A MESSAGE FROM THE CHAIRMAN OF THE BOARD

Every Fellow is a Multiplier

At last, the sanitary conditions of the pandemic made it possible for us to resume seminars and multi-class meetings in 2022 and, consequently, the long-awaited personal contact and exchange of ideas. It has been a turning point for our organization, which was created to be a catalyst of change agents through an intensive program of collective and individual transformation aimed at leaders committed to fostering a more just, equitable and sustainable region.

It is with great satisfaction that we congratulate the Fellows of Class 14 “One for All” for having completed the leadership program with a pandemic in their midst. It is our sincere hope that the effort, time and dedication they invested in their individual transformations will be reflected in their lives and the lives of those they will impact. Likewise, I hope that the bonds between you will endure, and be a network of support and motivation.

Of particular significance was the impressive participation of CALI Fellows in the 2022 Resnick Aspen Action Forum: Emergence into a Future of our Making. CALI was the largest Fellowship initiative, with the highest number of Fellows, a record turnout. It is an eloquent testimony to the motivation we have in Central America to reinvent ourselves, to continue learning, and to strengthen ties with other leaders committed to their societies.

In spite of uncertainties in the global geopolitical and economic context, and regional challenges, we are certain of the importance of continuing to develop leaders capable of inspiring and addressing the challenges of our Republics. It was for this reason that we reactivated the selection process for Class 16 and welcomed them to the program at their first seminar in October 2022. Each new class of Fellows expands the region’s leadership and ensures generational change to build a more prosperous and equitable future.

It may seem an easy task, but restarting has meant a major effort for the Central American Leadership Initiative, and each of the results achieved in 2022 paved the way to start in 2023 with one of the most awaited and outstanding events, the CALI Regional. It will be in Antigua, Guatemala where we will have a new opportunity to have a more fraternal exchange, and to seek effective collaboration paths for the progress of our region. Let’s make the best of it.

Stanley A. Motta.
President of the CALI Foundation Board of Directors

“...It has been a turning point for our organization, which was created to be a catalyst of change agents through an intensive program of collective and individual transformation.”

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2
A MESSAGE FROM THE EXECUTIVE DIRECTOR

A year of constant learning

Just over a year ago, I took on the commitment of leading CALI as its executive director, an appointment I accepted with the satisfaction of being able to continue the work not only of those who had the vision to create this regional initiative, but also of those who preceded me in the post, paving the way, sowing and harvesting first-line leaders in Central America. The first months were a period of transition and adjustment for the team and for the organization. We are moving along a path of readjustment after the ups and downs of the pandemic, which marked a turning point both on the programmatic arm of CALI, as well as on the financial wing.

In 2022, we adapted our planning, successfully achieving the following advances: graduation of Class 14, the continuity of seminars for Classes 14 and 15, and the conclusion of the selection process for Class 16, interrupted since 2019, a process in which Fellows provided valuable support in the analysis and feedback on the nominated individuals. We trust that we have selected a promising network of leaders, exceptional in various sectors, who will contribute their knowledge, experiences, and expectations to promote sustainable development in Central America. The Fellows of Class 16, with the wind in their sails, started their first seminar last October at the INCAE headquarters in Costa Rica, thus completing three seminars in 2022.

My heart is grateful for the support of the Fellows community, the board of directors, and CALI’s sponsors, who ignite the fire that drives us to strengthen and renew the network of 359 Fellows that we have carefully woven in 17 years of work, without faltering while we long for a better Central America.

Solidarity and connection intrinsically distinguish our foundation, and I am honored by the trust placed in me and very grateful for the welcome and support offered. I recognize that 2022 was a year of much learning, alleviated thanks to being surrounded by exceptional people who have accompanied me in crossing goals.

