progress that we made last year on the management of the human resources of our organization through the identification of great opportunities of improvement in the internal communication of the organization and in other aspects, and through the application of performance and organizational climate assessments. Likewise, we elaborated Codes of Ethics and Good Governance in order to guarantee the transparency of our various work processes and relations with different groups, and to avoid conflicts of interest at all levels. For the year 2011 we foresee important challenges in the consolidation of our follow-up, monitoring and impact assessment systems of the projects.

With regard to the management of our mission, we defined the execution of eight programs which include 39 projects that were developed in 2010 and which aim at the goals of inclusion of our population.

Finally, I would like to emphasize that the experience of elaborating

this first Sustainability Report of the *Fundación Saldarriaga Concha* using the GRI Methodology, regarding each of the aforementioned aspects, has been very enriching because, on the one hand, it has made us think as a social enterprise that makes evaluations in an integral manner; and on the other, it has reinforced our team work values as it involved in its elaboration members from all areas of the Foundation.

Today I can say that we now have an important management tool that will enable us to measure and compare the fulfillment of the goals and challenges that we propose to achieve year after year; but above all, that it commits us to accept and respect those principles of transparency and accountability that as civil society organizations we demand from others.

Soraya Montoya
Executive Director

Presentation

In the *Fundación Saldarriaga Concha* (the Foundation) we have assumed the challenge of communicating our sustainable management using the GRI methodology, thus being pioneers in the development of this type of report within the nongovernmental sector of the Country.



The sustainability report is, more than a tool of communication, a management tool, and therefore it constitutes a fundamental contribution for the implementation of sustainability models for the organizations independently from the sector or industry in which they are operating. The decision to report shows a genuine interest in favor of transparency and the accountability with respect to the different stakeholders, and imposes on the organization the challenge of communicating the material aspects of its management under ethical principles.

Within this scenario, in the *Fundación Saldarriaga Concha* we have assumed the challenge of communicating our sustainable management using the GRI methodology, thus being pioneers in the development of this type of reports within the nongovernmental sector of the Country, and one of the first organizations to implement the GRI supplement for NGOs published in the first semester of 2010.

After elaborating this Report and in accord with the classification levels defined by the GRI, we as a foundation self-declare our first version of the Level B Sustainability Report. Although we believe that we comply with the requirements and have enough indicators to qualify in the Level A classification, we have assumed the Level B classification, considering that since this is the first year that we use this methodology, we still have many things to learn, and see this as an opportunity to incorporate elements in future reports that will improve our sustainable management and will in turn enable us to advance in our GRI classification.

About the Report

This first sustainability report of the *Fundación Saldarriaga Concha* presents the actions that were carried out during the year 2010 and the results thereof, with a perspective of continuous improvement and growth.

This first sustainability report the *Fundación Saldarriaga Concha* presents the actions carried out during the year 2010 and the results thereof, with a perspective of continuous improvement and growth. Hence, and being aware that the level of demand and strictness that is imposed by this type of accountability is established on a long term basis, we commit ourselves to continue this effort in the coming years and to elaborate this Report on a yearly basis.

Aspects related to the content, organization and structure of the presentation of the information contained in this Report follow the guidelines and standards that have been proposed by the G3 Guidelines of the GRI. We have also specifically incorporated the guidelines and standards included in the NGOs Sector supplement published last October by the Global Reporting Initiative. Likewise, we have paid great attention to the quality principle, which is achieved through the search for balance, accuracy, clarity, reliability and verification.

Similarly, the principles of content have received special attention in order to guarantee the appropriateness, completeness and relevance of the topics and indicators that play a strategic role in the decisions that are made regarding the direction of the Foundation activities.

In this regard, and in order to obtain reliable and measurable information for the elaboration of this Report, we constituted a group with people from the different areas of the Foundation, who based on their knowledge and experience can contribute in the selection of indicators

that apply to us as an organization, taking into account the mechanisms that we have to verify them, including: financial statements, performance assessments of the team members, feedback surveys and operators reports; follow-up of the mission, human, administrative and financial management, through a set of indicators that we have designed for such purpose.

As a control entity that guarantees transparency in the management of the organization, we have contracted the services of the Price Waterhouse Coopers statutory auditors as well as the services of an external audit firm that evaluates the internal control system and compliance of the policies and procedures that have been set forth by the Foundation throughout its value chain. These two companies report directly to the Board of Directors, and also provide recommendations for improving the processes and maintaining internal control system.

GRI

Aspects related to the content, organization and the presentation structure of the information contained in this Report are based on the guidelines and principles proposed in the GRI G3 Guide. We have specifically incorporated the standards and indicators of the NGO Sector Supplement published last October.

About us

We want to improve the living conditions and favor the participation and social inclusion opportunities of the Country's disabled persons and older adults



OUR HISTORY

The *Fundación Saldarriaga Concha* was created in the year 1973 by the Entrepreneur Alfredo Saldana del Valle, his wife Elvira Concha, and his son Ignacio, who donated their properties to integrate the initial capital of the Foundation in order to improve the living conditions and favor the participation and social inclusion opportunities of the disabled persons and older adults of the Country.

For several years our investment was channeled through donations for projects that were submitted by various organizations. After evaluating them we determined the amount of money that would be delivered. For this reason we assumed the character of a second-tier or cooperation entity. However, after thirty eight years of existence, with the evolution of the social investment tendencies at the global level and as a result of our own development as an organization, we changed the way in which we invest our resources, integrating to the economic contribution components of technical support and project management as well as strengthening components, seeking to create capacities in the organizations as well as in the people with whom we work.

Consistent with this change, we went from a donations approach to a strategic social investment approach, and the organizations that had been traditionally recipients of our donations became operators of the strategies in which we invest, which also changed the Donor-Donee relationship into an Investor-Operator relationship, acknowledging in this manner the experience and professionalism of these entities, and their ability to commit and produce results.

WHAT WE DO

We are an organization that was created to improve the living conditions and favor the participation and social inclusion opportunities of disabled persons and older adults of the Country. To this end, we design projects and initiatives that are framed within the programs that constitute our work axis and which aim at:

- The educational inclusion of girls, boys and young disabled persons.
- The productive and labor inclusion of older adults and disabled persons.
- The strengthening of organizations and the community.
- The management and transfer of knowledge related to the disability and old age.

We work in alliance with public and private institutions and organizations (from Colombia and abroad) and due to our character as a second-tier institution, the projects we promote are executed by external operators that are coordinated and mentored by the Foundation.

Since last year we implemented a system to follow-up and assess the impact of projects in terms of: the transformations that occurs in the quality of life of our beneficiaries, the development of local capacities in public and private entities and actors that are critical to the inclusion processes, and the generation of knowledge and a workforce that is trained through our projects.

On the other hand, we give relevance to the building of capacities and the generation of knowledge. Examples of these aspects are the projects that we have undertaken

for the institutional strengthening of organizations and for the generating knowledge and training tools such as models, diploma courses, materials and publications that are generated from the execution of our projects, and which enable the collection of knowledge and experience and facilitate the replication or expansion of these initiatives.



A COMMON PURPOSE

To guarantee the effective inclusion of disabled persons, we seek to engage the society as a whole, and therefore, we work with families, the educational community, local governments, entrepreneurs, the Church and the National Government.

Social Investment Programs 2010-2011

Educational inclusion

- Educational inclusion in early childhood
- Educational Inclusion in primary and middle school
- Educational inclusion in higher education

Employment and productivity

- Support of Productivity and entrepreneurship
- Access to employment and use of free time

Institutional and community strengthening

- Institutional and community strengthening of disabled persons
- Institutional and community strengthening of older adults

Management and mobilization of knowledge

Strategic Framework

We redefined processes structure, establishing policies and procedures that determine the active participation of all the members of the organization and clarify their roles, in order to give greater flexibility and clarity to our integral management

In 2009 we conducted a strategic review exercise in which we updated the Foundation's mission, vision and strategic objectives for 2013, and established objectives at the level of our customers, at the working team level, and at the level of the internal processes and of our Financial performance.

In the years 2009 and 2010, we redefined our processes structure, establishing policies and procedures that determine the active participation of all the members of the organization and clarify their roles, in order to give a greater flexibility and clarity to our integral management. The defined processes map is shown in the following page.



>>> Young Project Beneficiaries (*Fundación Fedar*)

Strengthening and consolidation strategy

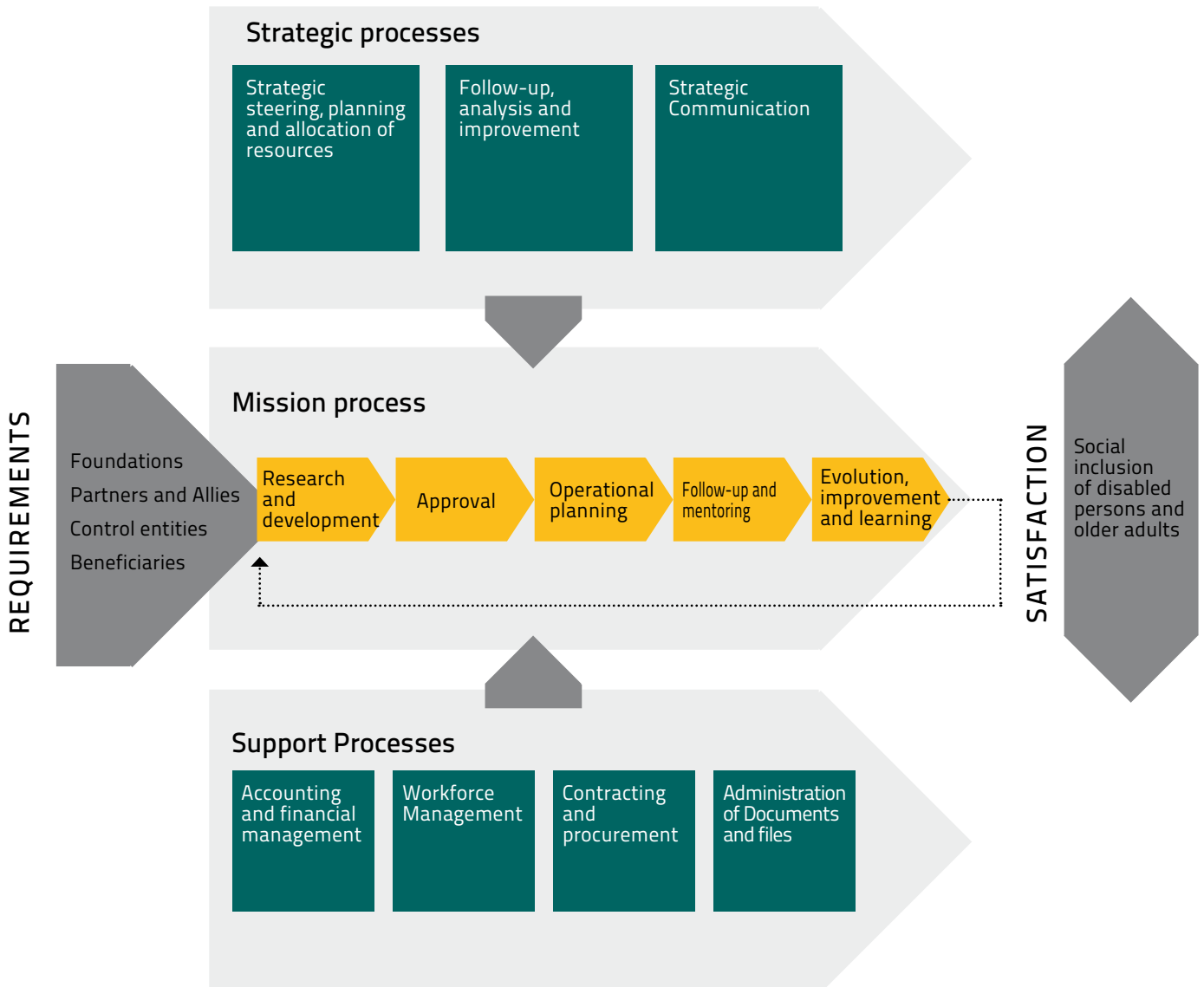
Our strategy for strengthening and consolidating processes has been developed in two fronts:

1. **Mission Processes:** Through the structuring the research, development, planning, formulation, mentoring, follow-up, monitoring, assessment and continuous improvement processes, we have established lines of intervention in the educational inclusion, labor inclusion, support of entrepreneurships and productive initiatives, which are enriched dynamically, incorporate good practices of the sector and are aimed at improving the quality of projects and increasing the impact of the developed actions. Our interventions are measured in terms of beneficiaries, the generation of installed capacity and the management of knowledge.

Strategic Plan

In 2009 we established objectives at our customers level, our work team level, at the internal processes level and at our financial performance level.

Strategic processes map



2. **In the internal management processes:** We have incorporated some methodology elements such as the Balance Scorecard or the scorecard which support the management work and facilitate our follow-up and decision-making actions.

Labor Inclusion Model Through the Call Center >>>



VISION

In the year 2013, the *Fundación Saldarriaga Concha* will have positioned itself as a sound technical and financially entity due to its effectiveness in the pursuit of the social inclusion of the disabled and of older adults population; as a strategic partner of the public sector in the implementation of policies for such populations; and as an ally to the entities that are related to this topic.

MISSION

The *Fundación Saldarriaga Concha* seeks the sustainable social inclusion of the disabled and older adults population and their families through the mobilization of operating institutions, workforce, knowledge and economic resources as a contribution to the human development of the Country.

VALUES

Christian ethics. We are an organization that works within the context of Christian values.

The family. We believe that the family is the nucleus of society and as such, the foundation of the person and the priority of our work.

Solidarity. We contribute to the building of social processes with a spirit of collaboration, cooperation and service.

Respect. We know our own value and honor the value of others, accepting and understanding them as they are, with their own way of thinking and acting, even if it is different from ours.

Impartiality. We apply justice, righteousness and equity in the fulfillment of our purpose.

Transparency. We apply transparent processes based on honesty and respect towards the community. We fulfill our obligations with the State within the legal frameworks that have been established.

Quality in the management. We make a strict and effective use of resources in order to fulfill objectives in the agreed time and within the required quality level. We incorporate in each activity the best practices developed within and outside the Foundation.

Accountability. We assume the commitment of managing the resources with effectiveness and transparency, and we undertake to be accountable for their use and the impact of our programs.



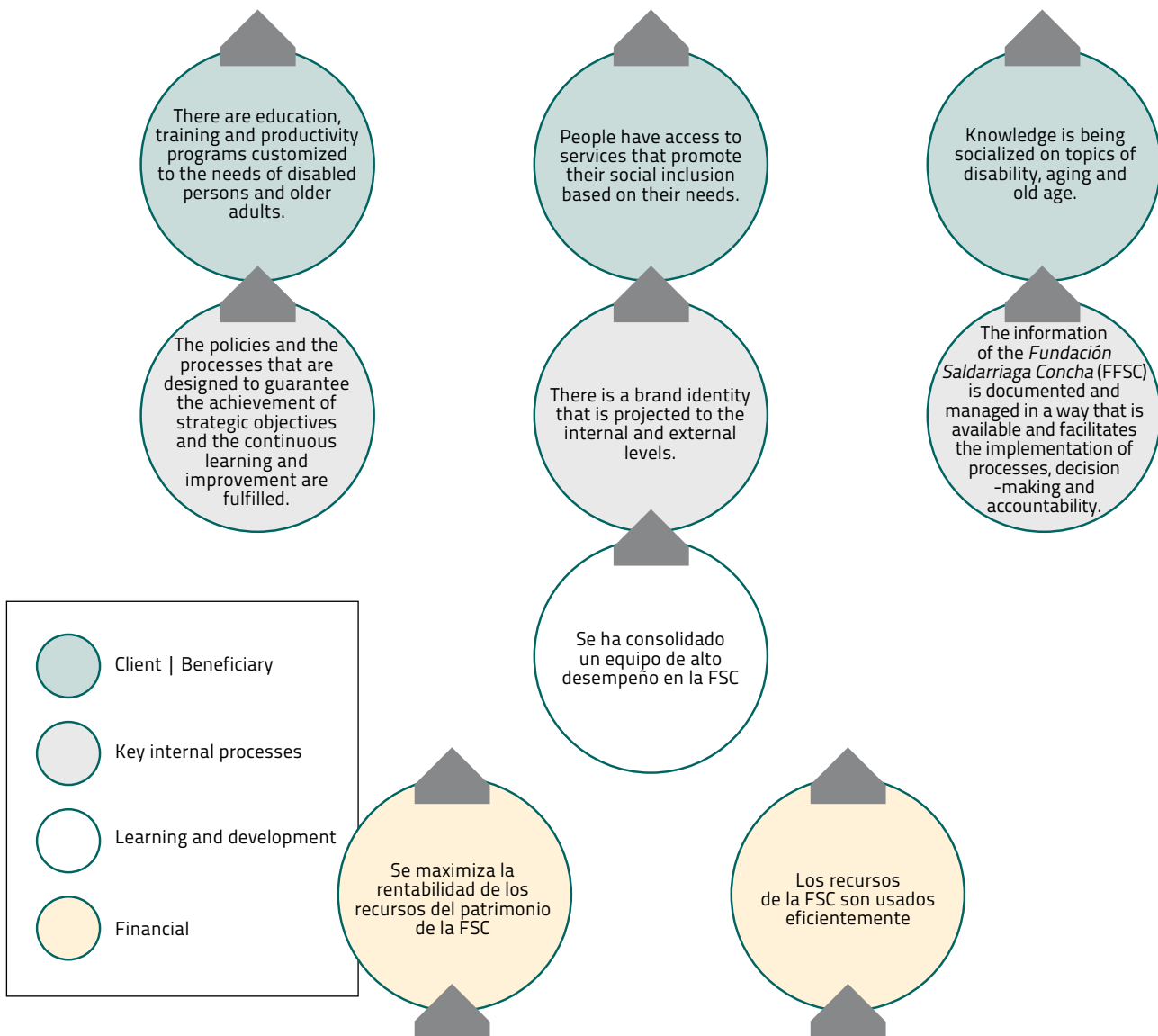
>>> Home Food-production Gardens Project

We know our own value and honor the value of others, accepting and understanding them as they are, with their own way of thinking and acting, even if it is different to ours

CORPORATIVE STRATEGY

Our strategy is developed from the objectives set forth for each of the dimensions of the organization. The map defined is as follows:

The social inclusion of disabled persons, elderly adults and their families has been increased



Social Inclusion: Participation in social opportunities with equal rights and duties (Health, education and productivity opportunities, and others.)

