



CALI

ANNUAL REPORT





TABLE OF CONTENTS

- 05** MESSAGE FROM THE CHAIRMAN
- 07** MESSAGE FROM THE EXECUTIVE DIRECTOR
- 08** OUR TEAM AND BOARD OF DIRECTORS
- 10** MISSION, VISION AND FOCUS OF OUR WORK
- 14** FELLOWSHIP PROFILE
- 15** AGLN IMPACT STUDY
- 21** 2019 -2021 CALI STRATEGIC PLAN
- 23** NOMINATIONS AND SELECTION PROCESS 2019
- 25** SEMINARS 2019
Building through dialogue
- 27** SEMINAR EVALUATIONS 2019
- 28** LEADERSHIP AND CONNECTION
Actions that connect the Fellowship
- 30** TOWARDS THE SUSTAINABILITY OF OUR NETWORK
Results for our 2019 Fundraising Campaign (The Giveback Challenge)
- 31** 2019 FINANCIAL REPORT
- 33** OUR STRATEGIC PARTNERS
- 34** INSPIRING STORIES
- 40** THEIR SUCCESS MAKES US PROUD



*OUR FELLOWS ARE THE SOCIAL AND POLITICAL FABRIC
OF THIS EFFORT, WHOSE IDEAS AND ACTIONS IMPACT
OUR LIVES AND SOCIETIES.*

Stanley Motta
Chairman



MESSAGE FROM THE CHAIRMAN

A Central America that is more just, inclusive and offers more opportunities to all



Stanley Motta
Chairman
CALI

Central America remains a region of upheavals and hardships and sometimes extremes contrasts. Natural wealth, cultural heritage, valuable human resources, innovation, creativity and resilience are mixed with countless economic, social and political challenges, which in some cases widen the inequality gap.

Migration, access to quality education and health, integration, adequate public infrastructure and competitiveness are some of the regional challenges according to the rules of world trade that are mixed with the need for sustainable development and equitable prosperity.

This is why Central America requires leadership, entrepreneurs and managers who transform these elements into concrete, sustainable and innovative actions to push the region forward.

For 15 years we have been working to build this network of leaders who do not hesitate to give their best and challenge the most demanding scenarios based on their principles and values. That has defined CALI to this day. Our *Fellows* are the social and political fabric of this effort, whose ideas and actions impact our lives and societies.

This report summarizes the main activities and actions undertaken during 2019. I am convinced that its content does justice to the effort and leadership of our entire network, which continues to strengthen and advance in the direction that the political, economic and social circumstances demand.

In 2019, we had the opportunity to study the impact of CALI on our *Fellows*. We are pleased to see that the dialogue and reflection have guided more than

300 leaders in the search and generation of great positive changes for the region, in addition to promoting support for each other to achieve goals that transcend the personal level and reach regional and global scopes.

This study allows us to know our impact as CALI more precisely, as well as the motivations and decision-making that determines an action of impact and at the same time reinforces the limitations of areas that warrant it.

This path has been possible thanks to the synergy and support of a number of actors, as well as their commitment, teamwork, dedication and perseverance. The joining of efforts between *Fellows*, The Aspen Institute, foundations and the private sector has been essential to materialize the change. Thank you for allowing us to contribute to the transformation of a just and more equitable Central America with greater opportunities for all.

In these moments of uncertainty due to the health pandemic that we face worldwide, which without a doubt will change us forever, CALI will continue with its effort to add more committed leaders with a strategic and innovative vision. We are confident that this network will continue to catalyze changes that can achieve a better and dignified future that we have dreamed of.



THIS NETWORK WILL CONTINUE TO GROW, EVOLVE AND INTEGRATE AS A KEY PLAYER WITH ENORMOUS CAPACITY AND POTENTIAL FOR CHANGE.

Claudia Salmerón
Executive Director, CALI

MESSAGE FROM THE **EXECUTIVE DIRECTOR**

The power to build an improved Central America



Claudia Salmerón
Executive Director
CALI

It fills me with pride to be part of this family for another year, which day by day shows its commitment to the results of its projects or *ventures*. These initiatives show the power to build a better Central America from different areas.

Since the nomination period, at CALI we seek not only emerging leaders but also those who want to open their minds to new ways of thinking, feeling, being and acting. In this report, we will learn about their stories and reasons why they continue to influence the construction of a better region.

We will also find the results of the impact study presented by the Aspen Global Leadership Network (AGLN) to learn about the transformation our *Fellows* are undergoing. The CALI Board of Directors was immersed in this process and invested time and resources to develop a tool to measure these experiences, which have been derived from the AGLN theory of change and for which 45 *Fellows* were interviewed.

Thanks to these results we understand what the new forms of ethical leadership, decision making and strategic thinking are that these leaders transmit to their organizational and personal environment.

This year 2020 CALI turns 15 years old. Although the context does not allow us to celebrate it, the spirit and perseverance prevail. This network will continue to grow, evolve and integrate as a key player with enormous capacity and potential for change. And that is also a way of celebrating and recognizing the journey. Thank you!

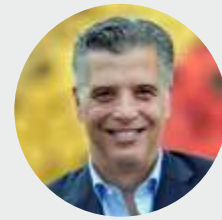
We will continue our mission, sowing new seeds, and enhancing fertile soil to make them grow through dialogue, reflection and innovation.

CALI: COMMITTED LEADERS

Board of Directors



Enrique Bolaños
Vice-President | INCAE



Luis Javier Castro
Costa Rica



Xavier Argüello
Nicaragua



Ricardo Maduro
Honduras



Gisela Porras
Secretary



Luis Atala
Honduras



María Eugenia Brizuela
El Salvador



Tomás Regalado
FUNDEMÁS



Rafael Barraza
El Salvador



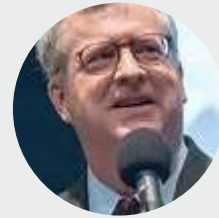
Stanley Motta
Chairman



Mercedes Deshon
Treasurer



Karla Menocal
Guatemala



David Langstaff
The Aspen Institute



Stace Lindsay
United States



Arturo Aguilar
Seattle International
Foundation



Harry Strachan
Costa Rica



Oscar Artiga
TechnoServe



Carlos Enrique Mata
Guatemala



Bill Clapp
Seattle International
Foundation

Our Team



Claudia Salmerón
Executive Director



Verónica Vásquez
Development Officer



Alejandra Fonseca
Senior Program Coordinator



Vannesa Delgado
Program Officer



Carlos Enrique Mata
Guatemala

Joined the CALI Foundation as a new member of the Board of Directors for Guatemala. Carlos has extensive work experience in the private sector, he is currently Executive President of the CBC, Apex, Beliv and BIA companies. He is also a co-founder of *Fundación Ayúdame a Vivir (AYUVI)*.

MISSION, VISION AND FOCUS OF OUR WORK

About us

The Central American Leadership Initiative (CALI) is a network for leaders that seeks to strengthen their leadership capacities to face the social challenges of the Central American region.

This network was founded by the Aspen Institute, INCAE, FUNDEMÁS and TechnoServe, with the idea of enriching the vision and leadership capacities of its members in order to contribute to improve the economic and social situation in Central America. Our *Fellows* are integrated into a community of more than 3,000 leaders, businesspeople and entrepreneurs from more than 50 countries by being part of The Aspen Global Leadership Network (AGLN).

The AGLN's reason for being is to foster a life of impact through leadership, which is why it promotes a model that creates deep changes at different levels: personal, professional and as members of society. The AGLN is made up of 14 geographic or thematic initiatives. CALI is one of them.

CALI offers its *Fellows* a space to identify and question the impact of their actions or *ventures* and how they affect their community. During the program, participants experience a transformative process that leads them to make important and lasting changes in the way they direct their efforts and how they channel their success through more meaningful service.

One of CALI's principles is to move these leaders **from success to significance**, encouraging them to take action on some of the most important challenges in the world or their communities.

CALI is present in Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica and Panamá. Its members are outstanding leaders in their individual or specific areas with ability to influence and transform it.





Values

- » Confidentiality
- » Tolerance and respect
- » Service
- » Compassion
- » Transparency
- » Intentionality
- » Diversity
- » Honesty

Mission

Develop leaders with solid values who are committed to proactively face social challenges, individually and collectively, to create a fairer and more equitable Central America.

Vision

Create a community of 450 leaders committed to the region by 2025. These leaders will ultimately be able to address the problems and become agents of change in our region.



Focus of our work

Seminars

The *Fellowship* lasts two years and carries a commitment from the *Fellows*, who are extraordinary leaders and points of reference in their respective areas. In those two years they must attend four week long seminars that are part of the AGLN, Aspen's global community, and of which the *Fellows* are part once they attend them. Similarly, they must develop a project or *venture* that becomes a life plan or a part of it.

- » **Seminar I:** The Leadership Challenge
- » **Seminar II:** The Aspen Seminar
- » **Seminar III:** Leading in an Era of Globalization
- » **Seminar IV:** The Promise of Leadership

These seminars are moderated by personnel trained to guide the *Fellows* in the discussion and reflection of the texts that are provided at each stage. Dialogue is the essence of the seminars and through them, critical thinking, creativity and the search for solutions for the social problems that plague the region is enhanced.

Projects or ventures

Being part of the AGLN implies taking action in the face of the most pressing challenges in the world. As a member of each global initiative, the *Fellows* are committed to developing a project or *venture* with a social or environmental impact.

These are opportunities for *Fellows* to place their passion, talents, and resources to help solve a social challenge. *Fellows* often start their program having spent most of their careers focused on developing their businesses. In general, at that time, most have not thought about what else they could do for the world, or if they have, they have not yet achieved it. The *Fellowship* offers the possibility of taking the break they need to reflect on their values and, through their projects or *ventures*, act accordingly.