Ana María Vallarino
Executive Director & Fellow

Shades Matta
Program Coordinator
Sherry L. Allen
United States
Laísa Andre
Honduras
Rafaela Hidran
Bolivia
Héctor De La Cruz
United States
Tokio Yaguchi
El Salvador
María Eugenia Brizuela de Ávila
El Salvador
Oscar Artili
Santo Domingo
Carlos Enrique Mata
Guatemala
Xavier Argüello
Nicaragua
Luis Javier Castro
Costa Rica
Oscar Artiga
El Salvador
Dar Vanderbeck
United States
Diego de Sola
El Salvador
Gisela Porras
Panama
Maria Eugenia Brizuela de Ávila
El Salvador
Ricardo Maduro
Honduras
Tomás Regalado
El Salvador
Luis Atala
Honduras
Harry Spinun
Costa Rica
Mercedes Deshon
Nicaragua
Dar Vanderbeck
United States
Harry Spinun
Costa Rica
Diego de Sola
El Salvador
Gisela Porras
Panama
Maria Eugenia
Brizuela de Ávila
El Salvador
Ricardo Maduro
Honduras
Tomás Regalado
El Salvador
Luis Atala
Honduras

Our Team

Good governance of the CALI Foundation ensures the mission and sustainability of our Fellowship.

Our Board of Directors is made up of 17 members from the region, including founders of the Central America Leadership Initiative, representatives of the Aspen Institute and Fellows from the six Central American countries.

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About us

The Central America Leadership Initiative (CALI) is a network that provides unique development and connection opportunities to Central American leaders who are selected based on their ability to influence and drive the comprehensive development of the region through their different areas of impact.

CALI, founded in 2004 by the Aspen Institute, INCAE, FUNDEMAS, and TechnoServe, is one of the 14 initiatives that make up the Aspen Global Leadership Network (AGLN), so our Fellows are part of a community of over 3,200 leaders, entrepreneurs, and innovators from more than 50 countries.

Fellows go through an intensive two-year individual and collective transformation process consisting of four seminars where spaces for introspection and reflection based on the Socratic model are enabled to facilitate their personal development and redefinition of their purposes and roles as agents of change in society. This process culminates with the commitment of the Fellows to use their professional success as a platform to develop a project with economic, social or environmental impact.

CALI, present in Central America, is made up of outstanding leaders in various fields with the ability to influence and change them.

Mission
To develop leaders with solid values who are committed to proactively facing individual and collective social challenges, to create a more just and equitable Central America.

Vision
To create a community of over 400 leaders committed to the region by 2025.

Values
Confidentiality
Transparency

Tolerance and respect
Intentionality

Service
Diversity

Compassion
Honesty
The main ingredient for successful seminars

Moderators are essential to facilitate dialogue, debate, and reflection based on the texts selected by the Aspen Global Leadership Network (AGLN), which stimulate diverse, fluid, and meaningful conversation among Fellows, providing diverse perspectives based on their experiences, practices, and knowledge.

Part of the moderating work consists of seeking a plurality of voices that leads Fellows to reflect and consider new points of view and evaluate challenges and circumstances from an integral perspective. Moderators must ensure fair and participatory debate.

Moderator training lasts for two years, during which they develop their own style, learn to interpret selected readings, and connect them with real-life situations and circumstances.

Our community of moderators is active, committed, and growing. Their notable role allows for the growth of the group and the construction of transformative leadership.

2022 was a rich year of perspective and reconnection. Meeting again in person, being able to enjoy one another’s company and learn from our experiences provided fresh perspective about what is truly of value to each us and gave us the opportunity to reimagine and reorient our lives as we emerge from this very difficult time. The year also provided a much deeper appreciation for the gift of human connection and community and the importance of CALI’s work to create these spaces for reflection, dialogue, and connection. 2022, in short, reminded me of the words of Walter Paepke, one of the Aspen Institute’s founders: Aspen [and CALI] is a place is for leaders to lift their sights above the possessions which possess them. To confront their own nature as human beings and to gain control over their own humanity by becoming more self aware, more self correcting and hence more self fulfilling.”