Transparency

We have several policies which guide our actions both in the mission process as well as in support processes, which seek to guarantee the transparency of our relations with partners, operators and suppliers

On the other hand, We have several policies which guide our actions both in the mission process as well as in support processes, which seek to guarantee the transparency of our relations with partners, operators and suppliers in the fulfillment of internal control principles.

Policy for the administration of investments: It establishes the destination of our revenues, our investors profile and the mechanisms and competences for following up on and evaluating our financial management.

Contracting and procurement policy: It establishes the guidelines that should be taken into account in all stages of the process, from contractual planning until the liquidation and closure of the contracts and/or agreements that we sign. The social investment contracting plan must be elaborated from programs and projects that have been approved by the Board of Directors and the Executive Directors, which must be consistent with our action plan and strategic guidelines.

There are intermediary controls for the contracting process, which state that:

- Agreements or contracts above ten (10) statutory monthly minimum wages shall be evaluated and approved by the Contracting Committee in force, and those of lower value are authorized by the Executive Director, upon the request of three quotations.
- Projects that exceed fifty (50) statutory monthly minimum wages shall be approved by the Board of Directors.
- The whole selection process of a third party involves a technical, financial and legal evaluation of the applicant and is governed by the provisions set forth for the selection of suppliers.
- All payments derived from signed contracts shall be made based on the reception in full satisfaction of a product or deliverable by the Foundation.
- Any contract or agreement shall comply with the current law, and incorporate clauses regarding the protection of the FSC's interests in case of default by third parties, and other applicable guarantees.

Human Resources Policy: It seeks to train and maintain a high-performance team that responds to the requirements of the organization and its surroundings. Among its strategic guidelines is the implementation of a model of competences in order to improve productivity and guarantee the compliance of the strategic objectives of the FSC. Additionally, it includes labor contracting parameters, organizational competences and specific competences specific to each workplace, career plans, organizational welfare policies, and performance assessments, among others.

Our human resources management program includes:



Selection of the required personnel by means of transparent processes that guarantee the compliance of the profile that is designed for each specific position.



Strategies in matters of assessment, management of results and measurement of competences, formation, training and development of personnel, which guarantee the suitability of personnel.

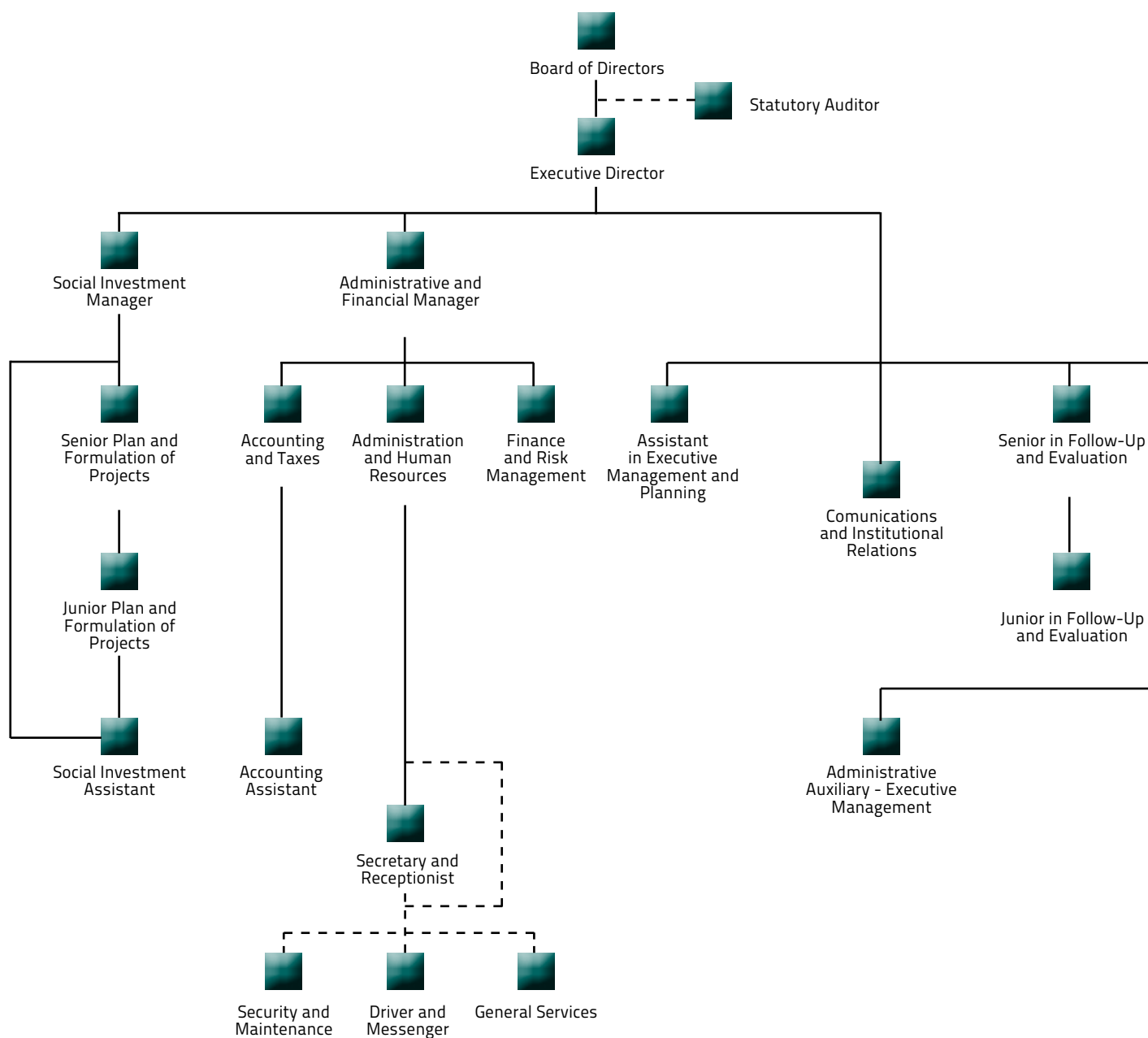


The accurate and opportune liquidation of salaries, benefits and other labor commitments, both for employees and for the surveillance entities.

Communications Policy: It defines some tools, actions and responsibilities by which each team member, partner, ally and operator must be a fundamental part of the internal and external communication processes, as well as of the adequate dissemination and visibility of the programs and projects that we carry out. In this policy, the different levels of interlocution in the mission process are established, as well as the obligations in terms of our populations' accessibility, which should have access to all the products and events that are carried out within the framework of our management.

ORGANIZATIONAL STRUCTURE

We operate within a structure that is composed of 19 persons that constitute the areas of Executive Management, Mission Management and Financial and Administrative Management. Additionally, we work with external consultants and coordinators who carry out the technical mentoring of projects and support the implementation of the same and the follow-up of our management mission.

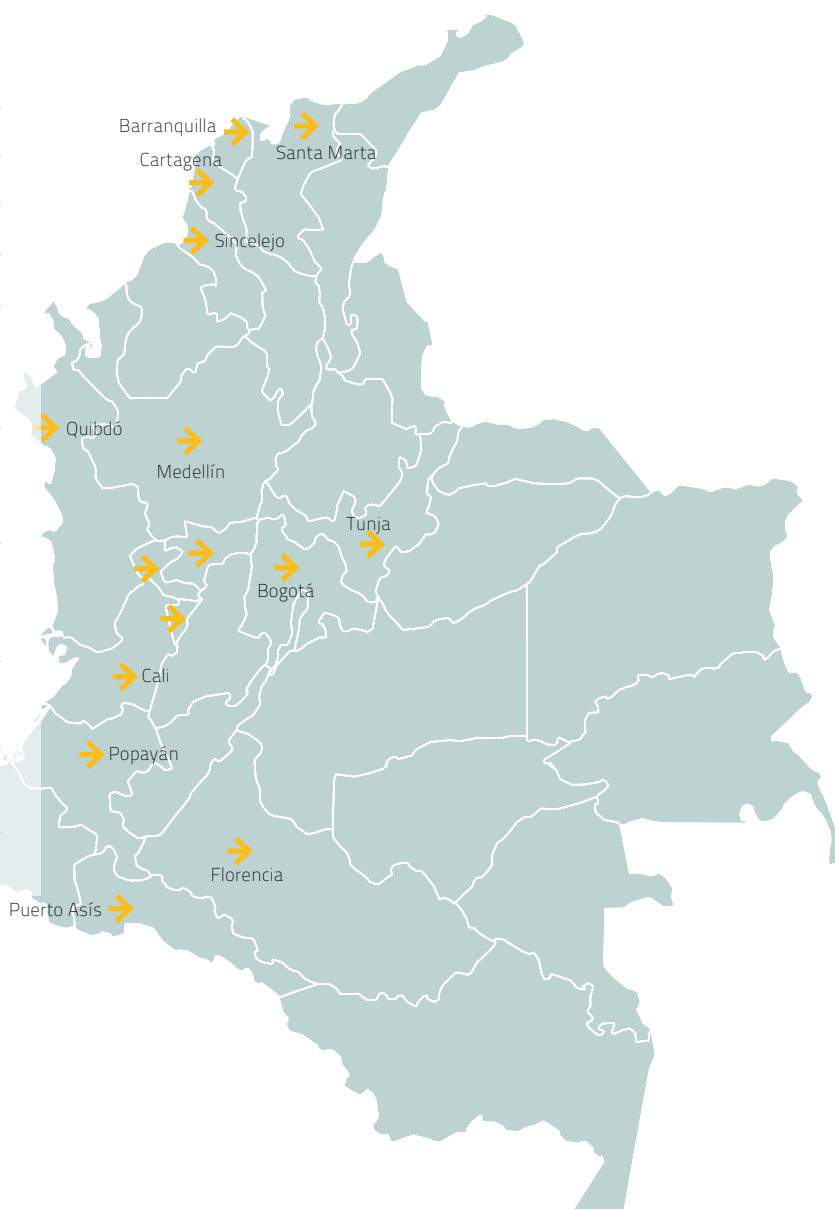


Acknowledgement

In the year 2008 we were nominated by the Ministry of Foreign Affairs as a candidate for Colombia for the United Nations Human Rights Prize, and in 2009 we were nominated for the Portfolio Prize in the category of Social Organizations

THE FSC IN FIGURES

No. of Programs	8
No. of Projects	39
Cities	18
Municipalities	175
Number of teachers trained	1.928
No. of boys, girls and young people benefitting from the teachers training	5.677
No. of older adults benefitting from our projects	25.537
No. of disabled persons (boys, girls, young people) benefitting from our projects	208.282
No. of families of disabled persons who are mentored	4.946
No. of agents and mediators trained to mentor families	935
Benefitted institutions	157



Execution and Contributions 2010

1. In cash

FSC.....	\$7.255.909.000
(validity 2010-2011)	
PARTNERS	\$3.925.094.000
TOTAL INVESTMENT IN \$.....	\$11.181.003.000

2. In kind

FSC.....	\$2.244'930.000
(2010)	
PARTNERS	\$4.114'207.000
TOTAL CONTRIBUTIONS IN KIND....	\$6.359'137.000

Corporate Governance

We invest resources in initiatives that are operated by other public or private organizations through which we seek to leave an installed capacity in order to build institutions and guarantee the sustainability of the results after we complete our participation in the project



Most of the Country's NGOs are first-tier organizations which implement projects directly with the community, whose resources come from donations, cooperation and fundraising. There are also private foundations which may result from the exercise of the social responsibility of companies, or which were created with the assets of wealthy families, as an act of philanthropy. They work in alliance with other foundations or cooperation organizations and may be second-tier organizations by providing resources and assistance for field projects of NGOs or for fixed projects when they are at the same executors of projects.

LEGAL NATURE AND STRUCTURE OF CORPORATE GOVERNANCE

We are a national second-tier non-governmental organization because we offer technical and economic cooperation as well mentoring support to institutions that provide services to the disabled population and older adults, and for the design of high social impact initiatives.

Although traditionally the term "second-tier" has been linked with the banking sector due the role it has played in channeling and investing for companies through credits in the social sector; in the social sector this figure is similar to a cooperation agency for development or to a multilateral organ. In Colombia, except for the international cooperation, there are very few national foundations of this nature, and the *Fundación Saldarriaga Concha* is one of them.

This is how we invest resources in initiatives that are operated by other public or private organizations through which we seek to leave an installed capacity in order to build institutions and guarantee the sustainability of the results after we end our participation in the project.

As stipulated in our Articles of Association, the FSC must be managed and administered by the Board of Directors, its President and Vice President and by the Executive Director. We have surveillance organs through the Statutory Auditor, the Mayor of Bogotá and the National Directorate of Taxes and Customs (DIAN).

THE BOARD OF DIRECTORS

Composition and Selection of its Members

Our Board of Directors is composed of nine members. Three lifetime members who were appointed by each of the FSC founders, as follows: The person acting as President of the corporation Inversiones Mundial S.A., of which we are shareholders; one member of the Concha family and another member designated by Ignacio Saldarriaga Concha. For the succession of the last two members, whose retirement will be effective at the age of 70 years old, it has been established that the member who will be succeeded must select a group of three candidates from which the Board of Directors will choose a replacement.



The six non-lifetime members shall retire at the age of 65 and will be selected from a list of candidates that is submitted by a firm of high reputation in the Country that is dedicated to the selection and recruitment of executives.

Our Board is composed by:

Roxana Segovia de Cabrales

Augusto Galán Sarmiento

Carlos Bernal Quintero

Ernesto Fajardo Pinto

Felipe Osorio Rodríguez

Fabio Tobón Londoño

José Vicente Pombo Concha

Mauricio Pardo Koppel

Luis Orlando Álvarez Betancur

Functions of the Board

The Board members meet on a monthly basis and receive a financial remuneration which is determined every year in accord with the Articles of Association. One of the main functions of the Board members it to study and approve the FSC's Strategic Plan, which is submitted by the Executive Board, and to follow-up on the execution of the Plan. They also define the profile and competences of the Executive Director; they appoint him/her, remove him/her freely, evaluate his/her performance and fix his/her remuneration.

They also study and approve the budget every year in accordance with the execution plan that is elaborated by the administration and led by the Executive Director. The Board members additionally review the operational and social results of the Foundation and the projects' periodic progress reports, and every year it defines the net surplus percentage that must be assigned for the development of our Foundation's object during each Fiscal Year.

Assessment and Follow-up

Board of Directors meetings are scheduled at the beginning of the year after defining an agenda of specific topics and areas, in order to follow-up on the execution of projects and on the financial management throughout the year and not only at the end of the year.

As part of its continuous improvement process, and in order to identify opportunities for strengthening its members, the Board of Directors conducts every year an assessment and rating of each one of its members. In 2010, the firm Heidrick & Struggles submitted the final report of the study on the effectiveness of the Board of Directors and the assessment of its members. The actual performance of the governing body was taken into consideration and priorities were established for its better development. The Chairman of the Board was made responsible for the implementation and follow-up of the recommendations identified by the consulting firm.

Similarly it was established that one of the consultants of the firm will meet with each member to present the individual report of the assessment that was conducted, based on his/her respective competences and strengths, as well as recommendations for strengthening the individual participation in benefit of the performance of this organ.

EXECUTIVE MANAGEMENT

The Executive Management, as legal representative of the Foundation, has among other functions, the responsibility of selecting the personnel of the Foundation, formulating the FSC's plans and strategies, submitting them to the Board for approval, and guaranteeing the execution of the same according to the guidelines of the Board. It additionally has the responsibility of preparing, analyzing, studying and sharing the information necessary in order for the Board Members to perform their duties properly.