We believe that channeling the creativity of leaders who might not have been moved to act were it not for the *Fellowship*, will bring unique solutions to some of the most complex problems of the world or the community.

Main impact areas addressed by CALI projects or ventures:

- Quality education
- Health and well-being
- Decent work and economic growth
- Peace, justice and institutional strengthening
- Inclusiveness and Gender Equity
- Industry, innovation and infrastructure
- Reduction of inequity
- Environment

The Fellowship experience

- » Brings together a diverse group of people who challenge and support each other throughout the program's journey and throughout their lives.
- » Cultivate and refine values through four transformative seminars, based on the Aspen method used for over 70 years, which, through carefully selected and curated readings, generates a moderated dialogue between the *Fellows*.
- » Create opportunities for debate, reflection and shared reading that allows social interaction, personal and professional growth among all *Fellows*.
- » Convert ideas into action and impact for people and society as members practice high integrity value-based leadership in their daily lives.
- » Provides tools that promote a critical and stimulating exchange of ideas and contributions to action.
- » It empowers leaders committed to inclusive, sustainable development and the well-being of their countries and the region from its various spheres of action.
- » Develops efforts focused on social action and fundraising, encouraging collaboration to achieve the self-sustainability of our program.



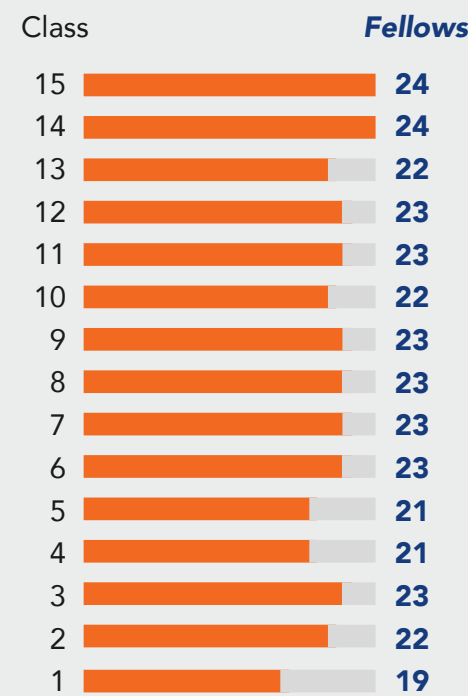
FELLOWSHIP PROFILE

Leaders who nurture Central America with Hope

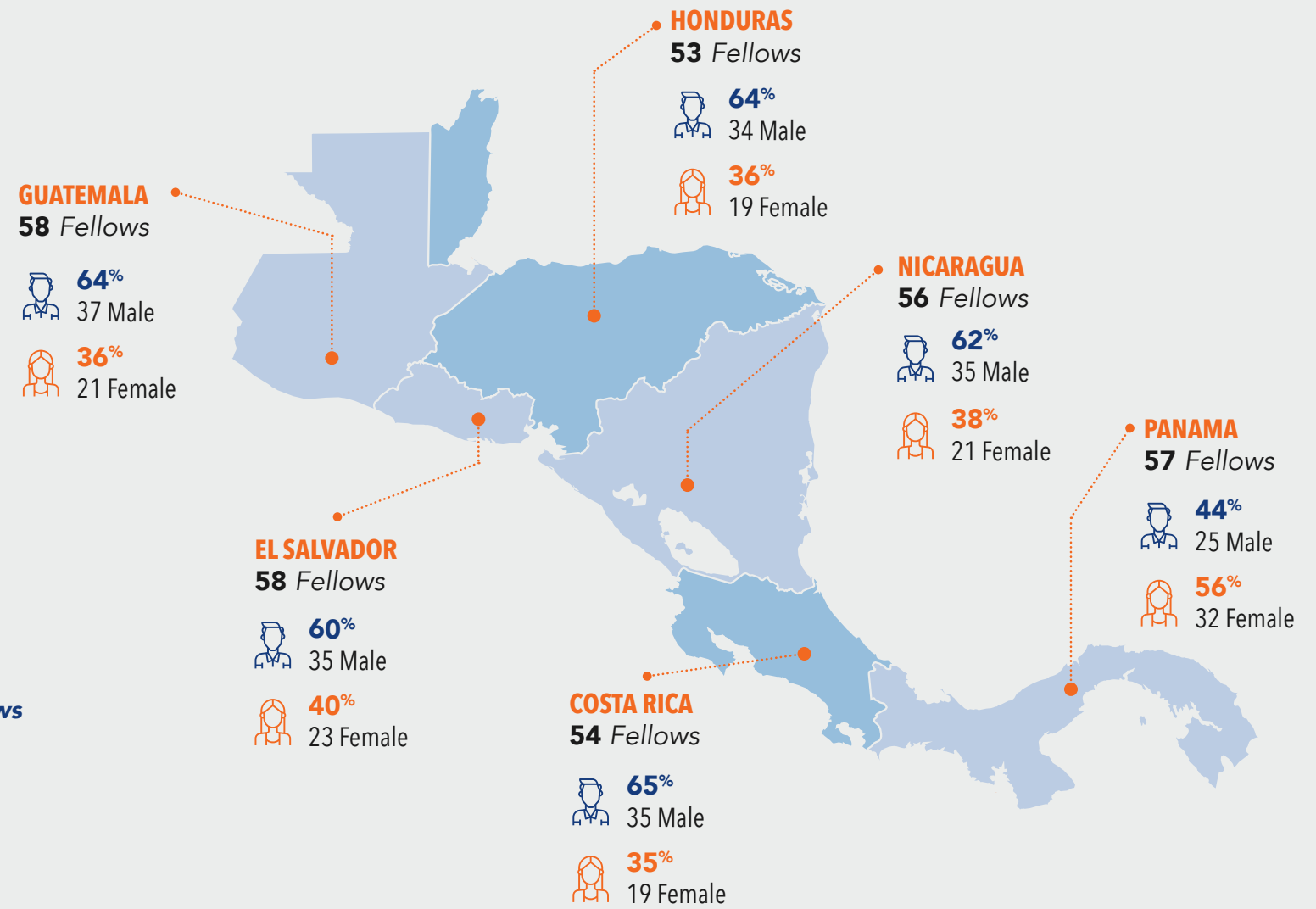
To date, CALI is made up of 336 *Fellows*, extraordinary Central American human beings who promote actions and/or policies for the well-being of all. They have been selected to be part of CALI due to their proven results and skills in each of their industries or areas.



FELLOWS BY CLASS



FELLOWS BY COUNTRY AND GENDER



SECTOR



AGLN IMPACT STUDY

The Aspen Global Leadership Network (AGLN)

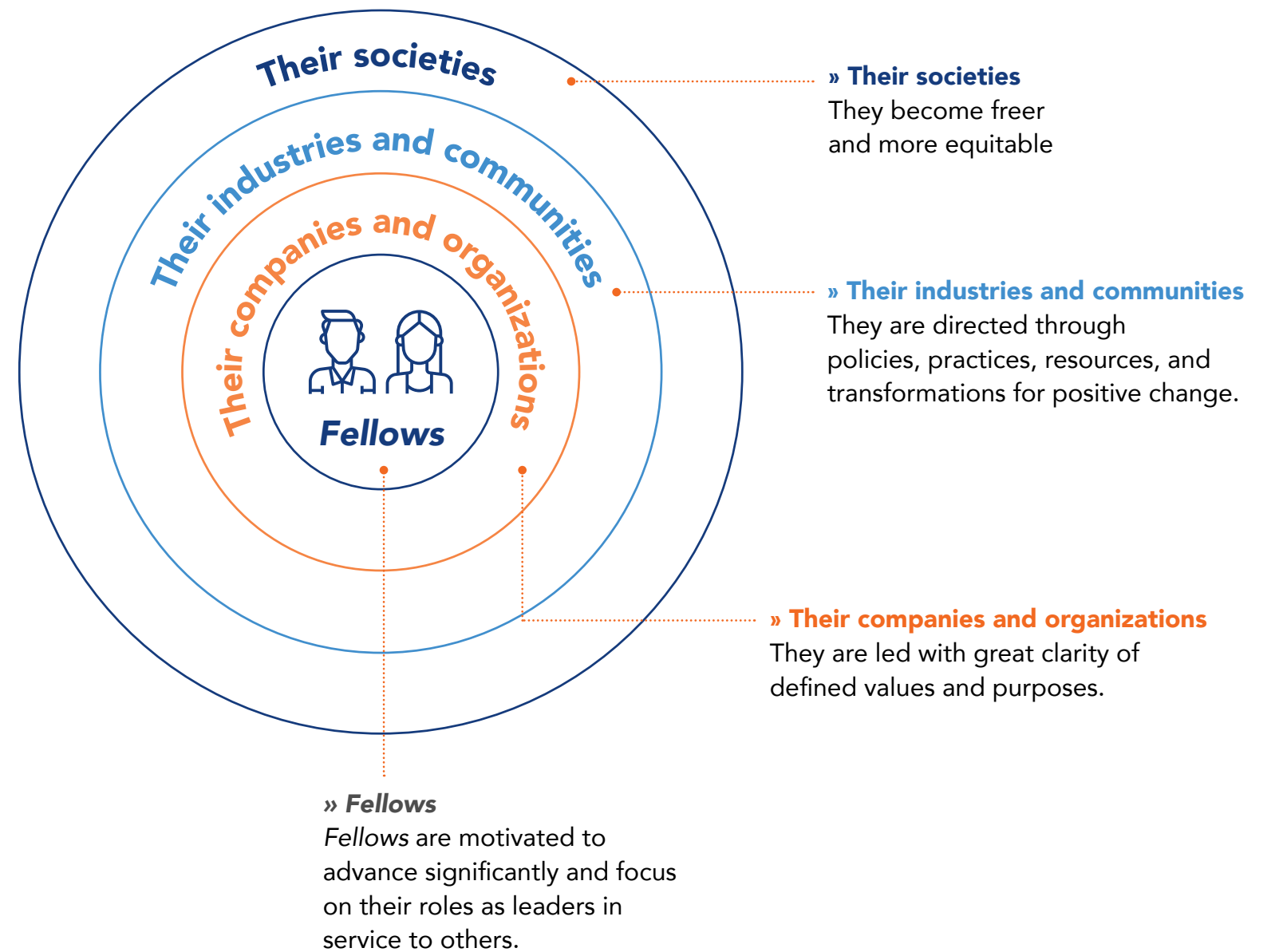
The Aspen Global Leadership Network (AGLN) was founded on the notion of uniting leaders so that together they find a common ground that allows them to drive the positive changes that society demands. To achieve that goal, leadership must be based on solid human values.