Stace Lindsay
Lead Moderator
Road to 400

With the aim of fulfilling our purpose, we continue the search and selection of leaders in the region. This is the diversity of applicants and origins that have been selected to form an excellent group. We are proud to welcome them.

The Nomination Process

CLASS 16 BEGAN THEIR LEADERSHIP PROGRAM WITH THE FIRST SEMINAR “THE CHALLENGE OF LEADERSHIP” IN OCTOBER 2022 AT INCAE, COSTA RICA.

The selection of the 25 outstanding leaders from the region who joined our network through Class 16 in 2022 was the result of an atypical process that began in 2019 and extended to an extraordinary period of nominations in 2021.

This process, which had several facets and a long waiting period, was carried out with the great contribution of the Fellows committed to choosing the candidates represented in a mosaic of attributes with different points of view, thoughts, development bridges, and clusters of experiences.

We want to thank you for supporting the process from each instance, in the Country Nomination and Selection Committees, selflessly signing up for the various tasks from candidate interviews, reference calls, and clarifications.

We welcome these new leaders and look forward to seeing them grow and develop through their transformative experience in the leadership program.

Class 16 selection

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The Fellowship program consists of a 22-month training program. During this time, Fellows are required to attend four seminars, each lasting one week. In addition, Fellows must develop a project or venture that will become a permanent life plan or purpose and become part of the larger Aspen Institute global network.

These seminars are guided by trained moderators who lead the Fellows in the discussion and reflection of the texts at each stage. Dialogue is the essence of the seminars, and through it, they encourage critical thinking, creativity and the search for solutions to the region’s social problems.

Country Leaders and Steering Committees in each country are a fundamental part of the strategy to keep us updated on the achievements of the network with its multidirectional relationship between CALI, the board of directors, the executive director, and the network of Fellows in each country.

Their activities are multifaceted: they range from local dissemination of Foundation information, to communication of the nomination processes for new classes. They promote new candidates and eventually participate in the interview process for nominees.

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Thank you, ‘Country Leaders’, your support brings us together.

COUNTRY LEADERS ARE KEY TO THE RELATIONSHIP BETWEEN THE CALI FOUNDATION AND THE FELLOWSHIP; THEY ENSURE EFFECTIVE COMMUNICATION AND ACTIONS IN EACH COUNTRY.

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AREAS OF INTEREST

Leadership and Venture Programs

The Fellowship program consists of a 22-month training program. During this time, Fellows are required to attend four seminars, each lasting one week. In addition, Fellows must develop a project or venture that will become a permanent life plan or purpose and become part of the larger Aspen Institute global network.

Seminar I
The Challenge of Leadership

Seminar II
The Aspen Seminar

Seminar III
Leading in an era of globalization

Seminar IV
The Promise of Leadership

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Being part of the Aspen Global Leadership Network implies taking action against the pressing challenges of the world. As members, Fellows have the global commitment to develop a project or venture with social or environmental impact.

These are opportunities for Fellows to direct their passion, talent, and resources to contribute to the resolution of a social or environmental challenge. Generally, Fellows begin this program having spent most of their careers focused on developing their own businesses or professional advancements.

For this reason, the Fellowship offers a pause, which is often necessary to initiate a process of transformation and deep reflection on values and life projects and to act accordingly.

We believe that channeling the creativity of our leaders with the Fellowship leads to solutions for complex problems.

Since I began my relationship with CALI and the Aspen Institute almost two decades ago, I have gone through several stages — fellow, moderator, and Board member of the CALI Foundation. In this community I have found a true brotherhood born not out of common thought, but out of common intention— for a better Society, especially in Central America. In 2022, I re-started moderating with Class 16, and have seen the Board of Directors doubling its energies along with the new executive leadership spearheading the management of the Foundation. This year I feel especially fortunate to be part of, and yet even more engaged in this project that has brought and will surely continue to bring enormous impact to our communities.”