The process for denominating the Executive Director will be carried out by a selection firm which will present to the Board of Directors a group of candidates that meet the defined profile for its respective selection. Also, it is established in the Articles of Association that the Board or Directors will be responsible for assessing periodically the Executive Director's performance and defining his/her career plan.



CODES WHICH DIRECT OUR MANAGEMENT

As a Foundation we strongly believe in the defense of the highest standards of ethical behavior, and we expect that each and all of the employees, directors, allies, suppliers, contractors and collaborators develop their activities in such a way that they comply with the ethical good governance principles that guide us, based on transparency, honesty and equity.

Code of Ethics

Last year we submitted our Code of Ethics, a guidance document which seeks to guarantee the transparency of our different work processes and to avoid conflicts of interest at all levels, which establishes guidelines on competence and authority in the organization, management of confidential information, proper use of resources, relations with authorities and suppliers, and political activities, among others.

This Code of Ethics is based on the strategic objectives, the mission and the values that govern us, and through it we seek to advance in the construction and strengthening of a culture of ethics and service that guides relations with directors, employees, consultants, governmental entities, authorities, suppliers, operators, contractors and other stakeholders, whom we invite to become familiar with and apply this publication by e-mail and its publication on our website.

We have an Ethics and Good Governance Committee which is responsible for ensuring compliance with the provisions of this Code, investigating and taking corrective actions in case of any violation of the same. Any suspicion of any violation or any fact that raises doubts or concerns in light of the Code, shall be reported to this Committee opportunely.

Code of Good Governance

The Code of Good Governance was created and approved by the Board of Directors and compiles the principles, policies, rules and values that guide our actions on the principle of good faith, guaranteeing that all of its actions comply with them.

This Code contains general provisions of performance, of mandatory compliance, rules related to Conflicts of Interest, policies on administrative and financial control, and regulations on the management of donations and information, provisions related to the training and functions of the Ethics and Good Governance Committee, the organ responsible for monitoring the compliance of the Code and for defining the sanctions of the violation of the Code.

The Board of Directors is empowered to take actions aimed at remedying any actions of the Administration or of any of the persons who constitute it when they violate the provisions of the Code of Good Governance and deviate from what is ethically and legally valid.

INSTRUMENTS ESTABLISHED FOR DETECTING AND PREVENTING CORRUPTION

When any abnormality or violation of the Code of Ethics or Good Governance is detected, a committee, constituted, in the case of the Board of Directors and the Executive Management, by three of its members, including two lifetime members; and in the case of the rest of the employees of the entity, by the Executive Director, the Administrative and Financial Manager and the person responsible for the Human Resources of the Foundation, will be responsible for investigating and enforcing the corresponding sanctions.

Dialogue with Stakeholders

We are aware of the importance and influence of stakeholders in our organizational management; therefore, and for the success of our projects, we seek to build good relations with the organizations and beneficiaries



OUR STAKEHOLDERS

In the Foundation we are aware of the importance and influence of stakeholders in our organizational management; therefore, and for the sake of the success of our projects, we seek to build good relations with the organizations and beneficiaries. Therefore, and in order to achieve the success of our projects, we seek to build good relations with the organizations and beneficiaries, since as we commit ourselves and commit these groups, the work we execute is legitimized and enhanced, and social networks are managed, which facilitate the viability and support for projects and thereby promote their sustainability.

On the other hand, by maintaining the active participation of our different stakeholders, we generate value for all our entire operation.

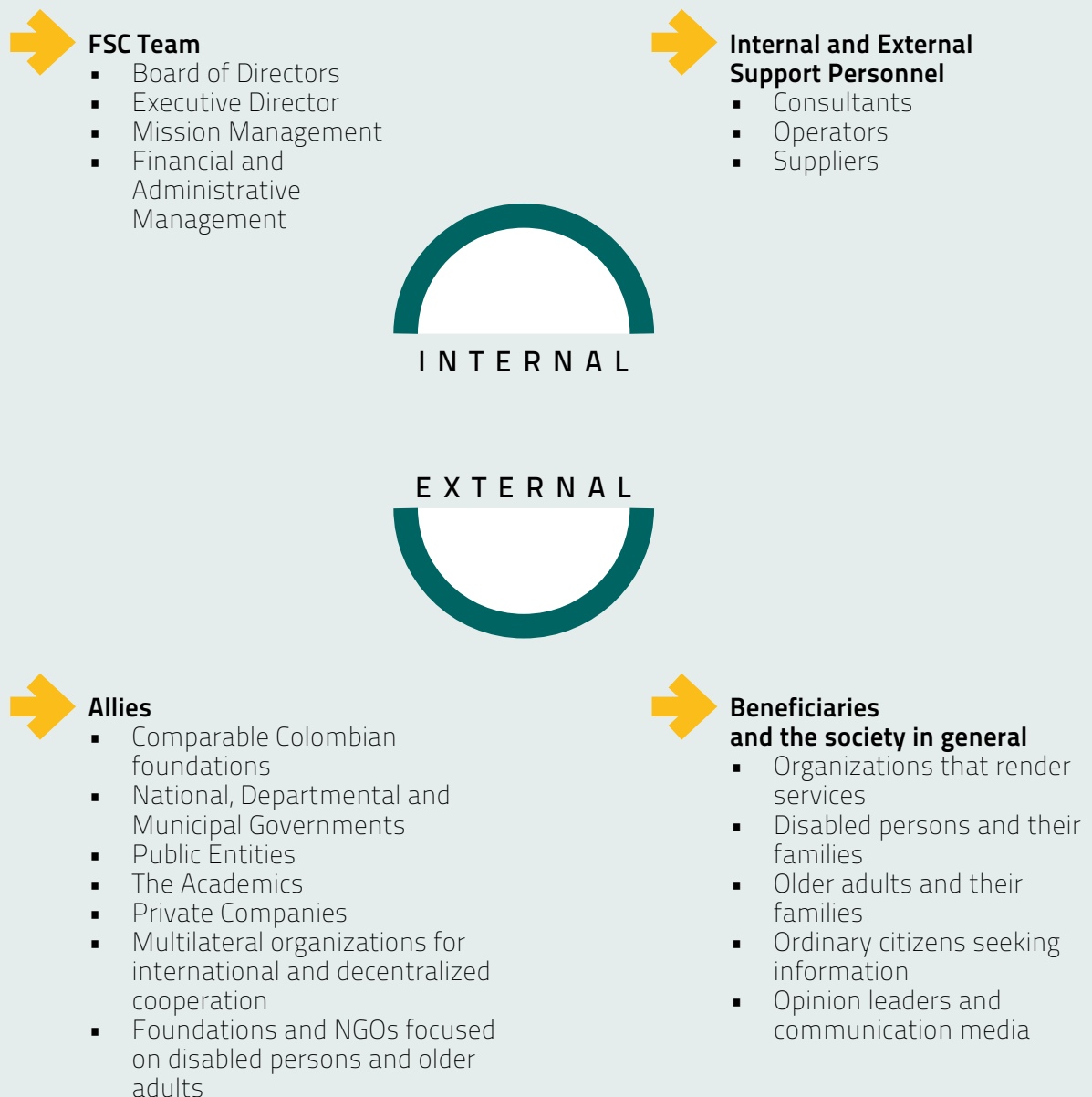
Understanding Stakeholders as being all those actors that are engaged or influence on any type of work we develop, we have identified direct and indirect stakeholders since some are involved directly in our projects and others are indirectly affected by our operation.

Our beneficiary population (disabled persons, older adults and their families), consultants, operators, the Board of Directors and the partners or allies of the FSC constitute the direct stakeholders; while the Civil Society, the Government, the Academics and the social investors constitute the indirect stakeholders.

From our nature and way of working, we define the following stakeholders map at the internal and external levels:

Stakeholders:

All those actors that are linked or influence in any way the work that we carry out





<<< www.saldarriagaconcha.org

DIALOGUE STRUCTURE AND COMMUNICATION CHANNELS

Day by day, communications have become an essential part of the projects' good development and success. In the social sector, and very specifically in the case of our institutions that make strategic social investments, it is essential that our institutional projection promotes the achievement of the management objectives. In this regard, our communications have been designed as a tool that is a the service of the programs in order to:

- Position topics related to the disability, aging and old age within society.
- Be a formulator and creator of networks.
- Create synergies and leverage technical and financial resources for the projects
- Succeed in getting more institutions involved in our projects (with knowledge and financial resources).
- Work in alliance with the public sector.
- Consolidate our reputation.



Team

- Team meetings
- Managers Committee
- Contracting Committee
- Information System
- Email
- Google Sites
- Notice Board
- Visits to projects

Board of Directors

- Board of Directors Meetings
- Board of Directors Minutes
- Periodic follow-up reports
- Visits to projects
- Email
- Virtual bulletins
- Annual Report
- Visits to projects

Operating Consultants

- Planning and follow-up meetings (presential and virtual)
- Project Initiation Committees
- Technical Committees and Follow-up Committees for Initiatives
- Email
- Virtual bulletins
- Website
- Annual Report
- Documents and publications
- Visits to projects

Suppliers

- Email
- Telephone and presential follow-up
- Letters and written communications
- Website
- Annual Report
- Contracting and Procurement Policies
- Invitations FSC events
- Visits to projects

Alliances

We are part of various instances of participation and social to which we have contributed our knowledge and resources so that they can carry out their research and execute their projects with a focus on inclusion

Allies

- Planning meetings and for the elaboration of the logical framework
- Project Initiation Committees
- Technical Committees and Follow-up Committees for Projects
- Email
- Virtual bulletins
- Website
- Annual Report
- Documents and publications
- Invitations to virtual and presential events of the FSC

Beneficiaries (organizations and individuals)

- Surveys
- Focus Groups
- Website
- Virtual bulletins
- Annual Report
- Social networks (Facebook, Twitter, YouTube)
- Invitations to virtual and presential events of the FSC

Society in general

- Website
- Virtual bulletins
- Social networks (Facebook, Twitter, YouTube)
- Dissemination of reports and publications
- Invitations to virtual and presential events of the FSC
- Participation in the Internet portal "Colombia Incluyente.org"

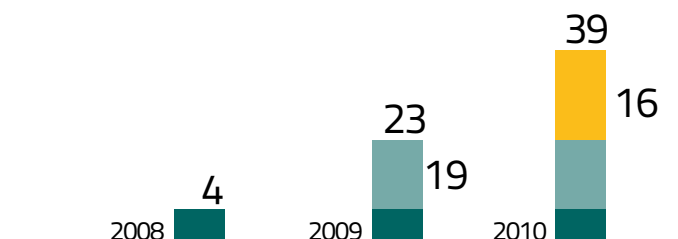
ALLIANCES AND TEAMWORK

Our work is based primarily on the management of alliances; therefore, we seek partners and allies for our projects and are also interested in joining existing projects to which we can integrate the topics related to the older adults and disability. In this framework we are part of various instances of participation and social control to which we have contributed our knowledge and resources so that they can carry out their research and execute their projects with a focus on inclusion. Among those alliances are the following: *la Alianza por la Primera Infancia en Bogotá*, *Education, Compromiso de Todos*, *Así Vamos en Salud* and *Colombia Líder*, and the *Premio Compartir al Maestro*.

Likewise, we are part of the Board of Directors of the *Centro de Gestión Hospitalaria*, *el Instituto Franklin Delano Roosevelt*, *la Asociación de Empresarios de Chía*, and *la Fundación Semana*; and we are permanent guests of the Board of Directors of the *ECCOS Contact Center*. We also belong to the *Asociación de Fundaciones Empresariales (AFE)*, to the *Confederación Colombiana de ONGs* and to the alliance that constitutes the web portal www.colombiaincluyente.org.

Management of Alliances 2008-2010

Total partners per year



Allies and Operators 2010



Inclusive Education

Public Sector

- Ministry of National Education
- Medellín Major's Office: Programa Buen Comienzo
- Secretariat of Education of Bogotá
- Secretariat of Education of Cundinamarca
- Secretariat of Education of Cali
- District Secretariat of Social Integration (Bogotá)
- Colombian Institute of Technical Studies Abroad - ICETEX
- *Colombian Institute of Family Welfare* (ICBF)
- National Learning Service - SENA

International Organizations

- United Nations Children Fund - UNICEF
- Organization of Iberoamerican States - OEI
- United Nations Educational, Scientific and Cultural Organization - UNESCO
- International Inclusion

Foundations and Analogous Entities

- *Fundación Carolina*
- *Fulbright Colombia*
- *Fundación Carulla*
- *Fundación Compartir*
- *Fundación Batuta*

Private Entities:

- *Alianza Education, Compromiso de Todos*
- *Mapfre*
- *Asdown*
- *Instituto Tobías Emmanuel*
- Agreement for the Early Childhood in Bogotá: *Fundación Éxito, Fundación Restrepo Barco, Fundación Carulla, Fundación Centro Internacional de Education y Desarrollo Humano (CINDE), The Save the Children Foundation, Visión Mundial Internacional*
- Allied Institutions in favor of the Education in Bogotá: *Fundación Avante, Corporación Síndrome de Down, Fundación ICAL, Fundación Ideas Día a Día, Fundación Cepytiñ, Aconiño.*

The Academics

- *Universidad Nacional*
- *Universidad del Valle*
- *Universidad Tecnológica del Chocó*
- *Universidad del Magdalena*
- *Universidad Tecnológica de Antioquia*
- *Universidad Católica del Norte*
- *Icesi*

Employment and Productivity

Public Sector

- Ministry of Social Protection – Deputy Minister of Labor Affairs
- National Learning Service – SENA
- Social Action – Food Security Network (RESA) and International Cooperation Department
- Mayor's Office of Cartagena

International Organizations

- Inter-American Development Bank (IDB) – FOMIN

Foundations and Analogous Entities

Granfundación
Fundación Corona
Fundación Restrepo Barco
Fundación Diego y Lía
Fundación Semana
Fundación Ser
Fundación Quindiana

Foundations and Analogous Entities

- Corporación ECCOS
- Corporación Ventures
- Partners of the Productivity Pact (Cafam, Comfenalco, Comfandi, Comfamiliar, Andi, Acopi, Fenalco Confecámaras)
- Fondo Interactuar

Churches

- Pastoral Social Cáritas La Dorada
- Corporación Diocesana

Institutional and Community Strengthening

Public Sector

- Ministry of Social Protection
- Colombian Institute of Family Welfare (ICBF)
- Social Action
- Municipality of Medellín
- District of Cartagena

International Organizations

- International Organization for Migration – IOM
– The British Embassy

Foundations and Analogous Entities

Fundación Éxito
Fundación Fraternidad Medellín
Fundación Grupo Nacional de Chocolates
Red de Liliane Fonds Colombia
Fundación Forum Nacional por Colombia
Centro de Formación Empresarial Fundación Mario Santodomingo

Private Entities

- Colombia Líder (Revista Semana, UNDP, FESCOL, Fedesarrollo, Fundación Restrepo Barco, RCN Televisión, RCN Radio)

Churches

- Conferencia Episcopal Colombiana
- Pastoral de la Primera Infancia y Pastoral de la Familia

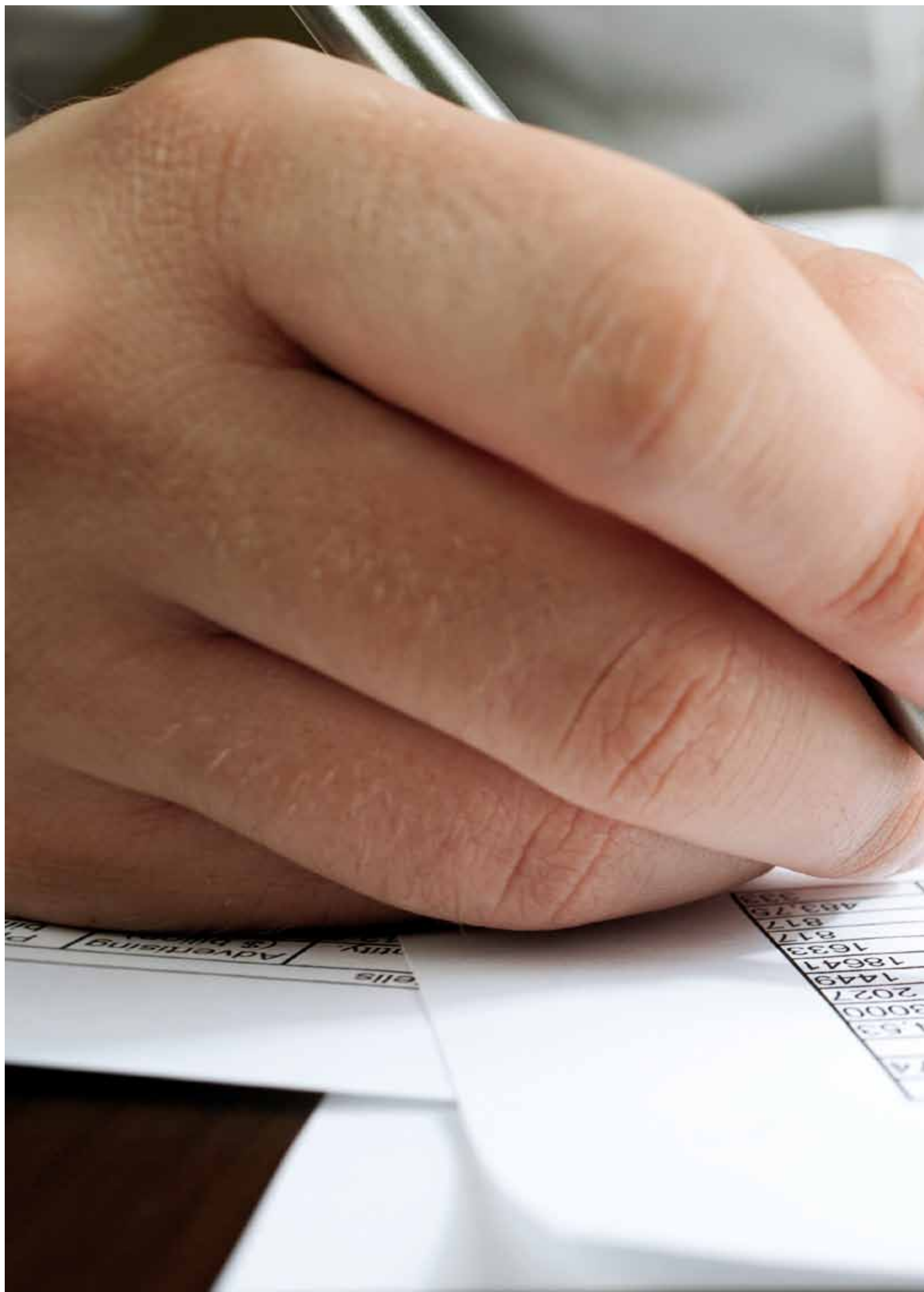
The Academics

- Universidad Nacional
- Universidad de los Andes: Facultad de Administración de Empresas and Program PAIS
- Universidad del Cauca
- Universidad Tecnológica de Bolívar
- Universidad Eafit
- Uniamazonía
- Universidad Tecnológica del Chocó
- Universidad Tecnológica and Pedagógica de Tunja