The impact of the *Fellowship* goes beyond the individual. *Fellows*, through their leadership and actions, impact the people, institutions, communities and societies around them. As models of high integrity and enlightened leadership, their influence grows and deepens over their lifetime.

Over 20 years, the AGLN has transformed the capacities and ways of thinking, acting and feeling of *Fellows*. In 2019, the AGLN in coordination with CALI, carried out an impact study that reflects the deep footprint that has marked the different components of the Theory of Change in the *Fellows*.

The research focuses on the experience and reflection of the *Fellows* during the 24 months of intense seminars, the changes and transformations that precede this process and the actions they take from their organizational and community leadership roles.

The impact is identified in four layers:



Aspen Global Network Theory of Change

The impact study allows validating the AGLN theory of change. This theory consists in creating a more free, just and inclusive society through the development of leaders committed to proactively face social challenges individually and collectively.

The Ingredients

- » The *Fellowship* is grounded in the Aspen Institute model: the curation of a diverse cohort of leaders who take part in time-tested seminars by Aspen-trained moderators.
- » We select proven, high integrity, entrepreneurial leaders who are at an inflection point in their lives - those whose focus on success in external achievement, has left them questioning "what more is there?"
- » Every *Fellow* has a requirement to act; they undertake a social *venture* that puts their values into action.

The Experience of the Fellowship

- » Creates deep introspection within *Fellows*, challenging them to pause, reflect, and refine how they lead in all facets of their lives.
- » Their cohort and moderators challenge them to think deeply about their purpose, core values, and role in society, while the *venture* development process provides the impetus to expand their leadership. We support and engage *Fellows* for the rest of their lives to continue.

The Outcomes

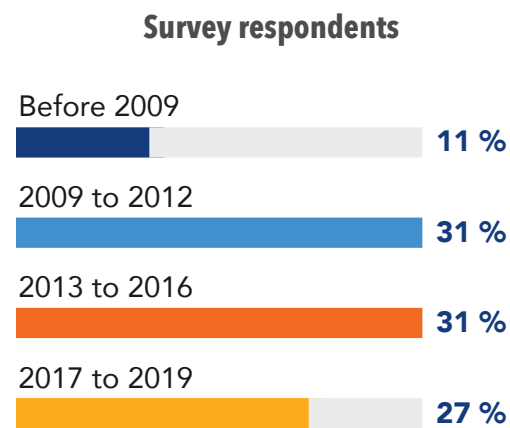
- » Outcomes are realized on two dimensions:
 - 1) The individual *Fellow*
 - 2) Society at large
- » A *Fellow's* personal transformation — the ways in which they change internally in thought, belief, and behavior — is the catalyst to compel action and create societal change. *Fellows* act in their key spheres of influence including their organizations, communities, industries, and regions.

The Impact

- » Ultimately, these outcomes result in solving critical challenges facing the world in order to create a more free, just, and equitable society.

Main results

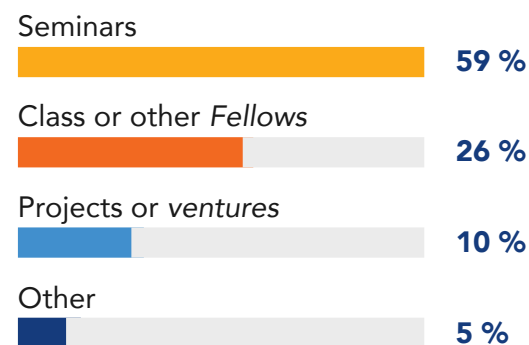
The study focuses on the experience of the 14 global *Fellowships* developed by the AGLN, including the CALI initiative, where 45 *Fellows* from different generations were part of the study. The following results explain how the 24-month experience has taken them from introspection to action.



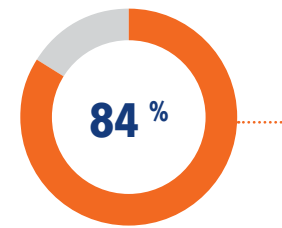
Topics covered:

Impact of the *Fellowship* and which of its components have guided them in their personal transformation. Six out of ten *Fellows* consider seminars to be essential to promote interaction, relationship and development of ventures.

¿How much of the *Fellowship* experience led to you making important changes in your life?

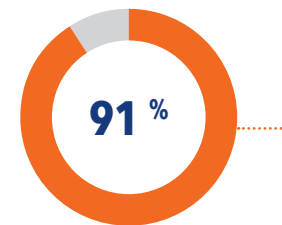


As a result of the *Fellowship*, the *Fellows* have been able to:



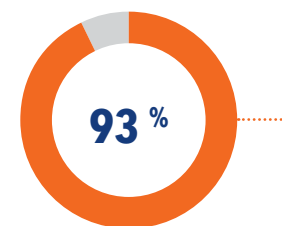
» Reinvent yourself to act in new ways

I took a risk or took on new challenges that I would not have sought if it were not for my experience in the *Fellowship* and/or the support received from other *Fellows*



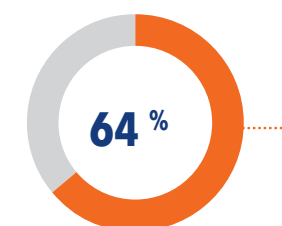
» Define priorities

I focused more on the role and/or example that I can be for other people



» Change ways of thinking

I have adopted a new mindset regarding leadership and/or practices



» New ways of leadership with clear goals

I have implemented new policies, incentives, practices or initiatives in my company or organization, in order to achieve a positive impact

Incidence of the *Fellows*

Policies and infrastructure

- » I improved communications in the company.
- » I worked to improve the effectiveness of meetings in the company.
- » I changed the culture related to expectations, productivity and behavior in the company.

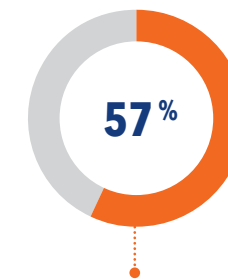
Social responsibility programs and initiatives

- » I started an adult literacy program with our company and its suppliers.
- » I developed programs and content that are available to low-income families.
- » I made pro-bono projects available to the team.

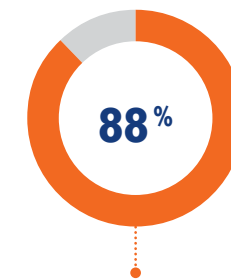
Talent

- » I developed new incentives for teams.
- » I incorporated better work practices.
- » I developed more consistent evaluation and training processes.
- » I developed ways to interact with my colleagues outside of the work environment.
- » I invested more in human resources.
- » I strove to give my colleagues more independence; I empowered them.
- » I worked to influence culture in relation to talent and in particular to reduce discrimination in hiring.

Mobilization of resources within unions and sectors to create positive change and/or reduce the gap of social inequities.



Resources for
industry or
sector levels

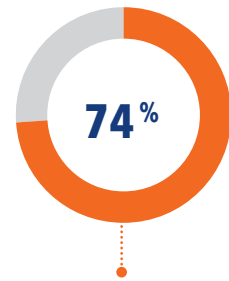


Resources for
the communities

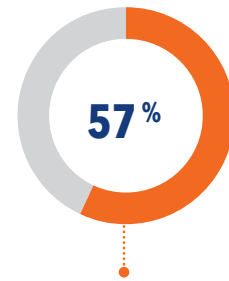
Six out of ten *Fellows* affirm that they have mobilized resources to generate positive changes in the region. For example:

- Promotion of regional trade policies.
- Facilitation of commercial exchange between Europe, the United States and Taiwan.
- Incidence in public policy changes.
- Facilitation of consensus among decision makers.

Influence to change



Policy Reforms
towards communities



Policy Reforms at the
industry or sector level

New leadership, big changes

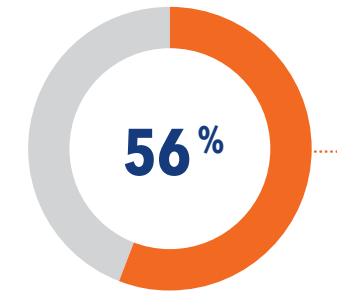
I informed or interacted with stakeholders to gather their support.

- I promoted at the local / municipal level the lessons about values that I learned in the seminars.
- I connected leaders of the private sector with NGOs working on the problem of human trafficking, in order to find solutions.
- I worked to expand my network and influence other leaders in different ways.

I hold a public office or work for the government with the purpose of promoting positive changes.

- I participated in different chambers nationwide.
- As a member of a political party that is to the left of my personal ideology, I have worked with them to find common ground.
- I have worked with several ministers of science and technology.

Impact Alliance between *Fellows* with a common goal



Work with a group of
Fellows to achieve a
common goal

The projects or ventures that transform the region

I worked on a specific program or initiative, or to promote a particular topic.

- Anti-violence project in El Salvador.
- Several *Fellows* from Cali Panama worked together to develop early stimulation centers for children and some centers have already opened.

I have been involved in political affairs at the local, regional or national level.