Diego de Sola

CALI Foundation

Main impact areas addressed by CALI projects or ventures

- Quality education.
- Industry, innovation, and infrastructure.
- Decent work and economic growth.
- Health and wellbeing.
- Inclusion and Gender Equity.
- Peace, justice and strengthening governance institutions.
- Environment.
- Reducing inequality.

The transformative experience of the Fellowship

- Brings together a diverse group of people who challenge and support each other throughout the program and in their lives.
- Cultivates and refines 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 among Fellows.
- Creates opportunities for debate, reflection, and shared reading among Fellows.
- Turns ideas into impactful actions for society as members practice values-based leadership in their daily lives.
- Provides tools that promote critical and stimulating exchange of ideas and contributions to action.
- Empowers leaders committed to inclusive, sustainable development and the well-being of their countries and the region from their various spheres.
- Develops management focused on social action and fundraising, encouraging collaboration to achieve the self-sustainability of our program.

CALI Foundation

ANNUAL REPORT 2022

Quality education.

Decent work and economic growth.

Health and wellbeing.

Inclusion and Gender Equity.

Peace, justice and strengthening governance institutions.

Environment.

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Diego de Sola

CALI 1
Profile of the Fellowship

For the CALI Foundation, plurality is important in the leadership program. Over the course of the classes, we have become a heterogeneous group in terms of background, beliefs and gender.

FELLOWS BY CLASS

<table>
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FELLOWSHIP GROWTH 2005 - 2025

CALI Foundation

Profile of the Fellowship

For the CALI Foundation, plurality is important in the leadership program. Over the course of the classes, we have become a heterogeneous group in terms of background, beliefs and gender.
RESTARTING THE LEADERSHIP PROGRAM

Encounters for continued growth

SEMINAR 15.2
The Aspen Seminar: April 24-30, 2022, in Buenaventura, Panama.
Moderators: Stace Lindsay, Harry Strachan and Hildegard Vásquez.

SEMINAR 15.4
The Promise of Leadership Seminar: June 1-5, 2022, in Villa Blanca, Costa Rica.
Moderators: Stace Lindsay, Hildegard Vásquez and Alexandra Kissling.

SEMINAR 16.1
The Challenge of Leadership: October 24-29, 2022, at INCAE, Costa Rica.
Moderators: Hildegard Vásquez, Stace Lindsay and Diego de Sola.

GLOBALIZATION SUPER CYCLE
Leading in an era of Globalization: October 2-7, 2022, in San Diego, California.
Two cohorts of AGLN Fellows held their globalization seminar, including four Fellows from classes 14 and 15.

“I have been to retreats and other sort of expansive experiences, but this was unique because it blew open the lid of what I knew to be possible. Other programs have led me to know myself better and grow, this first seminar showed me how my capacities are infinite within the human network and collective drive. This spark was made from the two colliding rocks, the moderators and my class, over the tinder of the text. And the spark has started a fire that has only grown for the past two months and I can’t imagine it will stop. And this regenerative quality is unique to anything I have ever attended. I’m still processing, and will surely continue to do so over the rest of the program.”

Anamari Eskildsen, CALI 16
MOBILIZING THE FELLOWSHIP

2022, picking up where we left off

During 2022, each country convened its Fellows who came to recharge with the camaraderie that characterizes us. We chose the positives of previous years, and we reviewed them to continue building ahead with clear objectives.

JANUARY
CALI Panama
Discussion “Study on educational exclusion in Panama” with Francisco Espinosa, Education Officer, UNICEF Panama. Organized by María Luiza Salvador, CALI 11.
January 20, 2022

FEBRUARY
CALI Country Leaders Retreat
Virtual retreat directed by Stacey Lindsey with country leaders from each country in the region to align objectives and goals for 2022.
February 19, 2022

MAY
CALI Days
With the support of the Country Leaders and Steering Committees of each country, multi-class meetings were held in each country. The attendance was satisfactory and each event was concluded by the meeting facilita- tor. The agenda of the day included topics for check-ins, readings, conversations, among other activities.