Management and mobilization of knowledge

Private entities

- Compensar
- Agencia Pandi
- Laboratorios Black Velvet
- Radio Revistas de la Familia
- Caracol Social

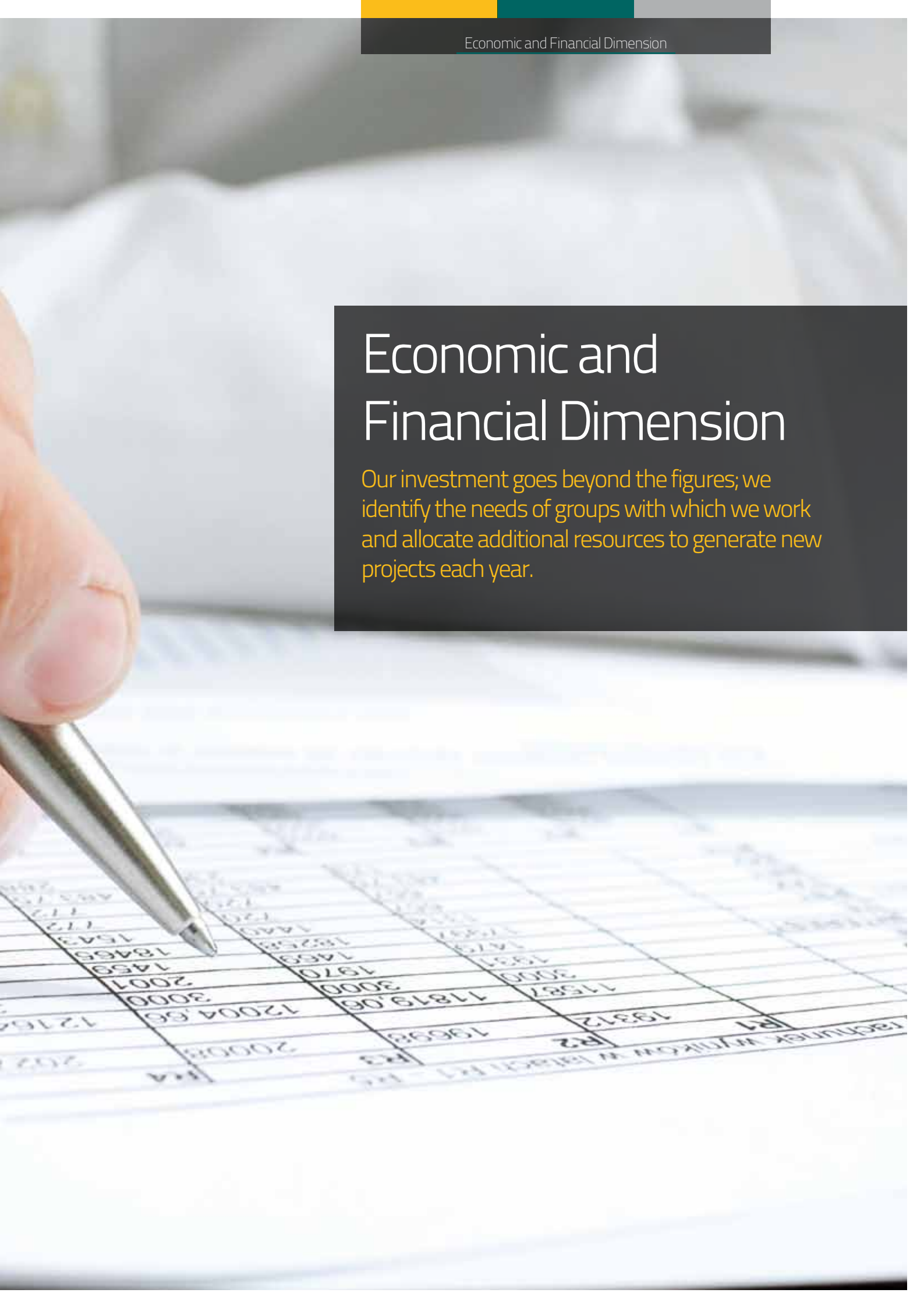


Economic and Financial Dimension

Our investment goes beyond the figures; we identify the needs of groups with which we work and allocate additional resources to generate new projects each year.

Economic and Financial Dimension

Our investment goes beyond the figures; we identify the needs of groups with which we work and allocate additional resources to generate new projects each year.



Economic and Financial Dimension

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Economic and Financial Dimension

SOCIAL CONTEXT OF THE COUNTRY

In accordance with the figures of the United Nations Economic Commission for Latin America and the Caribbean (UNECLAC), between the years 2003 and 2008, Colombia had an economic growth of 5.5% in its Gross Domestic Product (GDP), which exceeded the average performance of Brazil, Chile and Mexico. However, while Brazil took 40 million of its inhabitants out of poverty, Peru reduced its poverty by half and Ecuador's fell by 10%. Colombia only achieved a reduction of 5%, from 51.2% to 46%, and increased its gap between the rich and the poor, reaching a figure of almost 18% . The level of social inequity in the Country is still too high. According to the inequality Indicator (the Gini coefficient), for the past six years, Colombia's coefficient has remained at a 0.59 (the variable fluctuates from 0 = Complete Equality to 1 = Complete Inequality); the income inequality in Colombia is one of the highest in Latin America .

In 2008, the Colombian State, through the National Planning Department - DNP, designed a plan to reduce poverty and inequality levels. The tool proposed was the intervention of the existing Social Protection System with the objective of guaranteeing the proper functioning of assurance mechanisms, reduction in the population's vulnerability, the integral supply of services and the pursuit of non-exclusion due to differences in the standards of living of the population.

The Programs developed by the Government were successful in expanding the population coverage. However, they discouraged formal employment. The results obtained from this intervention and the ineffectiveness of the actions executed to achieve poverty reduction brought to light one of the main tendencies in the social sector: the transition from welfare models to social responsibility and strategic social investment processes.

SOCIAL INVESTMENT MODEL OF THE FOUNDATION

In view of this panorama and conscious of the fact that the State cannot provide for all the Country's needs, we assumed the commitment to contribute to the development of the same, benefiting two of the most vulnerable groups of the population: disabled persons and older adults. The resources of our social investment are approved, committed and disbursed in 2-year budget periods. During the last three years, the Board of Directors approved amounts totaling \$30,916,137,000 (see Figure 1).

Total Social Investment - FSC
2008 - 2010 (Figures in thousands of Pesos)

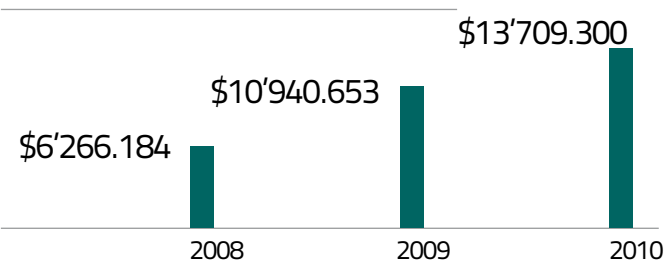


Figure No. 1

Based on the Principle proposed by the Social Responsibility Technical Guide-ICONTEC, which defines that "welfarism interventions are a vicious cycle and an evil mechanism that generates vulnerability and poverty," we redirected our form of intervention, making a transition from the delivery of resources through donations to the social investment through development projects. Thus we went from a 21.6% proportion in delivery of resources through donations in 2008 to 5.4% in 2009 and to 3.64% in 2010 (see Figure No. 2).

Delivery of Resources Diagram - FSC
2008 - 2010

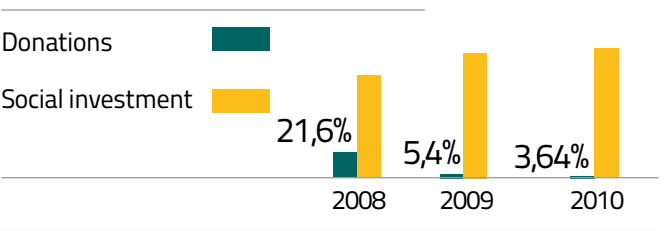


Figure No. 2

\$30.916'137.000

Investment approved by the Board of Directors during the last three years



PUBLIC-PRIVATE ASSOCIATIONS

Another important tendency in the sector is denominated the Public-Private Partnership (PPP). In the 90's this modality was recognized as an instrument for the development and formulation of policies and actions for addressing global problems. State and multilateral development agencies do not have the capacity to resolve structural problems on their own; and hence the importance of providing the financial and/or technical support that we can contribute to support innovative projects from private organizations of the Civil Society.

Following this tendency we have convened, mobilized and arranged alliances with State entities, private institutions and multilateral organs with the objective of not only increasing the investment but also with the purpose of adding forces and experiences for the benefit of the objective population. Over the past years we have consolidated important alliances which have enabled us to co-finance projects that we have designed, as in the case of the Institutional Strengthening Program, and the Educational Inclusion Model in Early childhood.

As a Foundation we do not make any financial or in-kind contributions to political parties or related institutions. However we have been teammates with the public sector on various initiatives, and as a result of these efforts, we have been able to replicate successfully in Bogotá " Diploma Course on Early Detection; a First Step Towards Inclusion, " which was extended last year to other cities such as Medellín and Cali, and to the Chocó and Magdalena Departments.

With the Municipality of Medellín we have developed successfully for several years the Institutional Strengthening Program with the participation of even public programs; and more recently, we have implemented educational inclusion actions through the *Programa Buen Comienzo*.

We also managed to generate, starting from a pilot program, a strategy to support the Family Support Units (UNAFAS) of the Colombian Institute of Family Welfare (ICBF), through which an identification and mentoring process is carried out for families of disabled boys and girls throughout the Country with the purpose of promoting their human development.

These are the results:

Item	Accumulated Amount	%
FSC Investment (\$)	23'822.591 *	35,4
FSC Investment (in kind)	5'986.083	8,9
Partner Contribution (\$)	18'475.889	27,5
Partner Contribution (in kind)	18'928.832	28,2
	67'213.395	

(Figures in thousands of pesos)

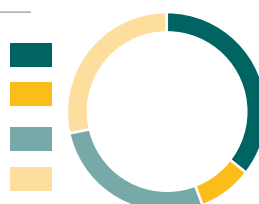
* 7,093,546 remains from the total amount approved for execution

During the last three years, the Foundation and its strategic allies have invested in the Country a total of \$ 67,213,395,000, distributed as follows:

Social Investment Participation

2008 - 2010

FSC Investment (\$)	35,4%
FSC investment (In kind)	8,9%
Partner Contribution (\$)	28,2%
Contribution Partner (In kind)	27,5%



Economic Performance of the Foundation



REPORT FROM THE STATUTORY AUDITOR

To the members of the Board of Directors of the *Fundación Saldarriaga Concha*

February 18, 2011

I have audited the *Fundación Saldarriaga Concha's* General Balance Sheet as of December 31, 2010 and 2009, and the related Statements of Income and Expenses, of Equity Accounts Activities, of the Financial Position Changes, and of Cash Flows for the years ended in those dates, as well as the summary of the accounting principles indicated in Note No. 2 and other Explanatory Notes.

The Company's Management is responsible for the adequate preparation and presentation of these Financial Statements in accordance with the generally accepted audit standards of Colombia.

This responsibility includes: designing, implementing and maintaining a relevant internal control in order to guarantee that these financial statements are free from misstatement of material relevance, whether due to fraud or error, selecting and implementing appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

My responsibility is to express an opinion on these financial statements based on my audits. I obtained the necessary information to perform my duties as Statutory Auditor and conducted my audit in compliance with the Generally Accepted Auditing Standards in Colombia; which require that I perform the duty to obtain reasonable assurance about whether the financial statements are free of misstatements of relative importance.

An audit of financial statements includes, among other things, carrying out procedures to obtain audit evidence about the amounts and disclosures included in the financial statements. The procedures selected depend on the judgment of the auditor, including the assessment of the risks of material misstatement of the financial statements. In the making of those risk assessments, the Statutory Auditor takes into consideration the internal control relevant to the entity for the preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also involves evaluating the appropriateness of the accounting principles used and the reasonableness of accounting estimates made by the Company's management, as well as evaluating the presentation of the financial statements, taken as a whole. I believe that the audit evidence that I have obtained provides a reasonable basis for supporting the opinion that I express below.



To the members of the Board of Directors of the *Fundación Saldarriaga Concha*

February 18, 2011

In my opinion, the audited financial statements that I mention above, which were faithfully taken from the Company's books, present reasonably in all significant respects, the financial situation of the Fundación Saldarriaga Concha as of December 31, 2010 and 2009, and the results of its operations, its financial position changes and its cash flow changes for the years ended in those dates, in accordance with Generally Accepted Accounting Principles of Colombia, which were applied uniformly.

Based on the results of my tests, I declare the following:

- a. The Foundation's accounting procedures have been carried out in accordance with legal standards and accounting techniques.
- b. The transactions recorded in the books and the actions of administrators are consistent with the Articles of Association and decisions of the Board of Directors.
- c. The correspondence, accounting vouchers, books and records are being properly kept and preserved.
- d. There are adequate measures of internal control, conservation and custody of the Foundation's assets and those of third parties that are under its custody.
- e. There is consistency between the attached financial statements and the Management Report that has been prepared by the administrators.
- f. The information contained in the self-liquidation statements declarations for the Integral Social Security System contributions, particularly that related to the members and their income quoted base, has been taken from the accounting records and supporting accounting documentation. The Foundation is not in arrears in its contributions to the Integral Social Security System.

Yulieth X. Castro A.
Statutory Auditor
Professional License No. 125693 – T
Member de PricewaterhouseCoopers Ltda.

During the last three years, the Foundation and
Its strategic allies have invested in the Country

\$67.213'395.000 |



**CERTIFICATION FROM THE LEGAL REPRESENTATIVE
AND THE ACCOUNTANT OF THE *FUNDACIÓN SALDARRIAGA CONCHA***

To the members of the Board of Directors of the Fundación Saldarriaga Concha

February 18, 2011

The undersigned, the Legal Representative and the Accountant of the Foundation, certify that the financial statements of the Foundation as of December 31, 2010 and 2009 have been faithfully taken from the Foundation's books, and that before being made available to you and to third parties we have verified the following assertions contained therein:

All assets and liabilities included in the Foundation's financial statements as of December 31, 2010 and 2009 exist, and all the transactions included in such statements were carried out during the years ended in such dates.

All economic actions undertaken by the Foundation during the years ended on December 31, 2010 and 2009 have been included in the Financial Statements.

The assets represent potential future economic benefits (rights) and the liabilities represent potential future sacrifices (obligations), obtained by or assumed by the Foundation as of December 31, 2010 and 2009.

All elements have been recognized in their appropriate values in accordance with the Accounting Principles Generally Accepted in Colombia.

All economic facts affecting the Foundation have been properly classified, described and disclosed in the Financial Statements.

A handwritten signature in black ink, appearing to read 'Soraya Montoya González'.

Soraya Montoya González
Legal Representative

A handwritten signature in black ink, appearing to read 'Consuelo Rubio Rodríguez'.