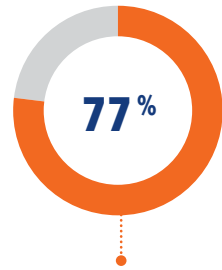
- I have worked with my class and my *Fellowship* in formulating a civil society proposal for a transition stage in Nicaragua.
- I am working to resolve the crisis in Nicaragua.

I was one of the leaders in thinking about values-based leadership.

- Several *Fellows* support Vital Voices as mentors and some are on their board of directors.

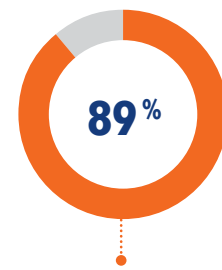
I worked so that together we could promote a policy.

- Women's sexual and reproductive rights project receives the support of different organizations and institutions in Costa Rica.



Entrepreneurships that impact towards change

Fellows who continued to work on their project or venture after completing their two-year *Fellowship*.

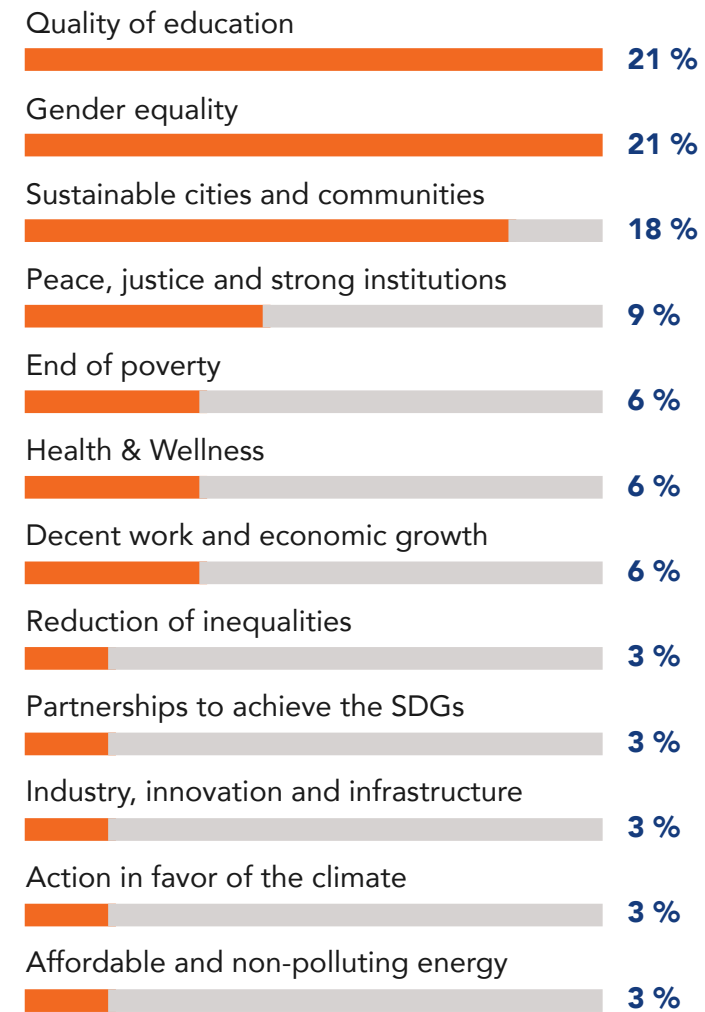


Support and Accountability

I have worked, or am working, with other *Fellow(s)* to deal with a difficult issue, to remedy a social injustice and / or create positive change in my community, field or sector.

Ventures aligned with SDG

Our *Fellows* lead projects and initiatives aligned to the Sustainable Development Goals. These are *ventures* that contribute to eradicating poverty, guaranteeing the quality of education and making our region a more equitable place for all.



Strategic Plan CALI 2019 - 2021

In January 2019, a year before CALI's 15th year anniversary, the Board of Directors, moderators, *Fellows* and some of its founders met in Panama to define the strategic plan for the period 2019-2021.

The Strategic Plan outlines an in-depth review of the nature of the *Fellowship* with a view to establishing a new horizon and deepen the impact of the leaders and entrepreneurs that the program has formed.

The main objective of the plan is to strengthen the *Fellowship* through the following key areas:

1. Deepen the improvement of the search and selection process for our candidates with a focus on excellence and diversity.
2. Deepen the connection between the *Fellows* through the opening of spaces for dialogue and valuable exchanges.
3. Commit to impact measurement and tell the success stories of our *Fellows* and their projects or *ventures*.
4. Achieve financial sustainability through timely communication with our investors, diversification of our financing sources and the contributions of our *Fellows*.

As of December 2019 we had achieved:

- » Defined the selection process and criteria by country.
- » Mapped the *Fellowship* profile and status by country to understand representation gaps.
- » Listed allies with diverse candidate sources with their respective references.
- » Establish *Fellows* committees by country with guiding and monitoring information for nominations.
- » Started mapping the projects or *ventures* of the *Fellows* by country to understand their areas of incidence.
- » Connected more than 150 *Fellows* with different opportunities and resources within the CALI and AGLN networks.
- » Promoted the participation of *Fellows* in different events such as CALI Day, Central American Donors Forum, Resnick Aspen Action Forum, among others.
- » Completed the impact study of the *Fellowship*.
- » Improved the connection experience with the *Fellowship* through tools such as the CRM Salesforce, initiated the redesign of the website and the redesign of the CALI corporate image.
- » Started a pilot program with Class 15 to improve the concept, development and execution of *ventures*.
- » Identified seven new investors for the CALI Scholarship Fund.
- » Met the goal of raising an additional \$100,000.

CALI moderators

The moderators are essential to facilitate dialogue, discussion and reflection based on the texts selected by the AGLN. They stimulate a diverse, fluid and meaningful conversation among the *Fellows*, who contribute diverse points of view that emerge from their experiences, practices and knowledge.

Part of the job of moderation is to seek a plurality of voices that will lead *Fellows* to reflect and consider new points of view and evaluate challenges and circumstances from a global point of view. Moderators must ensure a fair and participatory debate.

The moderator training lasts two years and during that time, they develop their own style, learn to interpret selected readings and how to connect them with real situations and circumstances.

Our moderator community is active, engaged and growing. It's important role will allow the growth of the *Fellowship* and the building of transformative leadership.



Stace Lindsay
Principal / Senior Moderator

Leads the moderator team consisting of:



Harry Strachan
Costa Rica



Margarita Herdocia
Henry Crown Fellow



Hildegard Vásquez
CALI 2



Diego de Sola
CALI 1



Alexandra Kissling
CALI 1



Claudia Salmerón
CALI 8. Joined the training program in 2018.

They have completed their two-year course and continue their practices

Nomination campaign and selection process 2019

In order to achieve these results, a communication campaign was developed with timely material to guide the nominees in the identification and nomination of candidates. Nominating committees were activated and meetings were held with each committee to explore and promote candidates, encourage participation in the interview process and help shape the profile of the ideal candidate for this new class.

The process was demanding, comprehensive, and highly critical for interviewers, nominators, and candidates. We are proud of the result, Class 15 shows that there is solid leadership in the region that has the level of commitment and quality that the *Fellowship* demands.

We are grateful to the *Fellows* who accompanied us in the interview processes, extensive evaluation and qualification of candidates, and selection of this new class.

COUNTRY AND GENDER



SECTOR



33
Civil Society

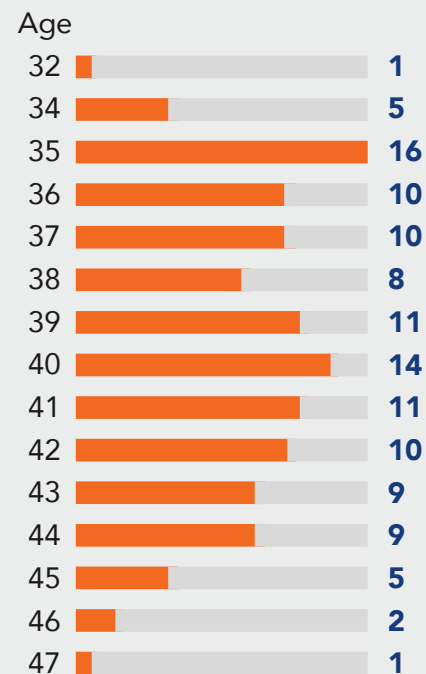


7
Public Sector



82
Private Sector

AGE



GENDER

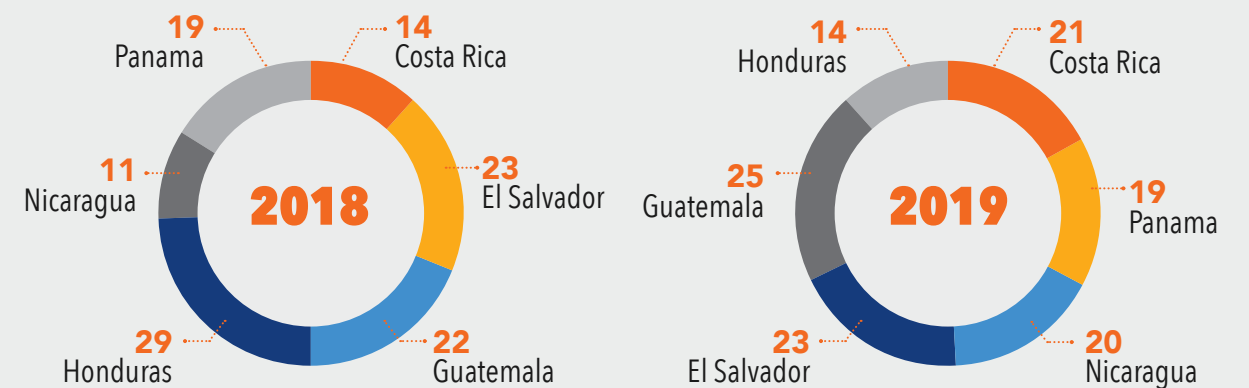


70 %
Male



52 %
Female

2018 VS 2019 NOMINATIONS



Welcome Class 15!