JULY
CALI Reconnect
CALI Europe under the leadership of Carlos Enrique Mata, board member of CALI, convened a face-to-face meeting to reconnect, exchange and strengthen the fellow- ship of Guatemala.
Último de mayo de 2022

AUGUST
Resnick Aspen Action Forum
CALI organized exclusive events for CALI Fellows and their families during the Resnick Aspen Forum in Colorado, USA. A series of workshops, book- less and group check-ins. Also offered to all attendees was an intimate conversation on human rights for Nicaragua’s political prisoners.
July 27-30, 2022

SEPTEMBER
CALI Days Costa Rica
September 5, 2022

SEPTEMBER- DECEMBER
CALI Days
With the support of the Country Leaders and Steering Committees of each country, multi-class meetings were held in each country. The attendance was satisfactory and each event was concluded by the meeting facilitator. The agenda of the day included topics for check-ins, readings, conversations, among other activities.

OCTOBER
AGLN Dialogue
An organized virtual dialogue resulting from the protests in Iran and the global struggles for women’s free- doms: Women’s Freedoms Under Attack Around the World. Alexandra Kissling, CALI 1, participated in the event.
October 19, 2022

NOVEMBER
Glosswering
In collaboration with Glosswering International, CALI offered a virtual information session on the Central America Service Corps mentoring program. The purpose was to invite CALI Fellows to become mentors and dedicate 10 hours over the next 5 months in virtual mentoring sessions with groups of 15-20 youth.
November 10, 2022

DECEMBER
CALI Cocktail El Salvador
CALI Foundation Board members hosted a social party at Caletas in the foothills and sponsors of El Salvador.
November 14, 2022

During 2022, each country convened its Fellows who came to recharge with the camaraderie that characterizes us. We chose the positives of previous years, and we reviewed them to continue building ahead with clear objectives.
The Resnick Aspen Action Forum brought together over 400 Aspen Global Leadership Network Fellows, accompanied by young people and other distinguished leaders who reunited for the first time in nearly three years in Colorado, USA from July 27 to 30, 2022. CALI Foundation had the largest representation at the event.

The theme of the day was “Emergence into the Future of our Making,” and it allowed us to hear from inspiring leaders who helped us visualize challenges and opportunities in new ways.

Our Fellows and guests committed to influencing with ‘promises of action’ to address climate change, health equity, food insecurity, professional development of youth, justice, protection of democracy, and other issues. They were days full of inspiration, reconnection and commitment to face the greatest challenges of our time.

Participants took advantage of this meeting to nourish themselves with dialogues in the seminars, through which new ties were created, old friends reconnected, and collaborations were achieved that will propel impact beyond the four days spent together.

Over the course of a decade of Action Forum, more than 1,800 ‘action pledges’ have been proposed to formalize the impact of the commitment that attendees make during their participation in the Forum. This does not include the countless offers of support and actions taken that are not formally shared. One such pledge came from Ami Dror, moderator and Henry Crown Fellow, who called for action to raise $250,000 to support the struggle for justice for the Fellows still incarcerated in Nicaragua in 2022.

Accepting tensions to build strong institutions

Denyse Hofellner at the 2022 Resnick Aspen Action Forum

“We can accept the tensions that arise from being an institution that is so capable and then find frameworks, like this [Action Forum] where people from different schools of thought with different methodologies for change come together and say, ‘I just only want to continue to work in my way, but I want to learn your way of working. I want not only to commit to my ideological vision of how the world is structured, but to better understand yous’”

Dan Porterfield, President of the Aspen Institute

Arturo Conde, CALI 1, Costa Rica
Opening Plenary — Making Sense: What Have We Learned?