Consuelo Rubio Rodríguez
Accountant
Professional License No. 12018 – T

GENERAL BALANCE SHEETS

(Thousands of Colombian Pesos)

		December 31	
ASSETS	Notes	2010	2009
Current Assets			
Cash		542.617	597.636
Negotiable investments	4	50.051.446	51.440.930
Debtors	5	2.064.052	1.929.484
Intangibles	7	311.070	391.305
Total Current Assets		52.969.185	54.359.355
Non-Current Assets			
Permanent Investments	4	731.202	2.490.171
Properties and equipment	6	932.789	938.867
Intangibles	7	2.802.185	791.200
Assets valuation	8	164.971.286	174.311.327
Total Assets		222.406.647	232.890.920
LIABILITIES AND SOCIAL FUND			
Current Liabilities			
Accounts Payable		373.969	292.365
Labor Obligations		44.234	51.846
Taxes, liens and fees	9	1.188	4.068
Estimated liabilities		476	10.871
Other liabilities	10	414.156	561.898
Total Current Liabilities		834.023	921.048
Social Fund (See Attached Statement)		221.572.624	231.969.872
Total Liabilities and Social Fund		222.406.647	232.890.920
Memorandum accounts	12	12.639.160	6.112.529

The Accompanying Notes constitute an integral part of the Financial Statements



Soraya Montoya González
Executive Director
(See Attached Certification)



Consuelo Rubio Rodríguez
Accountant
Professional License No. 12018 – T
(See Attached Certification)




Yulieth X. Castro A.
Statutory Auditor
Professional License No. 125693 – T
(See Attached Report)

STATEMENT OF INCOME AND EXPENSES


(Thousands of Colombian Pesos)

		Year ended on December 31,	
	Notes	2.010	2.009
Revenues			
Financial activity	13	9.857.205	11.907.564
Donations received	14	113.692	2.592.779
Others	15	905.104	1.102.892
Total Revenue		10.876.001	15.603.235
Expenses			
Administración	16	3.625.341	3.521.428
Others	17	1.421.336	2.109.021
Total Expenses		5.046.677	5.630.449
Excess revenue over expenses before the Income Tax Provision.		5.829.324	9.972.786
Provision for Income Tax	9	(28863)	(49152)
Excess Revenue over Expenses		5.800.461	9.923.634

The Accompanying Notes constitute an integral part of the Financial Statements



Soraya Montoya González
Executive Director
(See Attached Certification)



Consuelo Rubio Rodríguez
Accountant
Professional License No. 12018 – T
(See Attached Certification)



Yulieth X. Castro A.
Statutory Auditor
Professional License No. 125693 – T
(See Attached Report)

The Foundation implements control mechanisms to control the execution of social investment resources. Such mechanisms ensure that the delivery or disbursement these resources are in line with the fulfillment of the established objectives and used for the proper execution of the projects that are being developed

FINANCIAL INDICATORS

In addition to the legally-established structures for financial analysis which are included in the Statutory Auditor reports, we have incorporated in our financial management processes follow-up and monitoring tools that provide guidance and facilitate the decision-making process.

Particularly in operational financial matters, we permanently seek to increase our levels of effectiveness in the use of the resources that are intended for social investment and for our operation. Therefore, we have incorporated effectiveness and profitability indicators in our management. We established a profitability goal for our equity which enables us to ensure not only the financial sustainability of the Foundation, but also to maintain our capacity to contribute to the solution of the Country's problems.

In Terms of the efficient use of resources, we strive to keep our operating costs 20% below the managed resources without affecting the technical and quality characteristics of our work. During the year 2010 we reached an indicator of 17.3% which corresponds to the ratio between operating expenses and the total managed resources.

As a complement to the follow up of operating expenses, the Foundation implements control mechanisms on the execution of social investment resources. These mechanisms guarantee that the delivery or disbursement of these resources correspond to the fulfillment of the established objectives and to the proper execution of the projects that are being developed.

FINANCIAL STATEMENTS REPORT - 2010

Our Financial Statements are prepared in accordance with the established accounting principles and in compliance with the current legal provisions of the Country. In 2009, the Law 1314 came into effect, which regulates the principles and Standards Accepted in Colombia for accounting, financial information, and for information assurance, and establishes the convergence procedure to the International Accounting Standards. We will begin the migration into the latter standards in the second semester of the year 2012 in order to have their full implementation in the year 2014 as required by the Colombian Accounting Technical Council.

Audit Process

Regarding Financial Statements, the firm Price Waterhouse Coopers acts as our Statutory Auditor, and as a result of the corresponding auditing and control work that it executes, it issues an opinion the statements, ensuring the reasonability of the figures contained therein. Our Statement of Income and Expenses reflects the total revenues earned, and expenditures made, our administrative and operating expenses and those expenses incurred in the personnel that is hired directly by the Foundation under a work contract, which at the end of year produces a result or surplus which is invested in the Foundation's corporate purpose.

Revenues and equity of the foundation

Our equity is constituted by the property that was initially destined for the Foundation by the founders as well as the other property that has increased the equity under different concepts. By decision of the Saldarriaga Concha family, the initial capital has been allocated and will be used only for operations that will maintain and increase the same; and the revenues obtained, except for those obtained from the yield of their properties, will have the following destination:

We do not limit ourselves to investing exclusively the fiscal year surplus; our investment goes beyond the figures. We identify the needs of our populations and allocate additional resources to generate new projects each year



Our Foundation does not have a resources-collection process; we fund the social investment projects ourselves or in alliance with other third parties, but not as a self-collection activity in which these enter into our equity. On the contrary, when we receive contributions from other partners for a particular program, they are managed independently in special bank accounts that are outside of our equity. Our Code of Ethics and Good Governance includes precautionary measures for the proper management of resources and donations as do the Foundation's equity management policies.

01

Sale of Fixed Assets (real estate and permanent investments): The net revenues obtained from the sale of these assets, after deducting the expenses incurred by the sale, shall be capitalized completely.

02

Donations received: Revenues from donations will be destined for the object established by the donor in agreement with the Foundation, after deducting the expenses for such receipt.

The revenues of the Foundation are generated together with the resources of our own equity that are invested in the financial market and in shares of major companies of the Country. For the effective and diversified management of investments, we have two brokers, Bancolombia S.A. and Corredores Asociados S.A., which administer the investment portfolio in a professional and specialized manner.

Due to our nature as a non-profit organization that allocates its net surplus of each fiscal year for the fulfillment of its mission object order, the necessary outlays required for attending social investment projects are obtained from this surplus and are not recorded in the Statement of Income and Expenses.

In consideration of the foregoing, when the surplus is established at the end of the fiscal year, this amount is recorded in an equity account where it is reserved for the execution of social programs and projects. As these programs and projects are executed, the equity account is affected or reduced without affecting the Statement of Income and Expenses.

It is important to point out that we do not receive financial assistance from national or local authorities. Our only



management of public resources is occurs when we converge as partners with some local authorities in our institutional strengthening programs and educational inclusion, cases in which we allocate the total of such resources to the programs without receiving any income or resource for the Foundation to cover operating or running expenses.

Destination of net surplus

We are under a special tax regime which means that our tax rate is 20%, applicable to the net or surplus benefit of the respective fiscal year, applied to non-deductible items; that is, to those that that are not exempted from taxes.

The net or surplus benefit means that which is obtained in taxes and is destined for investment in the activities aimed for our foundation's objective. In our case, and in accordance with our corporate bylaws, the Board of Directors is responsible each year for establishing the destination of the net surplus. During the past five years, the Board of Directors has allocated 30% of this amount to increase our equity and 70% for the execution of our social projects for the fulfillment of our mission.

We do not limit ourselves to investing exclusively the fiscal year surplus; our investment goes beyond the figures. We identify the needs of our populations and allocate additional resources to generate new projects each year.

TAX OBLIGATIONS

Non-profit foundations or entities in Colombia constitute a sector that collaborates with the State in the fulfillment of its obligation to protect the underprivileged populations. They are constituted by the will of their founders and allocate on a long term basis their equity for the attainment of general-interest purposes. These entities or foundations are governed by means of bylaws and in any case by the Law. No individuals are associated; only a set of properties are allocated for a purpose.

Surplus - Social investment Ratio - FSC 2008 -2010

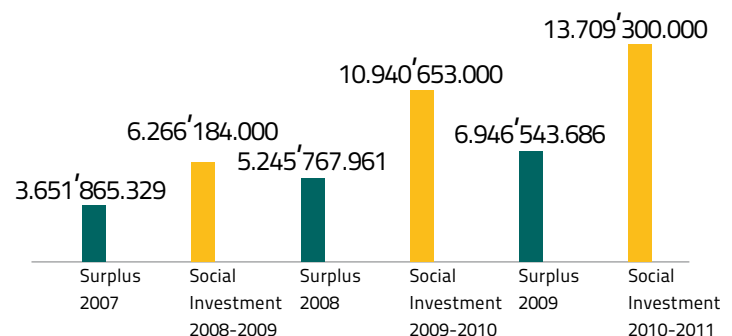


Figure 3

As legal entities, they have tax obligations and are responsible for paying Income Tax with a special 20% rate. They are subject to the payment of the Sales Tax (VAT) and the Industry and Trade Tax (ICA) except if they carry out charitable activities.

With regard to the Withholding Tax, the non-profit entities are obliged to be withholding agents. They must withhold, declare, deposit and issue certificates. The payments or credits made in favor of these entities are not subject to Withholding Tax, except for financial profits, and are not subject to the payment of Net Worth Tax.

We encourage and promote local productive capacity and the provision of local services. Based on our logistic, administrative or social investment needs, we issue Terms of Reference and open a tender for the selection of suppliers that are recognized and competitive in the market



As a Foundation, we comply opportunely with the presentation and payment of taxes. Our Income Tax Return for the Fiscal Year 2010 will be submitted in April 2011; its estimated total value will be \$ 28,863,000.00.

To date we have not been subject to any sanctions or fines due to the noncompliance of any laws or regulations.

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

The audited financial statements, along with their notes, display our economic and financial situation for the years 2010 and 2009. However, the following table summarizes the direct economic value generated and distributed in the year 2010. These figures show the amounts disbursed in the period exclusively from the Foundation's own resources, without taking into account any disbursements related to any contributions received for the execution of agreements within the framework of alliances made.

DIRECT ECONOMIC VALUE CREATED (VEC)

Resources committed for social investment (2010-2011)	\$7.255'909.000
Revenues	\$10.474'018.000
Total	\$17.729'927.000

DISTRIBUTED ECONOMIC VALUE (VED)

Operating costs	\$3.756'497.000
Disbursed social investment - 2010	\$7.093'927.000
Total	\$10.850'424.000

RETAINED ECONOMIC VALUE (VER)

Depreciation and amortizations	\$179'038.000
NET ECONOMIC VALUE - 2010	\$6.700'465.000

LOCAL SUPPLIERS

We encourage and promote local productive capacity and the provision of local services. Based on our logistic, administrative or social investment needs, we issue Terms of Reference and open a tender for the selection of suppliers that are recognized and competitive in the market. Respective decisions are considered and made by our Contracting Committee that meets on a weekly basis.

CHALLENGES

- | | | | |
|---|---|---|---|
|  | 1 |  | To optimize our investment strategy at the local level. |
|  | 2 |  | To increment the revenue amount, monitoring constantly the administrators' management of portfolios and of real estate investments for capital gains. |
|  | 3 |  | To manage our resources efficiently to be able to meet the new demands of social investment proposed by the Board of Directors and the Executive Management. |
|  | 4 |  | To arrange more alliances in order to co-finance our social investment and increase the coverage of our projects, leaving an installed capacity and guaranteeing the sustainability of our interventions. |
|  | 5 |  | To consolidate analysis schemes that enable the projection and assessment of future scenarios in order to facilitate financial and social investment decision-making in a structured manner. |
|  | 6 |  | To strengthen investment management processes (suppliers, agreements and invitations to tender). |
|  | 7 |  | To strengthen the follow-up of agreements and counterpart resources. |



Environmental Dimension

We are committed with the environment and concerned about the optimization and proper use of resources such as paper, water and energy, in compliance with some minimum Green Office Principles.

Environmental Dimension

Environmental Dimension



<<< Home Food-production Gardens Project

When we evaluated our Environmental Management performance we realize that due to the nature of our activities, our Environmental Impact is not as high as that resulting from those activities that are developed by organizations or companies of other sectors that transform raw materials into a final product. However, and although most indicators are not relevant for an organization like ours, we are committed with the environment and concerned about the optimization and proper use of resources such as paper, water and energy in compliance with some minimum Green Office Principles.

ENERGY

Our consumption is mainly due to the use of computer equipment, air conditioning, printers and office lights. To have a rational use of energy we have made some electric adjustments in order to reduce some light circuits in different office areas to decrease power consumption. Moreover, in the culture of the organization, at the end of each working day and while we are out of our of our work places, lights, printers, computers and other tools that use energy are switched off.

MATERIALS AND MANAGEMENT OF RESIDUES OR RECYCLING

Given the nature of our organization, we do not use materials that generate residues. We operate in an office located inside the city and the impact on the biodiversity or surrounding habitat is minimum.

We do not use plastic or disposable glasses or mixers. We print only whenever necessary, and when we print, we recycle the paper. Additionally, our last two management reports are printed on recyclable paper. Our operators send their reports by e-mail in order to help reduce paper consumption.

WATER

As regards to water resources, we do not generate any toxic waste or residues or spills that could damage basins or natural water sources. Although we do not know the exact volume of our water consumption because it is shared with our offices building, we try to have a low water consumption through the use of devices that regulate the bathroom faucets and water by means of saving campaigns.

EMISSIONS

Emissions generated in the Foundation are more related with the movement of workers in vehicles as they travel to

areas where we operate. However, in last year we started to use more teleconferencing systems for meetings, which has reduced the displacement of personnel inside and outside the city, decreasing the movement inside and outside the city, and thereby reducing the environmental impact and the generation of costs in our operation.

Likewise, the Foundation owns a car used to travel inside the city, which is subjected to periodic maintenance to control gas emissions.

CHALLENGES



For the 2011, the Joint Committee will conduct an internal campaign to raise awareness on how we can mitigate our impact on the environment.

To encourage this matter among suppliers and operators, and to include it in their contracts.

To take into account the light and water measurements in order to control and reduce their consumption whenever necessary.

To purchase environment-friendly products.

To integrate the environment component to our projects.



Social Dimension

The achievement of the social investment objectives is complemented by an adequate organizational management based on principles of equity, transparency and trust in the workforce that works with us.

Social Dimension

Labor practices and workers welfare

Our operations are concentrated within the national territory with actions prioritized in the cities of Bogota, Chía, Medellin, Cali, Barranquilla, Pereira, Cartagena and Popayán. Our managing personnel and the staff, composed of 19 persons, all national, is in Bogotá. It is worth emphasizing the high level of preparation and quality of the workforce that is engaged with the Foundation.

In 2010, 74% of the people working directly with the Foundation were women and 26% were men.

Among our staff and through a company that renders cleaning and vigilance outsourcing, services to the Foundation, two more people support the management of the Foundation.





Due to our character as a second-tier entity and to the fact that we do not carry out field projects, we do not have a group of volunteers participating actively in the Foundation.

However, from our mission management, we have designed an initiative that seeks to promote the active participation of retired and pre-retired older adults in what will be called the "Senior Network," as volunteer counselors of productive projects and other initiatives of the Foundation.

In terms of stability and confidence with the contracting system of the Foundation, 95% of the employees have an indefinite term contract and a 5% a fixed term contract. The latter is due to the hiring of a disabled person who was conducting his internship as a graduation requirement, in accordance with our labor inclusion philosophy which is implemented daily.

Regarding our personnel turnover, it is important to point out that out of the three withdrawals of employees shown in the figures, there was only one case of unilateral termination by the Foundation; the other two workers withdrew voluntarily.

Characteristics of our labor practices

Age ranges			Contract		Civil Status				
			Fixed-term Contract	Indefinite Term Contract	Married	Single	Common-law marriage		
18 - 20	0	1	0	1	0	1	0	Salaries	 6
20 - 35	10	2	1	11	4	7	1		
35 - 50	3	2	0	5	5	0	0	Withdrawals	 3
50+	1	0	0	1	1	0	0		

74% of the people working directly with the Foundation were women and 26% were men.

BENEFIT PROGRAMS

With regard to the social benefits that the Foundation offers to its employees, the following are worth mentioning:



■ In terms of shared skills training, the Foundation pays 100% of its cost.



■ Training for the development of technical skills:

+ Short seminars and course: The Foundation assumes 100% or partial payment of the cost (depending on the case).

+ Diploma course, Pre-graduate and Post-graduate Studies: Coverage up to 80% of the cost, condonable, subject to the employee's permanence commitment and to the outstanding academic results under the terms set forth herein.



■ The Foundation assumes 50% of the annual cost of the health or prepaid health insurance for the employee and his/her direct family unit.

■ Complementary training: The Executive Management determines the financial support percentage that is assigned for this purpose and/or its particular mechanisms (economic contribution - educational assistance - loan).



■ Medical check-up: The FSC sponsors an executive medical check-up every two years for first and second level directive employees older than 40 years of age.