Class 15 is the most recent CALI Class. For the selection of this class 122 applications of nominated candidates were received, 86 of which were new nominees and 36 were active nominees from the previous cycle.

Filmmakers, lawyers, union leaders, entrepreneurs, high-performance athletes, designers and educators make up this class of 24 leaders from the region. All of them are exceptional people in various aspects, who stand out for their professional achievements and also for their charisma, capacity for reinvention and transformation, integrity and passion.



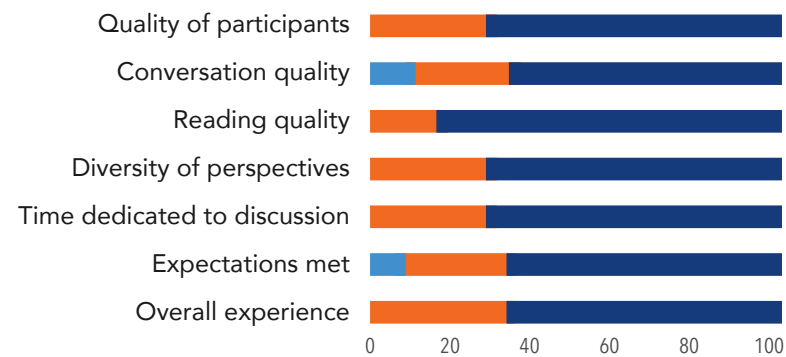
EVALUATIONS SEMINARS 2019

Building through dialogue

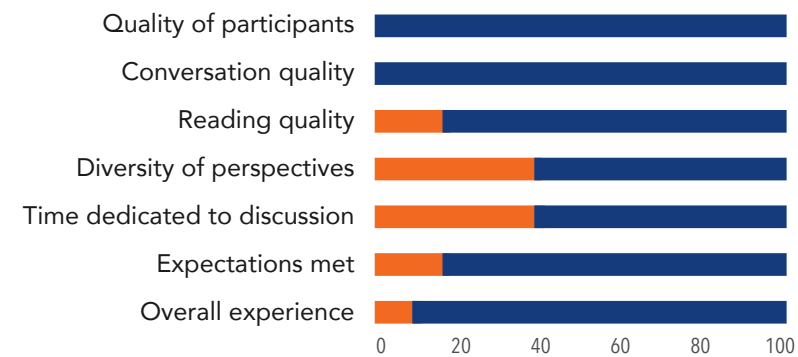
Every year the seminars are evaluated by our *Fellows* after their implementation. *Fellows* also value the methodology and organization of each seminar. Excellence in the execution of the seminars is important to guarantee the success of the program and achieve the desired impact on the *Fellows*.



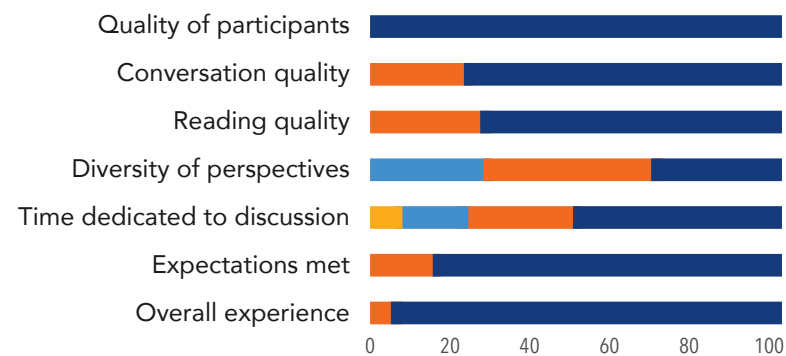
Clase 13 - Leading in the age of globalization
Panama, February 2019



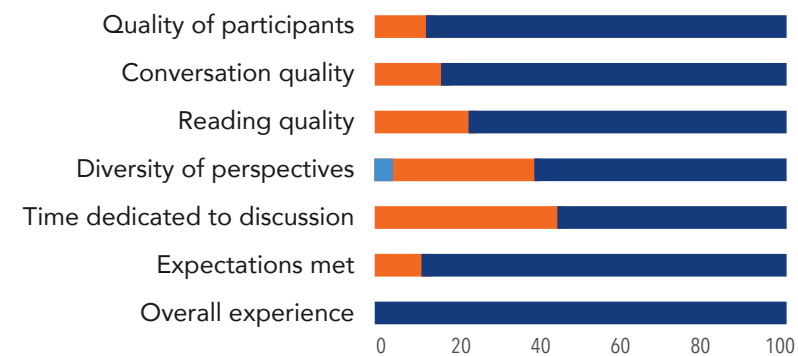
CALI 13.4 - The promise of leadership
Panama, June 2019



CLASE 14.2 - The Aspen seminar
Honduras, April 2019



CLASE 15.1 - The challenge of leadership
Costa Rica, October 2019





Seminars Evaluations 2019



“ We rarely take the time to reflect on our purpose, much less in the company of 23 extraordinary people and our moderators. CALI has been an experience that changed my life, not only because of what it sowed in me; also for the friends I have found for life, who share the same love and commitment to Central America. Together we will continue to support each other in our shared goal of progress for our region.”

» **Pamela Ayuso** | Honduras



“ For me CALI has been a valuable learning tool thanks to the seminars, which go beyond acquiring new knowledge; to the immense amount of talent and wisdom of our moderators and my colleagues. In CALI you don't find answers; you learn to learn and therefore to ask yourself more questions. Today, in our region, the questions once again show that we have dysfunctional answers. In the economic order, in the political, in the ethical, etc. Thus, through our questions, we arrive at a space of convergence where it becomes clearer what the task is.”

» **Johnny Wright** | El Salvador



“ At 40 years old, CALI has given me new friendships that I never thought to form with such ease and depth in record time. I have a new group of wonderful human beings from whom I do not stop learning and together we accompany each other to help us in our decision to be conscious leaders. The support that we give ourselves to inspire us to improve, form our companies or new projects and guide our families is invaluable, along with the additional contribution in the variety of people with integrity that make up my 23 traveling companions. Additionally, I have learned to see Central America with fresh eyes from the perspective of my colleagues where the situation that each country is going through are lived as their own and faced as a group.”

» **Larisa Páez** | Costa Rica



“ Some people say that the way to find our purpose in life is full of uncertainty. From my experience, I would say that it is also a lonely road. However, some of us receive signs that help us along the way and remind us that this path is the only way worth living. Others, are blessed to receive a special gift that allows you to change that uncertainty and loneliness for hope of a better world and a brotherhood that supports and guides you along the way. This is how I would describe the best gift I have ever received: my CALI class.”

» **Henry Lewin** | Guatemala

LEADERSHIP AND CONNECTION

Actions taken to connect with the *Fellowship*

CALI develops various annual activities where *Fellows* from different countries meet to reconnect and strengthen the network. These are stimulating events with added value and where each host country organizes various activities to promote dialogue and exchange.

CALI Days

In 2019, *Fellows* from El Salvador, Panama and Costa Rica joined with a solid work agenda to strengthen human warmth and exchange diversity of opinions, ideas and actions which are the foundation of the *Fellowship*. CALI Days are organized by the *Fellows* themselves to create a reflective space of trust, connection and fraternity through a series of activities.



EL SALVADOR
PANAMÁ
COSTA RICA





Resnick Aspen Action Forum

The Resnick Aspen Action Forum is designed to inspire business leaders, mostly AGLN members, to improve and deepen their leadership skills, build relationships, and develop capacities to address the most important social challenges of our time. More than 350 *Fellows* meet annually at the Action Forum to pause and re-commit to closing the gap between current solutions and the growing challenges affecting our communities and the world.

In July 2019, 37 CALI *Fellows* of different classes attended the Resnick Aspen Action Forum, in Aspen, Colorado, United States, whose theme was Borders: within and around us. Some of our *Fellows* were accompanied by their couples and children. Of these *Fellows*, 10 attended for the first time and 27 attended again. In total, more than 350 adults and 120 youth participated in the different initiatives by AGLN.

This space was created to inspire and mobilize the network for action. It is one of the main platforms created by the AGLN for the leaders of the global network to deepen their skills and values.

During the event our *Fellows* had active roles as hosts, discussion leaders and moderators of various conversations among them: Urania Callejas-Vidaurre | CALI 12 | led the event Carrying the Torch Together: Leadership Across Generations; Arturo Condo | CALI 1 | One Belt, One Road: China's Growing Influence in an Interconnected World; and María Nelly Rivas | CALI 2 | with Claudia Salmerón | CALI 8 | Beyond Borders: Collective Leadership in Times of Humanitarian Crisis.

Seminar moderators included Hildegard Vásquez | CALI 2 |, Peer Consultancy with Joy Olivier; Diego De Sola | CALI 1 |, Youth Action Forum Seminar Dialogues. Aurelia Garrido | CALI 2 | was in charge of the presentation The Power of Stories for Collective Action: from Hero's Journey to Magic Gifts and Jorge García | CALI 12 | Peer Consultancy.

The *Fellows* at Aspen

Fellows who attended the Resnick Aspen Action Forum positively valued the experience of participating in this important forum, a space for dialogue to delve into solutions to current social challenges.

“Through my project, I am going to promote safe voting in at least 100 organizations around the world by July 2020.”

Jorge García | CALI 12

“As a *Fellow* of the AGLN network, I consider that one of the greatest privileges is having access to the Resnick Aspen Action Forum. At Aspen you are back in a circle of trust, analyzing readings with world-class moderators, professionals and their families from all over the world. Personally, it is the ideal place to restart, rest, consider changes or gather strength to move forward.”