“Accepting tensions to build strong institutions”

Diego de Sola, CALI 1, El Salvador

Breaking the Cycle of Violence and Poverty by Empowering Millions of Young People in Central America with Glasswing International

Antonio Saad, CALI 14, Panamá
Panel — Keys to Community Organizing

Dar Vanderbeck, VP Aspen Global Leadership Network, Aspen Institute & CALI 16

Opening Remarks — Making Sense: The Sacred Act of Moving from Mine to Ours

A comprehensive and enriching program in various ways

WE INVITE YOU TO SCAN THE QR CODES TO ENLARGE AND REVIEW THE PRESENTATIONS.

I would like to continue to seek for a decent health and social safety system for the people in Honduras by 2030.

Miky Fabrega, CALI 9

I will create a Ministry of the Creative Industries to help Panama exit the third world.

Marcelo Valansi, CALI 15

I will build 15 new ecovillages regenerating and preserving hundreds of acres, 30 new alternative schools in the next 6 years and a regenerative orphanage for 90 children and 60 women shelter in 2 years.

Kristin Van Buren, CALI 15

I will scale our community-led model that hires, trains and upskills local women as community educators to improve educational outcomes for 100k+ rural school-aged children in Guatemala and Nicaragua.

David Bullón, CALI 14

I will empower 1000 transformative leaders that play key roles in the essential systems of society with the mindsets and practices of conscious collective action by 2025.
On January 25, 2022, CEPIA inaugurated a new music school that benefits girls, boys, young people and adults from 20 communities in Santa Cruz, Guanacaste province. In its first year, 140 children benefited from weekly classes and in December 2022 the first group performed.

CEPIA also launched in 2022 the program Yo Soy La Respuesta in Guanacaste, in conjunction with the foundation Gaia Costa Rica, offering classes of full consciousness, yoga and environmental awareness to 200 children in first and second grade. Peace begins with and within me.

In 2022, CEPIA’s women’s circle completed its third year and the Girls’ Club program, created in 2015 thanks to the alliance of the women of the CALI 9 class, continues in 16 communities in Guanacaste, in Costa Rica’s northern Pacific region. More than 200 girls benefit each year from this program of empowerment and comprehensive education.
Costa Rica

Gisela Sánchez | Cali, Regional Director of Corporate Relations and Sustainability at BAC Credomatic

Gisela’s experience as an intrapreneur was profiled in the Stanford Social Innovation Review in August 2022, reflecting her role as a social innovator who drives change from within a corporate sector organization.

Gisela, an industrial engineer with an MBA from Northwestern University Kellogg School of Management, launched a social enterprise called Nutrivida in 2013. Working in partnership with microfinance pioneer Muhammad Yunus, Gisela saw an opportunity to provide a range of affordable nutritious food to low-income families as a way to address a pressing need: widespread malnutrition.

Project Alianza

Project Alianza is an organization that trains rural women as educators to transform education and create generational change from their own communities. In 2022, the organization built a school in a small village in the San Carlos department of Nicaragua and hired a new local community educator to launch and lead reading and writing programs where education did not previously exist.

To use marketing and distribution to ensure products reached target communities; how to maximize production efficiencies to produce high-quality fortified foods at an affordable price; and how to minimize costs by designing powdered products that didn’t require refrigeration, were a few of the questions Gisela had to answer.

Nutrivida

Nutrivida was founded in 2013 by Gisela Sánchez as a social enterprise called Nutrivida in 2013. Working in partnership with microfinance pioneer Muhammad Yunus, Gisela saw an opportunity to provide a range of affordable nutritious food to low-income families.

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IN MEMORIAM
Robert H. Murray Meza
CALI FOUNDATION CO-FOUNDER
NOVEMBER 14, 1946 - JULY 27, 2022

The Central America Leadership Initiative is a living legacy of the transformative vision that characterized Robert ‘Bobby’ Murray Meza, co-founder of our organization. Even after his departure, the intangible legacy of his social initiative keeps him alive and will multiply in each of our Fellows’ platforms for change.