■ Paid Vacations.

0,93%

was the percentage of absences due to disability and maternity leaves

Within our policy we have social benefits included which have a high impact on the personal and professional development of our staff. In 2010, we made education aid contributions for the children of our employees for a total of \$ 1,417,500. On the other hand, we also contributed to the professional development of our direct team with an university aid of \$ 20,682,930, which were allocated percentage-wise in accord with the Foundation's policies.

EXTERNAL CONSULTANTS

Given our nature of being a second-tier entity, in 2010 we had a team of 62 external consultants who rendered their services to the Foundation as independent professionals, 41 of which finished their work contracts last year and 21 continue rendering their services as independent contractors, related as follows:

External Consultants

Participation per type of contract

Women	45%	100%
Men	55%	



FREEDOM OF ASSOCIATION

In Terms of fairness and equality, and according to Colombian law, we respect initiatives of free association. So far, no intention of creating a labor union has been notified. However, and under the conditions of human respect, opinions and proposals of the members of our team are recognized.

HEALTH AND SECURITY

In compliance with the provisions of Resolution 2013 in 1986, we promote through the Joint Committee, the principle of health and welfare for our workers and the rules of hygiene

and industrial security. In 2010 we selected the committee composed of four persons, which has been carrying out activities inherent to training and attention in cases of natural risks. For this purpose, a whistle was given to the employees and training was given to them on its use in case of an earthquake. Additionally, a manual was distributed with instructions about natural disasters, issued by the Department of Prevention and Attention of Emergencies of Bogotá, DPAE.

On the other hand, we carried out the maintenance of work places and the basic sanitation environmental reorganization and implemented active breaks during a workday. In the case of industrial safety, we made adjustments in the installations' risk signaling and the maintenance of fire extinguishers.

During 2010 there were no incidents, work accidents or occupational diseases. Of the total number of days worked by the Foundation team (5,828), there was an absence rate of 0.93% (54 days) due to disability and a maternity leave.

Two audits were conducted by the Administrator of Professional Risks, whose comments in terms of recommendations for continuous improvement were submitted and which were subsequently applied.

TRAINING AND FORMATION PROGRAMS

In terms of training, in average, the following programs were executed for the persons of each level:

Level	Total Hours	Number of people	Hours per level
Managements	204	2	102
Interm. Managements	450	6	75
Support	20	4	5



We additionally spent two working days strengthening teamwork competences.

COMPETENCES MODEL AND PERFORMANCE MANAGEMENT

Within our Human Resources management we have been developing a model for the assessment of the team's competence which showed some gaps in 2010. With this model we seek to manage integrally the workforce and consolidate a high-performance culture that responds to the strategic organizational and environmental requirements. This work is carried out through the strengthening of knowledge and the development of the organizational and individual learning capacities. Their results are the main guideline for the professional and personal development of our employees.

Likewise, we applied a performance management tool whose results guide the development programs of potentials and form the basis of our current compensation policy which is oriented to promoting the exceptional performance of our work team.

Assessments were made on fifteen workers who were then working in the Foundation. Likewise, in 2010 we implemented for the first time the performance assessment tool, which seeks to verify the effectiveness, in terms of time, timeliness and work quality, of our employees. These tools were implemented with the active participation of the Executive Management. The assessment of Executive Management was carried out by the Board of Directors.

<<< Active Pauses of the Health Joint Committee

In 2011 new assessments were made again to review the progress in the improvement opportunities identified in 2010. Additionally there will be a review of the tools for greater assessment objectivity.

REMUNERATION POLICY

We conducted a salary survey on similar foundations in order to determine the various gaps that were present within our direct team and take a labor-leveling action plan in accordance with the stipulated staff retention strategy.

The salary allocation is determined by the profile of each job position as well as its responsibilities and relevance, and based on the survey executed and, finally, on the annual assessment of results.

We found that the proportional salary of the administrative support employees is twice the current legal minimum wage for 2010.

ORGANIZATIONAL CLIMATE

Although we have no specific mechanisms for receiving feedback and complaints from employees, we encourage dialogue and participation with them in the team committee that is carried out on a weekly basis.

Within the Human Resources strategic plans we made an assessment of the organizational climate in order to evaluate our work environment and determine the action plans for 2011.



We found strengths such as the sense of belonging, the right conditions and resources for the execution of assigned tasks, actions that focus on the enhancement and improvement of the integral development of our team members, and the training plans. It is necessary to improve the organizational communication processes and the activities that are inherent to the strengthening of occupational health processes.



DIVERSITY AND EQUAL OPPORTUNITIES

With regard to the diversity and equal opportunity aspect, it is worth pointing out that our employees distribution is as follows:

Equal opportunities

Age range		
18 - 20	0%	20%
20 - 35	71%	40%
35 - 50	22%	40%
50+	7%	0%

Likewise, we had with us three persons with disability conditions; two doing their internships: one deaf student from the Universidad de La Sabana who made her professional practice; one technologist with a disability condition, from the SENA institution, who carried out his internship as a technologist in Business Administration; and one disabled young girl engaged under the institutional cooperation agreement for labor inclusion with the Down Syndrome Corporation.

The demographic participation of the Board of Directors, being our highest governing body, is constituted as follows:

Demographic Participation

Women	11%	100%
Men	89%	



On the other hand, maintaining the gender equity and equality and based on a selection process focused on capacity level when carrying out activities inherent to work positions, the relation between the base salary of men and women, in accordance with their category, has the following information:

- At the management level: 100% are women and therefore there is no comparison point.
- At the intermediate management level: Women earn higher salaries than men; in average 1.5%.
- At the professional level: 100% are women; there is no comparison point.
- At the administrative support level: Men earn on average 6.5% more than women.

CHALLENGES

-   Defining the occupational health policy of the Foundation.
-   Carrying out activities to strengthen healthy habits in the workplace.
-   Implementing improvements in the organizational communication.
-   Consolidating and implementing the Senior Volunteers Network.
-   Implementing feedback and complaints mechanisms with the employees.

Management of the Foundation

In 2010 in addition to consolidating important alliances, we generated new initiatives and strengthened our programs.

Within the framework of the educational inclusion program, after identifying the main factors that affect the quality of the inclusion processes of disabled students in regular schools, in 2010 we clearly established the lines of intervention and the scope of a program that responds structurally to the complexity of the issue, as stated in the Judicial Order T-974, 2010 of the Constitutional Court.



01 |

The awareness of the educational community as a mechanism for guaranteeing that disabled students exercise their right to education, which is the engine of the other rights, and in order to develop values of solidarity, empathy and respect for the difference of the other students and in the society in general.

02 |

With the training of classroom teachers and other agents in early detection, flexible didactics and collaborative learning, we have strengthened basic skills for teaching with quality and relevance to all students, taking into account their diversity.

03 |

Through the mentoring support of educational institutions, principals and their administrative and academic teams have identified how inclusive are their institutions and have developed plans for improving their management in order to promote inclusion.

04 |

The incentives and support for inclusion have also been important for facilitating institutional transformation processes and the access to educational services, as well as for recognizing and making the good practices visible. In this area, Marina Stella Palacio from *Colegio Los Alcaravanes* school, was selected as the Inclusive Teacher 2010, in alliance with the "Premio Compartir al Maestro" prize.

Additionally, the *Colegio Manuela Beltrán* was recognized as an educational institution that has made significant progress towards inclusion with quality within the framework of the Good Practices contest carried out

in alliance with the Ministry of National Education, the IEO and *Mapfre*.

Likewise we are proud to have launched our line of scholarships in alliance with the ICETEX, the Ministry of National Education, the *Fundación Carolina* and *Fulbright Colombia*. These institutions have benefitted: Twenty-two (22) high school disabled graduates who are doing their university studies in universities or professional and technical institutions around the Country; eight (8) professionals who are doing their post graduate studies in Spain; and two (2) disabled professionals who will travel

to do their postgraduate studies in the United States of America.

Likewise, 34 soldiers wounded in combat from the Social Action Association of the Colombian Army, Medellín Division, are completing their primary or secondary school studies through scholarships granted by the Foundation.

The possibility to work in the year 2010 in alliance with the Ministry of Education, the Departments of Education of Medellín, Cali, Bogotá and Cundinamarca, has strengthened the institutional response on this matter.



05 |

Our strategy of home food-production gardens for the productive use of time by older adults has been articulated with the SENA training services in the municipalities where the project is being executed, and there are possibilities to articulate them with older adults programs of municipal mayoralties.

06 |

With regard to our employment and productivity projects, an alliance was consolidated with the Productivity Pact Program – The Inter-American Development Bank (IDB), Fundación Corona, Social Action, SENA-Comfandi, Comfenalco Comfamiliar and Cafam, in order to improve employment opportunities for persons with auditory, visual, physical and cognitive disabilities, either through their formal employment in productive processes of the business sector or through the creation of their own collective or individual businesses.

07 |

For the first time we opened a tender for **“The Support of Productive Initiatives Aimed at Disabled persons and Older adults – 2010,”** from which 136 proposals were received and eleven were selected (five Initiatives for each category and an honorable mention), that address areas such as the arts, agriculture, animal husbandry, pastry or manufacture, which will receive our ongoing economic and technical support for twelve months.

08 |

In the Institutional and Community Strengthening Program, the strengthening of the political participation of the disabled community was promoted through the network denominated *Red de Personas con Discapacidad REDDIS*, in which more than 44 associations of disabled persons participate and which has materialized a political advocacy agenda in the four cities where it is established and nationwide, in order to follow-up on the compliance of the Convention on the human rights of disabled persons. This network participates actively in the National Disability Council, carrying out citizen oversight and strategic litigation activities with respect to the risks of the violation of their rights. Cases such as the mobilization for accessing the Medellín transportation system and the mass transportation service integrated system of Bogotá and Barranquilla, are some examples of the power of influence that this group of leaders and associations is having.

Understanding the family as the central axis of society, we have participated in the construction of an ongoing-support strategy for the families of disabled children, in alliance with the ICBF, the Ministry of Social Protection Network and the *Red de Liliane Fonds* in Colombia. This network consists of 135 mediators of the whole country and renders ongoing-support to more than four thousand (4,000) vulnerable families that have some type of disability.



First National Journalists Workshop: "Journalism Capabilities to Address Topics of Disability, Aging and Old Age." >>>

With this model we have supported 1,215 families of the *Programa Hogar Gestor* of the ICBF, of which 615 are disabled and under a displacement situation; through which the National Government has initiated a structural response to the Judicial Order 006 of 2008 issued by the Constitutional Court.

In this sense, a diagnosis of associations of older adults is being carried out, aiming at strengthening advocacy networks and political participation in planning and public decision-making scenarios.

On the other hand, the Foundation strengthened 146 organizations that render services to disabled persons and older adults, by means of its administrative and strategic management through the Institutional Strengthening Program, which is operated by the major university administration faculties of the cities where the program is developed through a component of academic training and specialized consultancy in areas of strategic planning as well as process, human resources, financial and projects management, among others.

09 |

With respect to our management and knowledge transfer work, last year we carried out our Third Forum on Social Investment Strategies, denominated "Impact of the Public-Private Social Investment: Going from Good Intentions into the Measurement of Results." 587 Persons attended the Forum which had the participation of Katherine Fulton, President of the Monitor Institute, and Michael Weinstein, Vice-President of the Robin Hood Foundation, as main speakers; and a large panel constituted by Raquel Bernal, Antonio Celia, Alejandro Santos and our international guests.

On the other hand, for the first time we conducted a national journalist workshop denominated "Journalism Capabilities to Address Topics of Disability, Aging and Old Age," with the participation of 34 journalists of the main communication media of

the Country and representatives of different organizations.

As a result, and after monitoring the media coverage of the topic, a positive impact was seen in the way in which these media professionals address our topics of interest, and in December we gave the First Award for Excellence in Journalism DSaldarriaga ConchaS to the Journalist Daniel Rivera of the El Mundo Newspaper, and to Tatiana Diaz of Teleantioquia.

In order to disseminate our topics among audiovisual producers of the Country, so that they can propose positive messages about our target population, we joined the Audiovisual Production Marathon "Imaginatón" in which 84 film minutes were produced, which constitute a valuable material to support our dissemination and awareness work about our topics of concern.

Educational inclusion

01

Inclusion Program in Early childhood



Development of Installed Capacity

Five universities with capacity to implement our Diploma Course on Educational Inclusion in the cities of Bogota, Cali, Medellin and Quibdó, and one university with national virtual training capacity.

780 teachers of nursery schools/ kindergartens and community mothers trained in early detection of children with special educational needs.

17 nursery schools/ kindergartens are being mentored on Inclusion with Quality.



Management of alliances and visibility

Partners

We made alliances with Italian experts on Educational inclusion, specifically from the Universidad de Bicocca in Italy, and conducted four seminars in three cities with Roberta Garbo.

We consolidated important alliances with the Departments of Education of Cundinamarca and Medellín (Programa Buen Comienzo) for training teachers on the Attention of Diversity and for mentoring institutions that enroll disabled boys and girls.

Dissemination

Event with 600 families of disabled persons of different cities, aimed at promoting Inclusion.

Event for 300 teachers in Bogotá, with Rosa Blanco, Inclusion Expert of the UNESCO.



Generating Knowledge

Elaboration of two training curricula for teachers on Early Detection and Flexible Didactics.

Methodology for mentoring nursery schools/ kindergartens.

Adjustment of the Inclusion Rate for early childhood.

Guide for characterizing and working with families of disabled children



Direct impact on beneficiaries

1.910 disabled children can study in a nursery/ kindergarten that is advancing in the Inclusion Process.

190 families of disabled children from Cartagena are being mentored on the Inclusion Processes of their children.

02 | Educational Inclusion Program - Primary and Middle School

➔ Development of Installed Capacity

One university offers our Diploma Course on Flexible Didactics for Schools (PFPD).

125 teachers learn to adjust their teaching methods for students with special educational needs.

Eight public schools in Bogotá are being mentored on the Inclusion Process.

200 school teachers and principals learn how to use Guide 34 to develop improvement plans for their schools.

➔ Management of alliances and visibility

Partners

We consolidated and generated new alliances with the Departments of Education of Bogotá, Cundinamarca and Cali for the training of teachers and the inclusion of disabled children.

Pilot inclusion experiences were initiated through music and literature.

Dissemination

Within the framework of our alliance with the program *"Education, Compromiso de Todos"*, a study written by Alfredo Sarmiento was published, denominated "Situation of the Education in Colombia (preschool, primary, middle and high school)" which looks at the disability with a transversal point of view.

➔ Generating Knowledge

Elaboration of the curriculum for training teachers on Flexible Didactics and Pedagogies (schools).

Methodology for mentoring schools.

In alliance with the Ministry of Education and the Universidad Nacional, a virtual version of the Diploma Study on "Inclusive Education with Quality" was created, training 540 educational agents.

➔ Direct impact on beneficiaries

200 disabled children attend music classes with other children.

72 young people with cognitive disabilities go out from special institutions to approach poetry and literature in public libraries.

197 children with special educational needs from eight schools in Bogotá study in classrooms that are being prepared in Inclusion.

1.970 children receive Inclusive Education which takes into account their needs.

90 families of disabled children from Bogotá, are characterized to support their inclusion processes.

03

Inclusion Programs in Higher Education



Development of Installed Capacity

Four teacher training colleges and two university faculties train teachers to teach students with special educational needs.



Management of alliances and visibility

Partners

We consolidated an important alliance with the ICETEX and the Ministry of National Education in order to provide scholarships for university and technical studies to young disabled persons.

We signed an agreement with the IEO to include the topic of Inclusive Education in the curricula for training teachers in teachers-training colleges and higher education faculties.

We signed an agreement with *Fulbright Colombia* and *Fundación Carolina* to grant disabled professionals scholarships for postgraduate studies in the United States and Spain.



Generating Knowledge

An Educational Inclusion Index adjusted to the universities and to the SENA is constructed.

Mentoring Methodology for universities / SENA to strengthen their Inclusion Processes.

Curricula for the initial training of teachers adjusted to Teaching for Diversity.

Guide for the Secretariats of Education for strengthening transition processes from middle school to high school.



Direct impact on beneficiaries

22 disabled students were benefitted with a scholarship to study a technical or professional career.

Two disabled professionals received scholarships from the Foundation for postgraduate studies in the United States; and eight professionals who work in favor of Social Inclusion and one disabled professional received scholarships to study in Spain.

In December 31, 2010, **34** disabled soldiers from the *Asociación Acción Social del Ejército*, Medellín Division, will complete their high school studies with scholarships from the Fundación Saldarriaga Concha.