Johnny Bosche | CALI 12

“Attending RAAF gives me the opportunity to share with CALI *Fellows* and see my classmates. Also, connect with people from other countries and their initiatives. Participating in the event, feeds your interior and contributes to personal and professional growth. It is a space in which one can give an opinion and express themselves without being judged and puts you in context with a new reality. You learn from other areas in which you usually do not get involved such as engineering, the latest trends in commerce, or racial issues.”

Mey Hung | CALI 6

Towards the sustainability of our network

Results of the Fundraising Campaign

In 2019, The Giveback Challenge fundraising campaign was launched to contribute to the sustainability of the Fellowship and continue the work of transforming regional leadership.

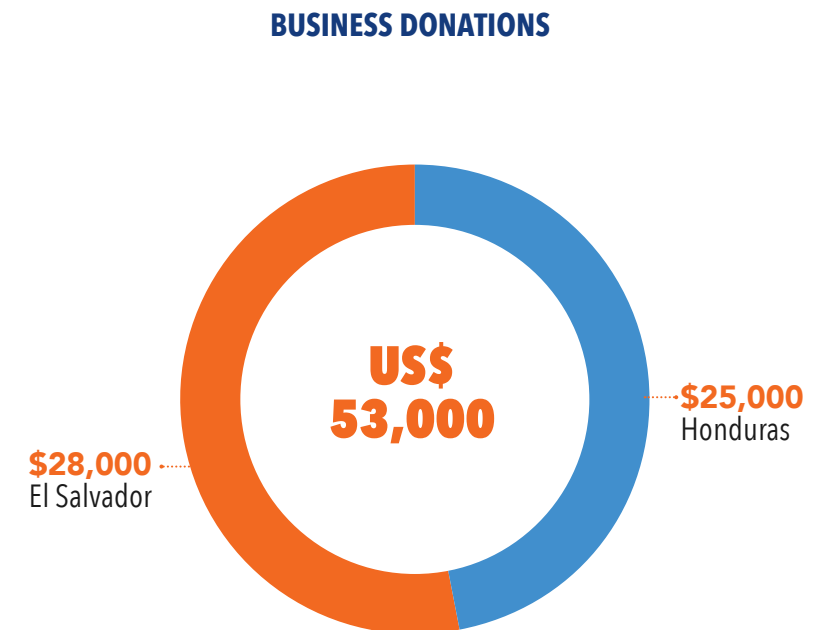
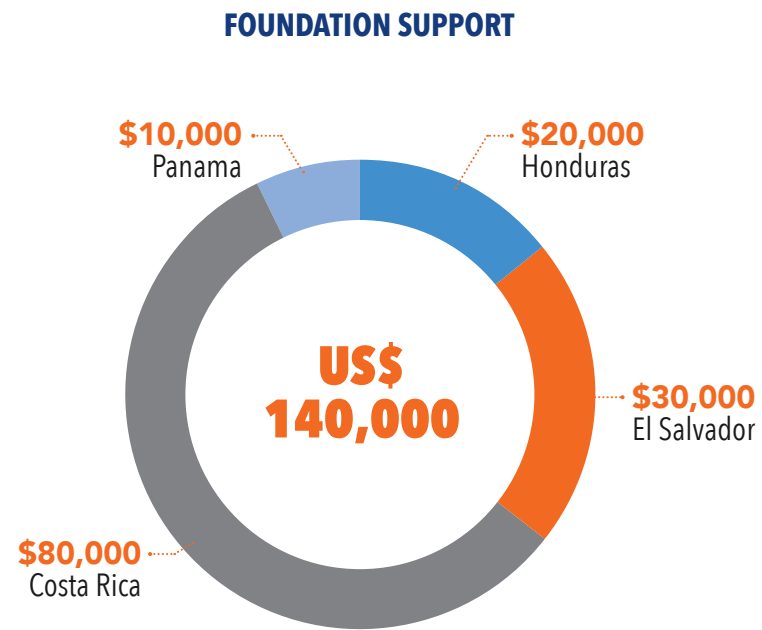
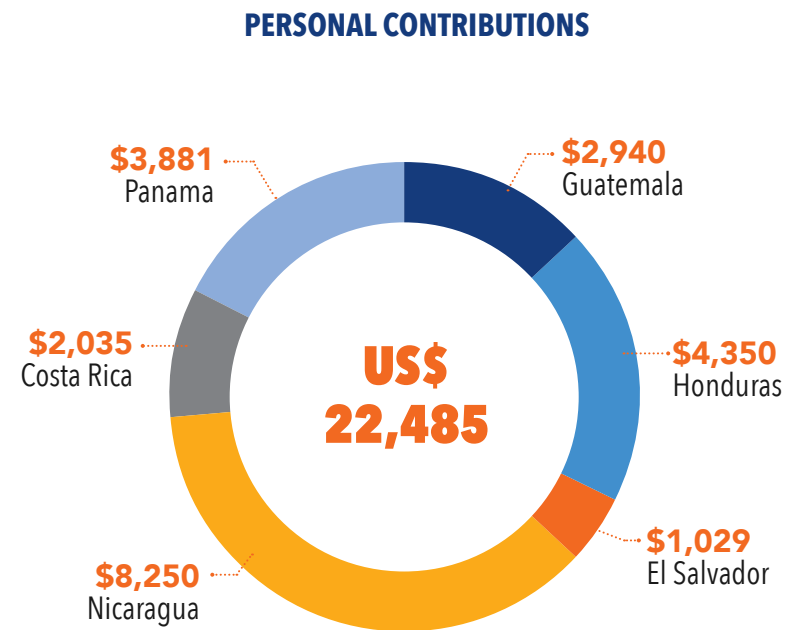
The contributions of the Fellows are a sign of the commitment, of the energy that our network radiates and that reaches out to other valuable men and women united annually by the need for change and innovation.

By November 2019, 45 Fellows joined The Giveback Challenge campaign, personally, and through their foundations and companies.

Thanks to this effort, US\$ 215,485 were raised, distributed as follows:



Each act of
GIVING
has a story
WHAT'S YOURS?

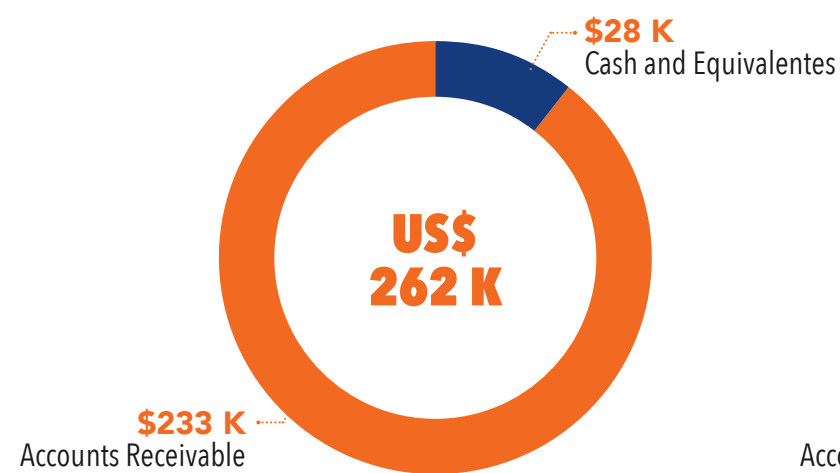


CALI in Numbers

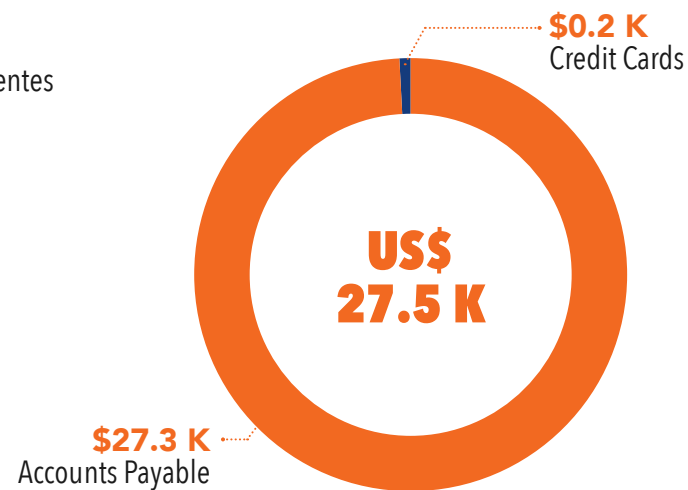
For the sake of transparency and as part of the principles of corporate governance, CALI shares the financial information for fiscal year 2018-2019 detailing the different funding sources for the organization and how these resources were invested.