His leadership, passion, and human qualities are reflected in every aspect of his work and community life, in the construction of a better country and region, and in his perseverance in promoting transcendent causes. He reached the fullness of his life when he saw the positive achievements of his actions.

“Bobby was a powerhouse. He was definitely unstoppable when he had a set purpose...One of his most important legacies to me is CALI. Bobby was born out of him surpassing the territorial boundaries in El Salvador to spread his initiatives and his strengths all around the region.”
— María Eugenia Brizuela de Ávila, CALI Foundation founding member, member of the Board of Directors and former Minister of Foreign Affairs of El Salvador.

He was a recognized fore-runner in the private and public sector where he served in favor of education and sustainable development of his beloved country.

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NOVEMBER 14, 1946 - JULY 27, 2022

The Central America Leadership Initiative is a living legacy of the transformative vision that characterized Robert ‘Bobby’ Murray Meza, co-founder of our organization. Even after his departure, the intangible legacy of his social initiative keeps him alive and will multiply in each of our Fellows’ platforms for change.

His leadership, passion, and human qualities are reflected in every aspect of his work and community life, in the construction of a better country and region, and in his perseverance in promoting transcendent causes. He reached the fullness of his life when he saw the positive achievements of his actions.

“Bobby was a powerhouse. He was definitely unstoppable when he had a set purpose...One of his most important legacies to me is CALI. Bobby was born out of him surpassing the territorial boundaries in El Salvador to spread his initiatives and his strengths all around the region.”
— María Eugenia Brizuela de Ávila, CALI Foundation founding member, member of the Board of Directors and former Minister of Foreign Affairs of El Salvador.

He was a recognized fore-runner in the private and public sector where he served in favor of education and sustainable development of his beloved country.

CALI welcomes Dar Vanderbeck

In early 2022, the CALI Foundation board of directors welcomed Dar Vanderbeck to its board. Dar is currently the Vice-President of the leadership division of the Aspen Global Leadership Network (AGLN).

Dar’s experience and leadership in the AGLN will be a valuable addition and complement to the CALI board, allowing for greater collaboration and better understanding of leadership and development challenges in Central America.

We are confident that her contribution will be of great value to our organization and our mission to foster leadership and development in Central America.

The CALI Foundation aims to foster a diversity of perspectives and respectful challenge of ideas among its Fellows, but does not tolerate hate or intolerance towards others based on their ideas or identities. The organization recognizes that respect and tolerance are essential to reducing inequalities and polarization in Central America, and supports social, economic, and political inclusion for all citizens, regardless of their age, disability, race, ethnic origin, religion, gender identity, sexual orientation, or economic condition.

This code provides access to a document on the principles and guidelines that are relevant to us.
### Statement of Financial Position (Audited) December 31, 2022
(With Summarized Financial Information as of December 31, 2021)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$154,892</td>
<td>$235,800</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>242,768</td>
<td>210,988</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$397,660</strong></td>
<td><strong>$446,788</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$0</td>
<td>$850</td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>$830</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>$830</strong></td>
<td><strong>$850</strong></td>
</tr>
<tr>
<td>Non Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pledges received in Advance</td>
<td>$10,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>Regional Event</td>
<td>$27,116</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total Non Current Liabilities</strong></td>
<td><strong>$37,116</strong></td>
<td><strong>$20,000</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>$37,946</strong></td>
<td><strong>$20,850</strong></td>
</tr>
</tbody>
</table>

| Net Asset                   | | |
| Capital Contributions       | $376,011   | $376,011   |
| Accumulated Deficit         | $49,927    | ($56,881)  |
| Net Assets End of Year      | ($6,224)   | 106,808    |
| **TOTAL NET ASSETS**        | **$359,714** | **$425,938** |
| **TOTAL LIABILITIES AND NET ASSETS** | **$397,660** | **$446,788** |