Educational Inclusion Program

Project	Validity
Agreement for the Early Childhood in Bogotá	2008-2010
Virtual version of the Diploma Study on Early Detection of Special Educational Needs	2009-2010
Replica of the Diploma Study on Early Detection of Special Educational Needs in Quibdó	2009-2010
Replica of the Diploma Study on Early Detection of Special Educational Needs in Cali	2009-2010
Replica of the Diploma Study on Early Detection of Special Educational Needs in the Programa Buen Comienzo of the Secretariat of Education of Medellín	2009-2010
Support for educational and social inclusion through the TIC given to the Magia Schools of Cartagena	2009-2010
Prize Compartir al Maestro Incluyente	2010
Educational inclusion from early childhood in Bogotá	2009-2012
Alianza Educación, Compromiso de Todos	2010
Sensibilization of the educational community through family networks - RED PAPA Z	2009-2010
Educational inclusion through music - Batuta and Fedar	2009-2010
Educational inclusion through poetry and literature - Fundación Fahrenheit 451	2009-2010
Support for accelerated learning processes for disabled soldiers in Medellín	2009-2011
Strategies of Inclusion in teacher-training schools and education faculties	2010-2011
Scholarship agreements for the professional training of persons with disability In alliance with the MEN and the ICETEX	2010-2011
Agreement for the training of Colombian professionals with disability through scholarships for Spain with the Fundación Carolina	2010
Agreement for the training of Colombian disabled professionals through scholarships with Fullbright, USA.	2010-2015
Virtual training in Inclusive Education with Quality, in alliance with MEN	2010-2011

Employment and productivity

01 | Employment Inclusion Program

➔ Development of Installed Capacity

18 companies received advise on Inclusion Processes	34 rehabilitation institutions are strengthened in Employment Inclusion.	SENA training courses in four cities are adjusted for the inclusion of disabled persons.	Support local committees for articulating services in four cities.
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➔ Management of alliances and visibility

Partners

The alliance with the Pacto de Productividad program was consolidated: The Inter-American Development Bank (IDB), Fundación Corona, Social Action, SENA-Comfandi, Comfenalco Comfamiliar and Cafam).

➔ Generating Knowledge

Integral intervention model for the Labor Inclusion (productivity pact).	Consultancy service for companies.	Information system for job placement.	Curriculum for strengthening organizations for the Labor Inclusion.	Labor inclusion model starting from the Call Center.
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➔ Direct impact on beneficiaries

60 disabled persons receive training from the SENA.	23 persons have a job that adjusts to their profile.	36 disabled persons are being trained to become call center agents	52 persons have been employed by ECCOS.
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02

Productive development program and incomes (Disabled persons and Older adults)



Development of Installed Capacity

Eleven institutions that execute micro-projects for older adults strengthened their capacity to manage projects.

Seven of them have signed agreements with local actors for the sustainability of projects.

Through the *Red Liliane Fonds*, a line of micro-aids is offered for productive initiatives to 41 families of disabled persons.

49 municipalities implement the strategy of home food-production gardens with older adults.

Seven productive units of disabled persons develop initiatives that generate income.

205 rural agents give advice to older adults who have home food-production gardens.

42 inclusive business ideas received advice within the framework of the business ideas contest "Ventures".

Three productive units and one pig production chain in El Salado.



Management of alliances and visibility

Partners

We joined the reconstruction of the *El Salado* process through an alliance with the *Fundación Semana*.

We replicated the work of home food-production gardens with a new operating partner: *La Corporacion Diocesana* – Diócesis de Cartago.



Generating Knowledge

A model of household food-production gardens developed by older adults (Manual of rural agents focused on older adults and booklet for families).

Experiences of the transformation of special education institutions into inclusion advisors.

Experience of the fund *Fondo de Microcapital* which was developed and adjusted for improvement.

Experience of microcredits for target groups of the Foundation.



Direct impact on beneficiaries

1.387 older adults benefitted from the micro-projects and participated in productive initiatives, in the efficient exercise of their rights or in activities that promote active aging.

31 caregivers from different institutions were trained in processes for the care of older adults.

600 new older adults have household food-production gardens and improve their eating habits.

90 families of disabled persons or older adults in El Salado benefit from the production units.

240 disabled persons are benefitted with 60 micro-credits.



>>> "The Rural Agent Manual" – The Home Food-production Gardens Project.

Employment and Productivity Program

Project	Validity
Micro-projects for the inclusion of older adults	2009-2010
Training on productivity and work in Quindío - Granfundación	2009-2010
Home food-production gardens for productivity	2009-2010
Labor inclusion of the disabled population through their training as contact center agents.	2010-2011
<i>Pacto por la Productividad</i>	2009-2012
<i>Fondo de Capital Semilla - Fundación Diego y Lía, Fundación Semana, Fundación Ser</i>	2009-2010

Community and Organizational Strengthening

01

Community and Organizational Strengthening Program for disabled persons



Development of Installed Capacity

42 associations of disabled persons improve their participation and incidence in public politics.

Constitution of REDDIS in four cities.

2.460 community agents have been prepared to mentor families of disabled persons.

103 Institutions that attend disabled persons of the cities of Popayan, Cartagena, Bogotá, Medellín, Tunja, Florencia and Quibdó, improve their management capacity through the Institutional Strengthening Program (IPP).



Management of alliances and visibility

Partners

With additional resources from partners and in alliance made with the ICBF and the *Red de Liliane Fonds*, we were able to expand the strategy for mentoring families of disabled persons and in displacement condition.

Events

Within the framework of the alliance that was made with *Colombia Líder*, we carried out a Press Conference denominated "Disability in Colombia: Challenges for the Inclusion in Human Capital."

Cycle of forums: Modern Rulers: Challenge to Grow Thinking of All.

Forum on Inclusive Tourism in Zipaquirá.



Generating Knowledge

Model for mentoring to families of disabled persons with replicas at the national level.

Proposal for training mediators of the *Red de Liliane Fonds*, officials of the ICBF and officials of the *Red Unidos*, aimed at aligning mentoring processes for families.

Experience of legal brigades for advising disabled persons and their families.

Booklet on rights for disabled persons.



Direct impact on beneficiaries

4.346 families of disabled persons received advice from the *Red Liliane Fonds* so that they are aware of and exercise their rights and duties.

615 families of disabled persons and under displacement conditions are advised by local community teams and officials of the ICBF for their inclusion through the Family Support Units (UNAFAS).

207.488 disabled persons, from seven cities are assisted by institutions that participated in the Institutional Strengthening Program.

02

Community and Organizational Strengthening Program for Older Adults



Development of Installed Capacity

Creation of a Social Pastoral for Older adults in the Colombian Episcopal Conference, with 300 multiplying volunteer leaders.

43 Institutions that care for older adults in the cities of Popayan, Cartagena, Bogotá, Medellín, Tunja, Florencia and Quibdó, improve their management capacity through the Institutional Strengthening Program (IPP).



Management of alliances and visibility

Partners

The Catholic Church was engaged as an ally for the topic.



Generating Knowledge

Radio-magazine: "Aging, a way to be prepared. " Didactic material for promoting self-care habits and guidelines for encouraging active and participatory aging.



Direct impact on beneficiaries

17.997 older adults of seven cities are assisted by the institutions that participated in the Institutional Strengthening Program.





>>> Graduation in Institutions (PFI) Popayán.

Organizational Strengthening Program

Project	Validity
Design of a model for training Pastoral agents for older adults	2009-2010
Community development in values – Community-based rehabilitation	2009-2010
Strategy for mentoring disabled children and families.	2010
Strengthening of institutions in Cartagena and Popayán (PFI)	2009-2010
Support for the sustainability strategies of the organizations of the Foundation's Institutional Strengthening Program	2009-2010
Strengthening of institutions in Bogotá, Quibdó, Tunja and Florencia	2010-2011
Strengthening of the incidence capacity of the <i>Red de Discapacidad (REDDIS)</i>	2010-2011
Strengthening of the technical capacity of agents of the Pastoral de la Primera Infancia, for the attention of disabled children and families.	2010-2011
Strengthening of institutions en Medellín with the Social Welfare Secretariat of the Municipality	2010-2011
Prize granted to the <i>"The Including Mayor and Governor"</i> within the framework of Colombia Líder	2009-2011
<i>"Secretos para Contar"</i> Strategy in Medellín	2010-2011

Knowledge Management and Transference

01

Knowledge Management and Transference Program



Development of Installed Capacity

34 journalists from 20 local media improve their journalism style to promote the image of older adults and of disabled persons.

84 audiovisual producers of the Country (professionals and amateurs) developed film-minutes about disability, aging and old age.



Management of alliances and visibility

Eleven local media published 404 articles on disability topics.

Events

Imaginatón (audio visual production marathon in 16 cities).

Radio-magazines of the family.

Workshop on "Journalism Capabilities to Address Topics of Disability, Aging and Old Age."

Third Forum of the FSC: "Impact of the Public-Private Social Investment: Going from Good Intentions into the Measurement of Results.", with the participation of Katherine Fulton, president of Monitor Institute, and Michael Weinstein, Vice president of Robin Hood Foundation.



Generating Knowledge

43 Film-minutes to raise awareness about disability and 41 film-minutes on older adults.

Radio-magazine: "Aging, a way to be prepared." Didactic material for promoting self-care habits and guidelines for encouraging active and participatory aging.

Video Memories of the Foundation forum in its website.

587 persons of the social sector, The Academics, business and other sectors attended the forum.



Direct impact on beneficiaries

The impact of these actions is given in qualitative terms with respect to the perception or awareness level rather than in direct or indirect beneficiaries, and we have not measured the impact.



>>> III Social Investment Forum of the Foundation.

Knowledge Management and Transference Program

Project	Validity
Journalists Workshop and strategy for the coverage topics related to disability and older adults topics from an inclusion perspective.	2010
Awarding of the film-minutes contest prize within the framework of the <i>Imaginación 2010-2011 Contest</i> , on disability and older adults topics from the inclusion perspective.	2010-2011
Radio-magazine: Radio-magazine: "Aging, a way to be prepared."	2010
III Strategic Social Investment Forum of the Foundation	Annual

Effectiveness of the programs developed by the Foundation

Participation of Stakeholders in the design, execution, follow-up and assessment of policies and programs

Stakeholders are all those actors that are engaged or influence in any way on our work, and we have identified many populations of stakeholders. The Direct Stakeholders (disabled persons, older adults and their families, the Board of Directors and the partners or allies) are those that are part of our mission objective; and the Indirect Stakeholders (Civil Society, the Government, the Academics, social investors) are those who are indirectly affected by our operation.

We are conscious of the importance and influence of stakeholders on our organizational management; and hence, engaging ourselves with them continuously is perhaps one of the fundamental requirements for having success in our projects.

We are interested in managing social networks with different actors and maintaining good relations in order to legitimize our work and facilitate the feasibility and approval of the projects, and to achieve their sustainability. The promotion of the active participation of different stakeholders generates value for our operation.

PARTICIPATION PROCESSES

Within the process for the design, execution, follow-up and assessment of policies and programs, each actor plays a different but definitive role within the process:

Design of policies and programs: A joint work was executed together with the Board of Directors through an

exercise of strategic redirection in order to strengthen the processes, policies, programs and profiles of our work team.

Execution of programs: This process has been jointly executed with the benefitting population and the operators. In principle, the area responsible for the Planning and Formulation of Projects discusses and agrees with the operators the design of and the way to implement each initiative, and then mentors its execution.

Follow-up and assessment: Our operators are responsible for raising the base line and making a mid-term assessment that will show the progress of the process. We mentor our operators on topics of quality and follow-up and in terms of compliance. Through satisfaction surveys carried out among our direct or indirect beneficiaries, we contrast the follow-up and assessment results, which enables us to evaluate, adjust or design new strategies that have a higher learning curve and to increase effectiveness and have a better impact.

The results or information gathered in focus groups and in satisfaction surveys are the inputs that are used by the Planning Division of the Foundation and by the operators to redesign and modify the implementation of these programs.

FOLLOW-UP, ASSESSMENT AND LEARNING SYSTEMS

Taking into account the obligation we have as a social organization to generate high impact results that are sustainable over time, we have sought the best way to advance towards responsible interventions. The follow-up and assessment of the ongoing projects have enabled us to generate processes of reflection and adjustment with respect to the learning and achievements that have been identified on the way. Such actions enable the reorientation of the approach of the interventions and the assurance of their quality.



<<< Follow-up Meeting of the Project “Pastoral por la Primera Infancia”.

FOLLOW-UP OF THE PROGRAMS

The Follow-Up Division is responsible for the follow-up and assessment process although this process is carried out in conjunction with the different stakeholders. When a project is started, the operators design a timetable in which they identify, jointly with the follow-up area, key times or milestones on which to build the follow-up scheme.

Each time an operator makes a balance of the project or delivers a follow-up report, a validation process is carried out with the project users and/or beneficiaries. The objective of this process is the approval and legitimization of the information delivered. On the other hand, each quarter, a balance of the projects’ execution and follow-up is submitted to the members of the Board of Directors in order to present achievements, learnt lessons and possible changes that may be required to achieve a successful operation.

At the end of the interventions, an assessment is made of the project, of the operator, and of the risks mitigation process, which produces a feedback that guarantees the application of lessons learnt for future projects.

PROGRAMS ASSESSMENT

The Follow-Up Division is responsible for the assessment of programs. This Division must make an overall balance of each program as well as its operators of its partners in order to evaluate the performance of the different actors involved, their efficiency and effectiveness, the quality of the methodology and the strategies used, and the impact generated.

This balance is presented to the different partners and allies, and to the Board of Directors for its validation and approval in case of replication or extension of the program.

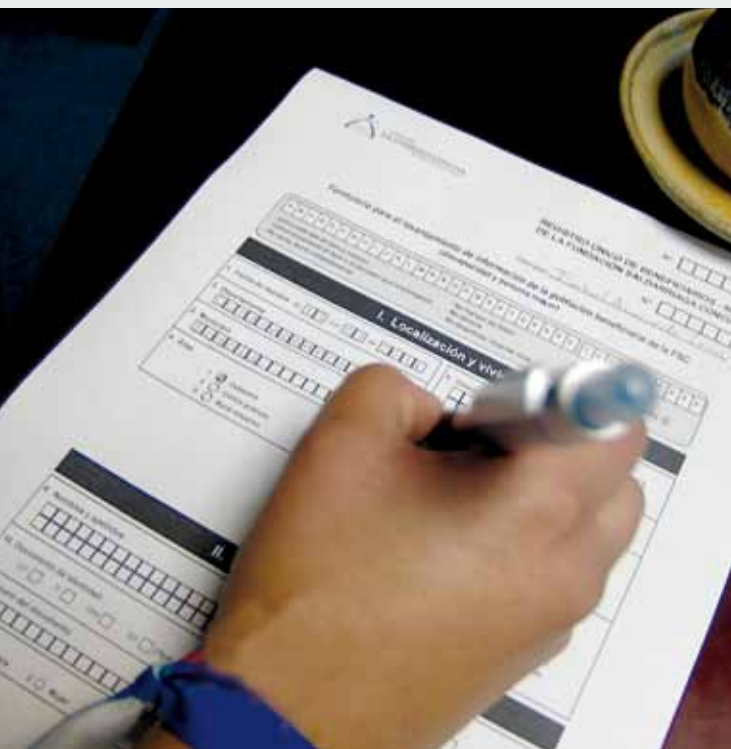
SOLE REGISTRY OF BENEFICIARIES

Within the process of the initial collection of information, a format denominated “Sole Registry of Beneficiaries” (RUB) was designed, which is applied by all the operators to the project beneficiaries.

It contains 36 questions of the disability register of the Ministry of Social Protection, seven questions related to the interests of the Foundation, and seven questions formulated by the operators or beneficiaries which seek to monitor the changes obtained through the intervention of each project. This step is important for the elaboration of the Impact Assessment.

The RUB is not only designed to collect information, but also to generate a series of reports, that allow users (operators or beneficiaries) and us to have information for decision-making and to see the changes that are occurring in the process that are being carried out. This information is available only for each activity and to those responsible for their execution; thus guaranteeing the confidentiality of the information.

Although the projects were inspired by the needs of the benefitting population, the latter never participated in the design of our programs and policies.



<<< Sole Registry of Beneficiaries (RUB)

FEEDBACK MECHANISMS AND MANAGEMENT OF COMPLAINTS

Seeking to achieve responsible interventions, we aim at building a clear approach and a defined strategy, with lines of research and development aimed at promoting the social inclusion of the benefitting population. Under this premise, the feedback and complaints management mechanisms play a key role since they allow the population, operators or partners to report whether the different interventions have a clear and defined approach and strategy or if, on the contrary, they have been distorted on the way.

Thanks to the feedback mechanisms, our Follow-up Division has been able to generate the necessary warnings for the Planning and Formulation Division, in conjunction with the stakeholders that enable them to adopt the necessary measures to redirect their projects to their initial approach, and achieve the success of the project.

This feedback involves not only the beneficiaries and partners, but also the operators, that must execute on the mandatory management of risks, which guarantees fair actions, always in search of the established objective.

FEEDBACK AND COMPLAINTS MECHANISMS

In order to guarantee the success of the intervention, the follow-up processes of our projects seek to create constant feedback spaces with beneficiaries, operators and partners.

Beneficiaries Feedback

The mechanism used for obtaining feedback and complaints from the beneficiaries is the execution of satisfaction surveys and follow-up visits carried out by our Mentoring and Follow-Up Team. Through these surveys we seek to collect the perceptions of the benefitting population with respect to the process, to

the work that is being developed by the operator, to the results that are established and the methodology and strategies that are used, in order to identify weaknesses and design corrective actions.