Annual Report 2019
Statement of Financial Position
(US Dollars)

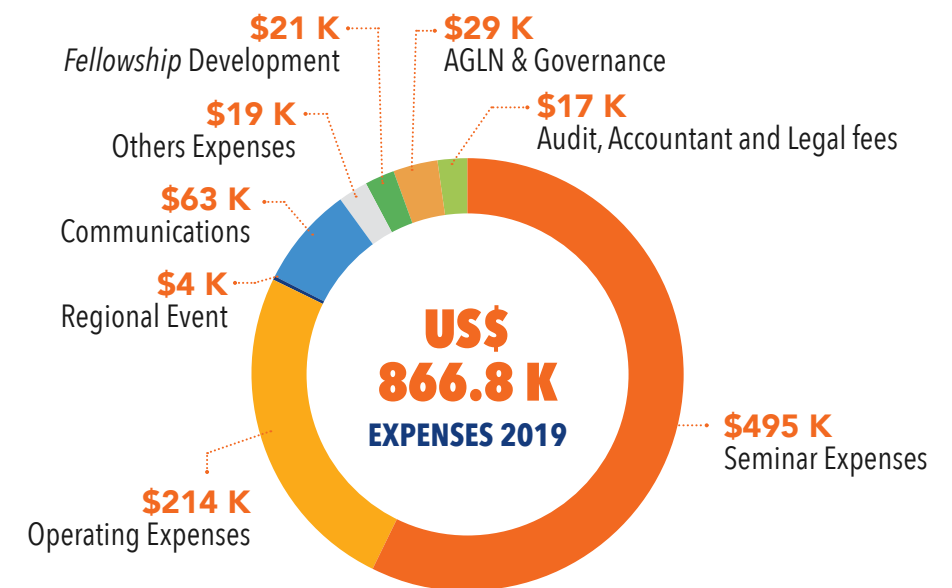
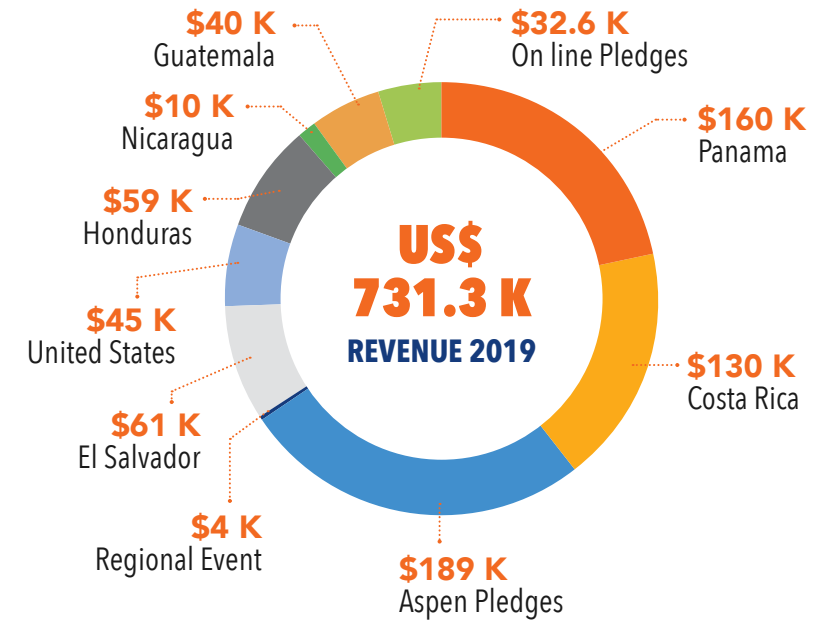
ASSETS 2019



LIABILITIES 2019



Statement of activities
(US Dollars)



Statement of Activities (Audited) for the year Ended December 31, 2019

(With Summarized Financial Information for the Year Ended December 31, 2018)

(US Dollars)

OPERATING REVENUE	2019	2018
Pledges Costa Rica	130,000	150,000
Pledges El Salvador	61,166	72,350
Pledges Guatemala	40,000	69,700
Pledges Honduras	59,500	59,500
Pledges Nicaragua	10,000	24,500
Pledges Panama	160,000	166,000
Pledges US	45,000	104,700
Pledges Aspen	189,065	200,004
Pledges On Line	32,616	16,167
Pledges Regional Event	4,000	52,955
TOTAL OPERATING REVENUE	731,346	915,876
EXPENSES		
Seminar Expenses	495,745	514,920
Operating Expenses	214,663	208,135
Communications	63,650	53,842
AGLN & Governance	29,367	22,687
Audit, Accountant and Legal fees	17,537	17,869
Others	19,846	16,500
<i>Fellowship</i> Development	21,645	31,089
Regional Event	4,350	85,672
TOTAL EXPENSES	866,803	950,714
Other Incomes	7	5
NET ASSETS END OF YEAR	(135,450)	(34,833)

Our strategic partners

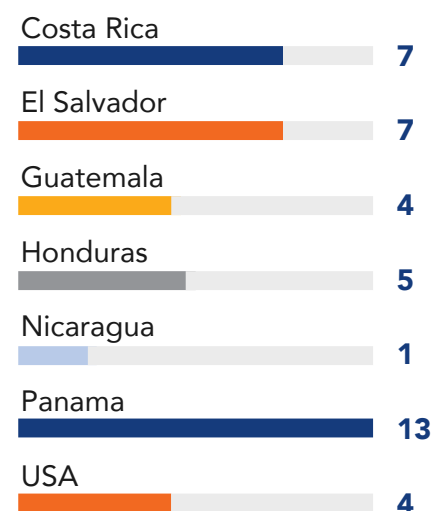
Every year, more people convinced of its mission, collaborate with CALI. Together we want a just and more equitable region and to achieve this, we know that we need leaders who are up to face global challenges. We appreciate their contributions offered in 2019.

Investments from our sponsors will help leaders turn ideas into action and impact.

Our donors are the backbone of this important infrastructure. Without the support of business leaders and philanthropists CALI would not be able to execute its ambitious program with the magnitude of the impact achieved.

Strategic Allies 2019

(By country)



» COSTA RICA

- » **Rodrigo Uribe Saénz**
Grupo Cuestamoras
- » **Enrique Bolaños**
INCAE
- » **Luis Javier Castro**
Fundación Mesoamérica
- » **Harry Strachan**
Miguel Tello
Strachan Foundation
- » **Tomás Gilmore**
Prosalúd S.A.
- » **Daniel Servitje**
Arturo García
Grupo Bimbo
- » **David Gutiérrez**
Fundación CRUSA

» EL SALVADOR

- » **Ricardo Sagrera**
Arturo Sagrera
Fundación Sagrera
Palomo
- » **Ricardo Poma**
Alejandro Poma
Fundación Poma
- » **Ricardo Freund**
Fundación Max Freund
- » **Rafael Barraza**
Banco Agrícola
- » **Lilian Zelaya**
Personal
- » **Tomás Regalado**
FUNDEMÁS / Personal
- » **Victor Saca**
Laboratorios Vijosa

» GUATEMALA

- » **Mario Nathusius**
Jonathan Nathusius
Nuevos Almacenes S.A.
CEMACO-Guatemala
- » **Michael Ascoli**
Grupo Solid
- » **Carlos Enrique Mata**
Personal
- » **Miguel Fernández**
Personal

» NICARAGUA

- » **Christophe Venghiattis**
Arrocera Venllano

» HONDURAS

- » **Karim Faraj**
Farmaceutica
Internacional S.A de C.V
- » **Rafael Villeda**
Corporación Televisión
- » **Fredy Nasser**
Fundación Antonio E.
Nasser para el Desarrollo
Educativo y Social
- » **Luis Atala**
FICOHSA SEGUROS
- » **Ricardo Maduro**
Inversiones La Paz

» PANAMA

- » **Carlos Urriola**
Manzanillo International
Terminal, MIT
- » **Stanley Motta**
Motta Foundation
- » **Familia González Revilla**
Personal
- » **Raúl Alemán**
Banco General
- » **Pedro Heilbron**
COPA Airlines
- » **Álvaro Arias**
Personal
- » **Alfredo De La Guardia**
Personal
- » **Eduardo Fábrega**
ASSA, Compañía de
Seguros
- » **Larry Maduro**
Agencias Feduro
- » **Elizabeth Heurtematte**
Victoria Heurtematte
Fundación Heurtematte
- » **Joseph Fidanque**
Fundación Fidanque /
Financiera Fidanque
- » **Dicky O'Connell**
Personal
- » **Jaime E. Alemán**
Personal

» USA

- » **Bill Clapp**
Arturo Aguilar
Seattle International
Foundation, SIF
- » **Oscar Artiga**
TechnoServe
- » **David Langstaff**
The Aspen Institute
- » **Peter Reiling**
Netflix / Personal

INSPIRING STORIES

Raising awareness on child nutrition

Nútreme

CALI Fellows Guatemala

One of the big problems facing Guatemalan society is child malnutrition. It not only affects the physical, cognitive and mental development of the children who suffer from it; it also has a long-term economic and social effect for nations facing this problem, since they will lack the necessary human capital to face their challenges.

The lack of nutrients in the diet of infants in Guatemala is a problem that our *Fellows* seek to decrease through the awareness and involvement of key actors in the country. This is why Nútreme was created, an educational content factory to raise awareness about child malnutrition.

This initiative, is an alliance of 33 CALI *Fellows*, who contribute their talents and resources to make chronic child malnutrition visible as a problem that should be a priority for the State.

“As a society we must start with an internal change, knowing about the problem to see how we can be part of the solution. We must change our attitude and believe that we can overcome this. This is everyone’s problem and together we can solve it, starting with our square meter. That’s why Nútreme was created”, say the *Fellows*.





Enhancing entrepreneurs

Colabora Conecta

<https://fundacioncolabora.com/colabora-conecta/>

Alfredo Atanacio Cader | CALI 12
El Salvador

Our *Fellow* launched, Colabora Conecta, a virtual platform for Salvadoran entrepreneurs to have access to financial support, elaboration of a business plan and connections with other entrepreneurs to develop initiatives that create quality jobs and high social value for El Salvador.

Entrepreneurs enter a series of data about themselves, their needs and their business proposal, and Colabora Conecta seeks investors or companies interested in helping them boost their businesses.

Fundación Colabora Conecta was launched in May of last year, and its main objective is to help entrepreneurs in the country. Alfredo believes that one of the most notorious challenges for entrepreneurs is the lack of access to financing when they are starting their businesses.

Foster the future

HonduFuturo

<https://www.hondufuturo.org/>

Luis Atala | CALI 8

Honduras

HonduFuturo is an initiative led by our *Fellow* to promote the socio-economic development and competitiveness of Honduras.

HonduFuturo promotes and finances the studies of Honduran professionals with academic excellence and, above all, with the desire to pursue postgraduate studies at universities abroad. At the same time, it seeks to contribute to the enrichment of Honduran talent. In recent years, the efforts have contributed to the comprehensive development of the country by expanding higher education opportunities for students with high academic and professional potential.