### Statement of Activities (Audited) for the year Ended December 31, 2022
(With Summarized Financial Information for the Year Ended December 31, 2021)

<table>
<thead>
<tr>
<th>OPERATING REVENUE</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pledges Costa Rica</td>
<td>125,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Pledges El Salvador</td>
<td>2,500</td>
<td>21,568</td>
</tr>
<tr>
<td>Pledges Guatemala</td>
<td>65,000</td>
<td>75,000</td>
</tr>
<tr>
<td>Pledges Honduras</td>
<td>36,782</td>
<td>99,500</td>
</tr>
<tr>
<td>Pledges Nicaragua</td>
<td>15,085</td>
<td>0</td>
</tr>
<tr>
<td>Pledges Panama</td>
<td>100,000</td>
<td>166,000</td>
</tr>
<tr>
<td>Pledges US</td>
<td>10,900</td>
<td>14,750</td>
</tr>
<tr>
<td>Pledges Apen</td>
<td>133,968</td>
<td>31,250</td>
</tr>
<tr>
<td>Pledges On-Line</td>
<td>22,103</td>
<td>6,605</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING REVENUE</strong></td>
<td><strong>609,938</strong></td>
<td><strong>436,273</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminar Expenses</td>
<td>$244,333</td>
<td>-6,000</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$263,163</td>
<td>$277,762</td>
</tr>
<tr>
<td>Communications</td>
<td>$13,265</td>
<td>$16,583</td>
</tr>
<tr>
<td>AAGN &amp; Governance</td>
<td>$110,779</td>
<td>0</td>
</tr>
<tr>
<td>Audit, Accountant and Legal Fees</td>
<td>$13,859</td>
<td>9,746</td>
</tr>
<tr>
<td>Others</td>
<td>12,143</td>
<td>12,301</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>676,215</strong></td>
<td><strong>329,473</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Incomes</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Incomes</td>
<td>$52</td>
<td>7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>NET ASSETS END OF YEAR</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(66,224)</td>
<td>106,808</td>
<td></td>
</tr>
</tbody>
</table>

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**Note:** Dollar amounts in Thousands.
In search of financial sustainability

Your contribution allows us to keep the leadership program alive and maintain the positive impact on society in the long term.

Local contributions in Central America:

Costa Rica
- Banco BAC San José
  - Account No. 90014769
  - Type of account: Checking
  - Payable to: INCAE

Guatemala
- Banco BAC Guatemala
  - Account No. 93002383-7
  - Type of account: Checking
  - Payable to: INCAE

El Salvador
- Banco BAC El Salvador
  - Account No. 200105345
  - Type of account: Checking
  - Payable to: INCAE

Honduras
- Banco BAC Honduras
  - Account No. 760003151
  - Type of account: Checking
  - Payable to: INCAE

Panama
- Banco Azteca
  - Account No. 102000433
  - Type of account: Checking
  - Payable to: INCAE

In online donations, visit:

My contribution to CALI

Important: Online donations are eligible for tax exemption only in the United States.

Donations through the INCAE Foundation in the United States:

Check payments:
- Make payable to The INCAE Foundation
- Send it to:
  - 5016 Westpath Terrace
  - c/o Larry Slesinger
  - Leadership Foundation
  - INCAE
  - 1680 Capital One Drive, McLean, Virginia 22102-3491
- Memo: CALI

Important: To register your contribution please send the details by email to
- larry@slesingermanagement.com and
- veronica@califoundation.org

Electronic payment to the CALI Foundation account in Panama:

Make payable to: Panamanian Association of INCAE

Bank: Banco General, Panamá
- Account No.: 102000433
- Type of account: Checking

Important: To register your contribution please send the details by email to
- Larry@slesingermanagement.com and
- Veronica@califoundation.org

Within 24 hours of making the payment.

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