Operators Feedback

Through the management reports that each operator must submit during the implementation of the project, the Follow Up Division seeks to collect learnt lessons, risks and failures, to design, together with the operator, the necessary improvement or mitigation actions.

Partners Feedback

The mechanisms used with partners to conduct feedback and complaints processes are the technical committees which are held on a monthly or bi-monthly basis, as specified in the agreement. These spaces become stages for discussion and analysis of the intervention process, its learnt lessons, achievements, failures or weaknesses with the purpose of reformulating improvement actions or strategies.

MONITORING, ASSESSMENT AND LEARNT LESSONS

The proper monitoring and assessment of its initiatives or interventions is a continuous challenge for any organization. The assurance of a constant and timely collection of results and learnt lessons is a challenge that must not be neglected but must be instead constantly improved and strengthened. For future years we hope to be more efficient and effective when making decisions to reformulate concrete actions for the benefit of projects and the target population.

The monitoring and assessment mechanisms that collect results and learnt lessons of experiences that are in progress enable the identification, at the end of each intervention, of the success or failure of the project, as well as its weaknesses and strengths. Thanks to them, we have been able to, first, strengthen the planning and formulation processes, and second, to have the adequate support and information to decide whether or not a project should continue and be replicated or not in other cities.

The Foundation as well as the topics of disabled persons and older adults are under constant change. For this reason, we must have the appropriate support for reformulating actions and be able to adapt to the changes that this dynamic brings. A good monitoring and assessment mechanism for identifying learnt lessons give as a result an adequate and opportune decision-making.



>>> Follow-up meeting

MONITORING, ASSESSMENT AND LEARNING SYSTEM

Follow-up and / or Monitoring

All of our programs and/or Initiatives are monitored through the compliance of indicators that are established together with the operator or partners when the contract is signed.

Monitoring System

We have an integral follow-up system designed by us, which allows a constant and detailed monitoring of the implementation of each program that is under execution, in order to identify and verify the different variables, especially those that are related to the beneficiaries, the installed capacity and the generation of knowledge. Under this same follow-up and/or monitoring system, achievements and learnt lessons are collected for each implementation process.

Impact Measurement

The process of measuring the impact that is generated by the different initiatives that are under way has four stages:

01

Characterization of beneficiaries:

From the Sole Registry of Beneficiaries (RUB) a survey of information is made ex ante and ex post, for the construction of the input and output line of each Initiative. This record was built in conjunction with the operators and beneficiaries.

02

Measurement of Results /

Baseline. The results obtained in the input line correspond to a measurement of the results. This sample generates the input for the construction of the baseline of our programs or projects.

03

Measurement of impact:

From the results of the baseline, the evaluation of the impact is made at the end of the initiative and one or two years after the initiative is completed, the impact and the sustainability of the intervention are compared.

04

Communication of the results:

The impact or results achieved through the different Initiatives are communicated externally through the management reports that we publish every year. Likewise we issue notes that are disseminated through our website, the virtual bulletin and social networks.



>>> Contracting Committee

On the other hand, we have an action plan constituted by eight programs which are divided into various components. These components are in turn subdivided into activities. Each activity is developed within the framework of an agreement or per operator. A mentoring, follow-up and assessment system was established on these activities which consolidates the information. The technical mentoring is coordinated by the Social Investment Management and the follow-up and evaluation by the Executive Management.

Each activity originates from some Terms of Reference which are reviewed and validated by a Contracting Committee and become the input for the elaboration of the contract or agreement that is approved by it. Among the aspects that must be taken into consideration for the supervision of the programs are the evaluations, the reports periodicity and the work timetables in which the critical path is included. The risk matrix of each activity is added to these which is an input that the Foundation provides to the operators based on its experience in order to prevent some possible risks and threats that can arise during the development of the activities, affect the development of the activities and have a bearing on their efficiency.

Complementarily there are some topic consultants which are responsible for establishing the quality characteristics that the contracted products must have, and act as mentors of the operators in order that the actions and products developed correspond to our specific requirements. Alongside the topic consultants we have local coordinators who are responsible for conducting the follow-up of the processes in the region, and providing a more timely response to the local operators.

At the end of each activity, an assessment of the operators is made. Different aspects such as the quality of the product and the timeliness, compliance and competence of the service provider, and the financial structure are reviewed. Recommendations that give feedback for future processes are also taken into consideration.

Complementarily, the risk management reports are elaborated with each operator which include the mitigation of the detected risks and the identification of new risks, which will serve as gained experience for future processes.

INTEGRATION OF GENDER AND DIVERSITY TOPICS INTO THE PROGRAMS

All of our programs seek the recognition of diversity, which is understood as being inherent to the human condition. Starting from the concept that everyone is different and, that therefore, each person is unique and unrepeatable, with its own way of thinking, feeling and acting, we manage to understand that the skills and needs of each individual are developed according to the cultural and social conditions and characteristics of his/her surroundings.

Likewise, the inclusion approach of our social investment strategy emanates from an organizational position in which we recognize and value diversity and equality of gender and opportunities, both for the stakeholders and for the employees.

MEASURES FOR THE INTEGRATION OF GENDER TOPICS

More than a gender policy at the organizational level, we have a policy of respect and equal selection based on the competences and skills of each person. However, 70% of the members of our team are women. Up to date we have not worked on the gender topic at the social investment level or its participation in the design and execution of programs.

MEASURES FOR THE INTEGRATION OF DIVERSITY TOPICS

From the scenario of our social investment, under the approach of the social inclusion of the disabled population and older adults, we integrate the concept of diversity in the framework of our actions. All methods of inclusion of both populations stem from the attention to diversity that is given from the different sectors that are involved in the processes of the Foundation, and we expect that our strategies are applicable to any group regardless of its age or condition.

PUBLIC AWARENESS AND PROMOTION POSITIONS

To address and promote the social inclusion approach of the disabled population and elderly adults, the Foundation must have a clear and articulate position at the organizational level. For this purpose, we have tried to promote, mainly at the internal level, the awareness and commitment of the team members in order to have an organizational and articulated view that is coherent with our mission. On the other hand, in all of our projects there is a strong component of sensibilization or awareness to make visible the participation needs and opportunities in the society of our population.

We strive to guarantee that in all of our events and those of our operators there are minimums conditions of physical accessibility to ramps, lifts, etc., and to the information (sign language interpreters, Braille language elements, etc.).

PROPUESTA PARA UN PROGRAMA DE GOBIERNO QUE GARANTICE LA INCLUSION DE LAS PERSONAS CON DISCAPACIDAD



ELEMENTOS PARA UNA INTERVENCION INTEGRAL DEL ENVEJECIMIENTO EN COLOMBIA



STAND ON PROMOTION AND AWARENESS CAMPAIGNS

We seek, both in our formulations and in our programs and programs, to develop actions that promote the awareness and decision-making of the different stakeholders that are involved, in relation to the social inclusion of the benefitting population. Likewise, we seek, to promote new perspectives, approaches and positions in relation to the disability and older adult concept.

To this end we participate in different spaces and processes, to change promotion and public awareness positions:

01

In the year 2010 we participated in the National Planning Council in order to contribute in the making of decisions with respect to disability and older adults for the elaboration of the National Development Plan.

02

We carried out events with different audiences and decision makers, on topics like the cities' physical accessibility, inclusive education, labor and the productive inclusion of disabled persons.

03

For the elections of the Senate, House of Representatives, and President, we published two documents that highlight the main aspects that each candidate must take into account in his/her in government plans, for the social inclusion of disabled persons and older adults, which were sent to the political parties.

04

Since the ratification of the UN Convention on the rights of disabled persons, we have participated in different spaces, promoting their use and appropriation by the different actors.

05

In the year 2009, we participate and supported in the writing process and submission to the Congress of the Law No. 1306 of Judicial Interdiction which aims at the protection and social inclusion of all disabled persons.

06

In different spaces we have published documents that include different guidelines that must be taken into account for the construction of public policies for both populations.

07

We have looked for ways to approach various local and municipal authorities, such as the Secretariats of Education, Economic Development and Social Welfare in order to promote the inclusion matter and process.

08

In association with different actors (journalists, opinion leaders), we have promoted awareness and decision-making processes with relation to the topic of disabled persons and older adults.

09

In the months of August and September, we conducted a radio campaign in alliance with Caracol Social, aimed at promoting active aging and the social participation of older adults.

10

On the other hand, we have developed eight programs aimed at promoting the social inclusion of the target population through awareness processes, the promotion and change of positions, and incidence in decision-making.

COORDINATED ACTIONS WITH OTHER ACTORS

The coordination of alliances with actors of the private and public sectors and social organizations enable us, first of all, to generate a collective impact that favors the development, sustainability and the empowerment of projects; and on the other hand, to identify good practices, gather learnt lessons from analogous organizations, and above all, to develop a network in which efforts and knowledge are joined and aimed at the social investment in the Country.

This work in different sectors of the Country facilitates and strengthens the deployment and appropriation of the interventions. On topics such as disabled persons and older adults disability or older adults, the success of the project and the possibility of generating changes and impacting such populations depends on the commitment and transformation capacity of each one of the parties involved. If there is no will, it is very difficult to generate sustainable changes in time.

COORDINATION OF PROCESSES AND ACTIVITIES

Consolidation of alliances: In order to achieve the sustainability and empowerment of projects, we seek to consolidate alliances with different actors, both public and private. Such alliances have enabled us, on the one hand, to co-finance our own projects; and on the other, to participate in strategies of other organizations in order to be able to include our fields of interest. Through these we have gained greater understanding and participation in the national community, in the reality of the disabled population and older adults.

Importance of the articulation: The articulation between analogous organizations has been a fundamental process in the design, development and execution of our Projects. We consider it necessary to coordinate actions with local actors with respect to the viability and legitimacy of the projects and their potential replication, and in order to generate knowledge in the institutions and other public or private entities that promote the integral inclusion approach in the Country.

What we seek from the Allies: One of our Objectives is to leave an installed capacity in the cities where we interfere. This will allow the consolidation and appropriation of not just the operators or other local actors, but also of the beneficiaries themselves, which will lead to the sustainability of the project, to innovation and to networking. This will additionally avoid the duplication of efforts.

CHALLENGES



MISSION MANAGEMENT

- ➔ To consolidate the mission structure.
- ➔ To develop and increase our knowledge and investment in aging and old age.
- ➔ To strengthen the role of topic consultants.



PROGRAMAS

- ➔ To generate a permanent space in which educational agents can share experiences with the purpose of achieving inter-institutional coordination and access to support services for children and their families.
- ➔ To review the attention routes starting from early childhood, in the cities where the educational inclusion model is replicated.
- ➔ To consolidate the educational inclusion model in Medellín and Cali, where training and punctual mentoring have been implemented.
- ➔ To work on an integral labor inclusion strategy of disabled persons, which is geared towards the removal of existing

legal barriers that prevent their contracting.

- ➔ To consolidate the strategy of community food-production gardens and community development centers.
- ➔ To generate a training strategy to prepare us for old age, with a philosophy that "a life perspective towards the future," to be implemented and disseminated in the Country.
- ➔ To implement a network of volunteer older adults which enables the optimization of the productive use of time through the recovery of their social role.
- ➔ To structure a formation and training process on the development of business ideas and productive initiatives of our people.
- ➔ To carry out a social microfinance strategy which achieves the creation of a basic financial and savings culture in the groups that are intervened.
- ➔ To implement lobbying actions in the Congress and among other political actors in relation to our topics of interest, in order to reinforce the formulations of the National Development Plan.



STAKEHOLDERS

- To strengthen the communication channels and spaces for dialogue with the different stakeholders, both direct and indirect, and to strengthen the effectiveness of the Foundation's response on the different topics.
- To develop a digital strategy for the Foundation, which promotes the generation of knowledge and the creation of communities around our topics.
- To create mechanisms to engage the benefitting population in the formulation of projects in order to ensure the relevance and need for the same.
- To strengthen the dissemination of the social investment projects.



FOLLOW-UP, ASSESSMENT AND LEARNING

- To apply the registration of the beneficiaries' characterization in each initiative, and to carry out the analysis of the collected information.
- To have updated statistical data that can be used to present the changes that have been generated by the developed intervention, both positive and negative, in a timely manner.
- To consolidate the information system of the Foundation and to design a tool that streamlines the follow-up work through control boards.

- To consolidate the management of risk, for which an integral risk management matrix is being developed that will be fed by the operators and beneficiaries.



FEEDBACK AND COMPLAINTS MANAGEMENT

- To maintain and encourage relations with each one of the actors that are involved in our work, and to strengthen constantly the communications channels.
- To strengthen the mechanisms for responding the complaints that are received.



MONITORING, ASSESSMENT AND LEARNT LESSONS

- To make a constant and timely collection of results and learnt lessons obtained from the projects



INTEGRATION OF GENDER AND DIVERSITY TOPICS INTO THE PROGRAMS

- To start including the concept of gender and ethnic diversity as transversal approaches in the design, planning and formulation of projects to be developed.



PUBLIC AWARENESS AND PROMOTION STANDS

- To work in on the design and improvement of mechanisms for the social promotion of disabled persons and older adults.

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SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	29
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SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	N/A
Aspect: REGULATORY COMPLIANCE		
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	38
PRODUCT RESPONSIBILITY		
Aspect: CUSTOMER HEALTH AND SAFETY		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	N/A
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	N/A
Aspect: LABELLING OF PRODUCTS AND SERVICES		
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirement.	N/A
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	N/A
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	68
Aspect: MARKETING COMMUNICATIONS		
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	N/A
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	N/A
Aspect: LEGISLATIVE COMPLIANCE		
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	N/A
ENVIRONMENTAL PERFORMANCE INDICATORS		
Aspect: MATERIALS		
EN1	Materials used by weight or volume	N/A

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EN2	Percentage of materials used that are recycled input materials	N/A
Aspect: ENERGY		
EN3	Direct energy consumption by primary energy source	42
EN4	Indirect energy consumption by primary source	42
EN5	Energy saved due to conservation and efficiency improvement.	42
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	42
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	42
Aspect: WATER		
EN8	Total water withdrawal by source.	43
EN9	Water sources significantly affected by withdrawal of water.	43
EN10	Percentage and total volume of water recycled and reused.	43
Aspect: BIODIVERSITY		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. indicate the location and size of land owned, leased, or areas of high biodiversity value, in areas outside protected areas.	N/A
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	N/A
EN13	Habitat protected or restored.	N/A
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	N/A
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risks.	N/A
Aspect: EMISSIONS, DISCHARGES AND WASTE		
EN16	Total direct and indirect greenhouse gas emissions by weight.	43
EN17	Other relevant indirect greenhouse gas emissions by weight.	43
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	43
EN19	Emissions of ozone-depleting substances by weight.	N/A
EN20	NO, SO, and other significant air emissions by type and weight.	N/A
EN21	Total water discharge by quality and destination.	N/A
EN22	Total weight of waste by type and disposal method	N/A
EN23	Total number and volume of significant spills.	N/A
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of Basel Convention Annex I, II, III, and VII, and percentage of transported waste shipped internationally.	N/A
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	N/A
Aspect: PRODUCTS AND SERVICES		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	N/A
EN27	Percentage of products sold and their packaging materials that are reclaimed at the end of their useful life by category.	N/A
Aspect: LEGISLATIVE COMPLIANCE		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulation.	N/A
Aspect: TRANSPORTATION		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	N/A
Aspect: GENERAL		
EN30	Total environmental protection expenditures and investment by type.	42, 43

SECTOR SUPPLEMENT FOR ONGs

Profile	Description	Page
EFFECTIVENESS OF THE FOUNDATIONS' PROGRAMS		
Aspect: Commitment with the groups of stakeholders involved		
NGO1:	Process for getting involved stakeholders in the design, implementation, monitoring and assessment of policies and programs	66 a 67
Aspect: Feedback, complaints and actions		
NGO2	Feedback and complaints mechanisms for issues related to the programs and policies in order to determine which actions are necessary to respond to non-compliances.	68 a 69
Aspect: Monitoring, Assessment y Learning		
NGO3	Monitoring, assessment and learning system of the programs (including the measurement of the programs effectiveness and Impact), changes Implemented on the programs and the way In which they have been communicated.	69 a 71
Aspect: Gender and Diversity		
NGO4	Measures for integrating gender and diversity issues in the design and implementation of programs as well as In the monitoring, assessment and learning cycle.	71
Aspect: Public Awareness and Incidence in Politics		
NGO5	Processes for formulating, communicating, implementing and influencing on changes of opinion on issues, and public awareness campaigns.	71 a 72
Aspect: Coordination		
NGO6	Processes to take into consideration and to be coordinated with other actors	73
ECONOMIC SECTION		
Aspect: Specific economic performance		
NGO7	Distribution of resources	28 a 38
NGO8	Sources of the funds per category and the five biggest donors with the monetary value of their contributions	35 a 36
SOCIAL PERFORMANCE, INTERNSHIPS AND WORK ETHICS		
Aspect: Employment		
NGO9	Mechanisms for workers feedback and complaints and for the resolution of the same.	49