Luis Atala has highlighted that HonduFuturo stands out for its commitment to Honduras and to the country's education. Its main credit-scholarship program has allowed a greater multiplication of knowledge to contribute towards Honduras's development. HonduFuturo's philosophy is based on trust; therefore, the beneficiaries are expected to represent the country with honor, integrity and honesty.





Raising awareness about the marine ecosystem

Museo Nicaragua azul

<https://www.nicaraguazul.com/>

Fabio Buitrago |CALI 11
Nicaragua

The Nicaragua Azul museum is an exhibition where more than 200 photographs are exhibited that offer a look at the “submerged heritage of Nicaragua”. This initiative led by our *Fellow*, reports on the Nicaraguan marine ecosystem.

Touring the museum involves going through five modules with different information to understand and appreciate the underwater geography of Nicaragua. It begins with an introduction and then moves the visitor along the Pacific coast, the lakes and lagoons of the country, the Caribbean coast and ends with a reflection on the importance of water and marine resources. At the end of the tour, which takes place in an hour and a half, viewers become “blue ambassadors” and are invited to preserve and protect the marine ecosystem.

The museum is made up of more than 200 photographs that the *Fellow* has taken after diving for years in Nicaraguan seas, lakes and lagoons. The museum includes an audiovisual tour of the country’s underwater geography.

Rescuing the cultural legacy

Comunidad latinoamericana de artesanos (CLA)

<https://fundacioncolabora.com/colabora-conecta/>

Adriana Echandi |CALI 13
Costa Rica

The Latin American Community of Artisans (Comunidad Latinoamericana de Artesanos (CLA)) is a collaborative platform created by our *Fellow* together with Morpho Travel Retail. Hand in hand with artisans from the region they tell the stories behind their products.

More than 30 artisans from Colombia, Costa Rica, Mexico, Peru and Chile joined the community and will leverage the platform to market their creations and cultural heritage and identity. On the website, users find the profile of each artisan, their history, context and the creative process behind each of their crafts.

CLA believes on the rescue of the cultural legacy of Latin America through the continuous creation of crafts, the innovation of products to adapt to global trends and the social impact that connects new generations with the stories behind each of these crafts.





Guiding youth in values

Transición a la vida

<https://www.transicionalavida.org/>

Patricia Planells | CALI 6

Panamá

Our *Fellow*, chairs the Transición a la Vida Foundation, an initiative that supports the development of personal skills of youth who are about to become independent from orphanages or foster homes.

This foundation's main objective is to provide academic, psychological and spiritual tools so that they can start a healthy and happy life that provides value to Panamanian society through mentoring, psychological support and scholarships for university studies.

Patricia reflects that many of the youth they have supported start with a strong feeling of abandonment and that with the program they strengthen their self-esteem, developed self-knowledge and resilience. The foundation works with eight shelters and foster homes. They have attended 127 youth, half of whom are studying at university.

THEIR SUCCESS **MAKES US PROUD**

Special recognitions and participation in global events

Every year our *Fellows* stand out thanks to the tenacity and positive impact of their leadership and initiatives. We are very proud of the recognition they receive both regionally and globally. We share a summary of the achievements made in 2019.



Luis Javier Castro

CALI 1

Received the 2019 Entrepreneur of the Year award from El Financiero, a Costa Rican newspaper.

The award was presented within the framework of the 2020 event: Risks that will threaten business in Costa Rica, organized by El Financiero. Luis Javier is co-founder and president of Mesoamerica, a private investment firm in emerging markets.

"Companies need profits to exist, but only those that understand that the purpose is to do something beneficial for the population and the environment; will truly achieve sustainable profits over time", expressed Luis Javier.



María Nelly Rivas

CALI 2

Was elected vice president of the Association of American Chambers of Commerce in Latin America and the Caribbean (AACCLA), an organization that promotes trade and investment between the United States and the region.

AACCLA represents more than 20,000 US companies in association with the United States Chamber of Commerce, which has more than three million members.



Isabel Saint Malo de Alvarado

CALI 4

Vice President and Minister of Foreign Affairs of Panama, she was selected as a resident *Fellow* at the Institute of Politics of the Harvard Kennedy School, in Massachusetts, United States.



Claudia Neira Bermúdez

CALI 5

Directed the sixth edition of the Centroamérica Cuenta Festival, one of the most important literary events in the region. This meeting brings together more than 130 writers from 21 countries. The festival was held from May 13 to 17 in San José, Costa Rica. Yanacy Noguera, CALI 4 participated in the Journalism and Citizenship discussion, as part of the festival activities. Margarita Herdocia (CALI moderator and Henry Crown *Fellow*) collaborated with the festival once again with her Fundación Ticos y Nicas somos hermanos.



Gustavo Kraselnik

CALI 6

Participated in the tenth world assembly of Religions for Peace, held in Germany and which brings together 900 leaders from all the religious communities of the world.

The objective of the meeting was to elect the new executive committee. During this event there were statements around positive peace, conflict prevention and the development of just and harmonious societies.

Gustavo also received the Jean Luis Tauran award, presented by the legislature of the city of Buenos Aires, Argentina and the Institute for Interreligious Dialogue, for his outstanding work in this area.



María Luisa Navarro

CALI 8

Received the Changemaker Award for her work at the Regional Logistics Center for Humanitarian Assistance of the Government of Panama.

The award was presented during the World Humanitarian Forum and recognizes the exceptional efforts of inspiring leaders who drive innovative initiatives.



Carmen Aída Lazo

CALI 9

Co-author of the book Una propuesta para el progreso de El Salvador. Tareas pendientes para el desarrollo económico (A proposal for the progress of El Salvador, Pending tasks for economic development).

This study was prepared in collaboration with the Higher School of Economics and Commerce (ESEN) of El Salvador and highlights the need to transform and diversify the country's productive base to achieve a higher level of human development and raise the well-being of its population.



Rodrigo González

CALI 10

Was awarded the Fintech Latin American and Caribbean Award 2019 in the Innovations with Fintech Partners category for his work culture projects in the banking sector.



Karla Ruiz

CALI 11

Was one of the winners of the @WEEmpowerSDG Award, a global initiative that recognizes women entrepreneurs who contribute to meeting the Sustainable Development Goals.

Karla was the only representative of Latin America during the World Goals Week that took place prior to the 74th Session of the United Nations General Assembly.



Mario E. Castellón

CALI 12

Was selected as one of the ten finalists of the Basque Culinary World Prize, an international award that honors those chefs who lead transformative initiatives in the fields of innovation, health, nutrition and education. This award is considered the Nobel Prize for Gastronomy.



Carolina Álvarez-Mathies

CALI 14

Was appointed deputy director of the renowned Dallas Contemporary Museum in Texas, USA. Carolina arrives with a vision of renewal and interest in sustainability and the future of non-profit institutions.



Jayro Bustamante

CALI 15

Released his film Tremors in the Panorama section of the Berlin Film Festival. The film portrays a conservative Guatemalan society that considers homosexuality an abnormality.

Tremors is Jayro's second feature film after producing and directing Ixcánul which was also released at the Berlinale in 2016.



Kristin Van Busum

CALI 15

Joined their projects, Project Alianza and Barrilete, to help improve education in rural Nicaragua and El Salvador. This is an important example of collaboration between *Fellows* in search of a more significant social impact.



Urania Callejas-Vidaurre

CALI 12



The McNulty Prize

Since 2008, the John P. McNulty Award has celebrated the boldness and impact of people who use their exceptional leadership skills, entrepreneurship spirit and private sector talents to tackle the toughest challenges.

The recognition is granted in alliance with The Aspen Institute. The first runner-up receives a one-time prize of US\$ 100,000 to promote their company, and the second and third runners-up receive US\$ 25,000 each.

JOHN P.
McNULTY
PRIZE



MARÍA PACHECO

2019 LAUREATES

ALEXANDRA KISSLING



VITAL VOICES
CENTRAL AMERICA

FINALISTS

Vital Voices Central America

Was among the three finalists of the McNulty Prize. This initiative, founded by María Pacheco | CALI 2 | and taken up by Alexandra Kissling | CALI 1 | promotes economic development and the empowerment of women in the region. Vital Voices Central America, with chapters in the six countries of the region, develops leadership projects, economic and social growth for women and girls in an area marked by gender inequality and poverty. It is also an initiative that involves more than 100 CALI Fellows.

Special Awards and Participation in Global Events

Announced in 2018, this fund supports companies at critical junctures, allowing them to scale and deepen their impact. The McNulty Foundation, in partnership with The Aspen Institute, awards the McNulty Catalyst Fund Award to organizations and initiatives that demonstrate significant potential since incubation and development.

The fund provides a total financial support of US \$ 75,000 that is divided among five exceptional projects with enormous potential to deepen their positive impact. Two of these five initiatives were ventures or CALI projects. Nutrivida, promoted by our *Fellow* Gisella Sánchez | CALI 7 |; and Factoría Ciudadana by Jaime Zablah Siri | CALI 8 |. Each received US\$ 15,000.



Gisella Sánchez

CALI 7

Nutrivida

Is a social company that proposes solutions to child malnutrition that afflicts 1.8 million Central American children. It expands its social business approach to offer a wide variety of fortified food products. It contributes to breaking the circle of poverty by promoting nutrition for children.

This initiative is expanding from Costa Rica to other countries in the region through alliances with other organizations and companies in Nicaragua, Honduras, Guatemala and El Salvador.



Jaime Zablah Siri

CALI 8

Factoría Ciudadana

Is an initiative focused on preventing ex-prisoners and Salvadoran migrants from returning to the cycle of violence. More than 1,500 men and women have received psychotherapeutic counseling and soft skills strengthening.

This project also offers vocational training and entrepreneurship workshops, as well as labor intermediation to help reduce social violence in El Salvador.



*CALI FELLOWS ARE POWERFUL
CHANGE AGENTS WHO TURN IDEAS
INTO ACTION AND IMPACT.*



califoundation.org

