A year promoting collaboration for territorial development

Annual Report 2019
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<th>Page</th>
<th>Section</th>
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<tr>
<td>3</td>
<td>Letter from our Executive Director</td>
</tr>
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<td>5</td>
<td>2019 Milestones</td>
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<td>14</td>
<td>Financial Statements</td>
</tr>
</tbody>
</table>
To start, we need to acknowledge the situation we are living at the time this report is released. Although this is the presentation of the milestones and outcomes of 2019, remembering the achievements and learnings we had last year, helps us put in perspective the situation we are currently facing as a society and as a country. The Fundación Corona agendas and areas of work are experiencing a process of adaptation and accelerated innovation at this juncture. During the crisis we must promote resilience and minimize the impact on the progress we have achieved as a country, in reducing inequality and closing social gaps. In 2019 we have generated learnings, reflections and outcomes from the territories, with our allies, and this report is an opportunity to reflect on them and continue working on what has been accomplished.

During 2019 our inclusive employment model and citizen engagement model Participa+ achieved important results. They have guide strategies to articulate stakeholders, strengthen their capacities and generate relevant information for decision-making. With the knowledge and learnings from our models, we developed practices and toolkits to attend the needs and opportunities in a systemic approach, to achieve well-being and progress in the territories.

Territories such as Buenaventura, Yumbo, Bogotá and Cartagena, among others, start building transformations in active citizen participation. Last year, we were able to validate that the citizen engagement that we promote can be achieved through strengthening local capacities, agreement’s building and developing a stronger relationship between citizens and institutions. Through our initiatives, we co-create
learnings on how collective leadership can develop public goods. We assessed different advocacy approaches to make citizen participation more effective and worked with national and local government stakeholders to promote and develop an open, transparent government that encourages co-creation through public innovation.

In Manizales, Cali, Urabá and Bogotá, positive progress was generated regarding Education to Employment. We were able to identify that our agendas on education and inclusive employment are already part of the territories and are generating learning and new institutional capacities. Last year saw how all these efforts are reflected in the transitions and from high school education to higher education, the increase in effective labor intermediation and more inclusive job placement and permanence within their jobs. The guidelines and information generated by the inclusive employment model allowed to strengthen initiatives, allies and partnerships, debates and planning processes in public entities and therefore we managed to impact the territories in a holistic way.

2019 was a challenging year. The departure of our previous Managing Director, Angela Escallón, generated great sadness for her family, the Foundation and the social sector, however, she left a strong legacy, "there are fights that we all have to fight, we have to build on what others started." Working for the most vulnerable was her vocation and we will honor her vision.

Colombia lived difficult challenges last year. The strikes and citizen mobilization exposed the high inequality that the country was experiencing and the call to seek new solutions and another way to find a sustainable solution to promote social development. Agendas such as education, inclusive employment, youth and citizen participation are some of the key issues to work on. From Fundación Corona, through our intervention approach, we recognize and strengthen the capacities of the stakeholders at a territory and local level, leveraging their strengths and generating innovative solutions to promote sustainable and lasting changes.

We live in a complex time, we need to work as a collaborative, recognizing our strengths and capacities to build a common vision. We thank all our partners and allies, who make social transformations possible and with whom we learn and share these challenges.
We launched the first implementation of the Participa + citizen engagement model; within the framework of an alliance between 9 partners to promote effective citizen involvement.

We designed the methodology to localize and set goals for the Sustainable Development Goals for 15 cities in Colombia, with 46 indicators.

We defined 12 agendas for the 4th Open Government Action Plan, among which are: fight against corruption, citizen participation, digital government and open justice.
We joined forces with **5 allies** to deploy the implementation strategy of the Socio-Occupational Guidance Guide at a national level, reaching:

- **+14,700** Youth
- **8** Departments
- **73** Educational institutions

To address the challenge that arises from migration in Colombia, we joined forces with **6 allies** to strengthen territorial actors through our inclusive employment agendas and through tools such as the ‘Guía de Empresas’.

Together with our Sibs.CO allies and local allies, the 2nd Social Impact Bond was launched in Colombia, this time in the city of Cali, which to date has achieved the labor inclusion of more than **790 people**.
We work in collaboration with 242 partners and allies for a more equitable Colombia.

We organized the "Aliados por Colombia" event, articulating key actors around our agendas.

We share what we learned and strengthen our knowledge with others.

During 2019 we produced, with our allies:

- 35 National and international spaces
- 44 Publications
During 2019 our Education to Employment agenda achieved important results. With our allies we developed the Inclusive Employment Model, which addresses the labor inclusion of vulnerable people, from education to formal employment. The initiatives we support are framed on the Inclusive Employment Model, and we also foster the promotion of the model in the territories, for this we develop the following set of actions:

1. Territorial diagnoses.
2. Strengthening existing initiatives.
3. Articulation of actors in the territory.
4. Design and update of instruments, guidelines and public policies.
During 2019 we mapped the ecosystem in more than fifty cities in Colombia, to understand best practices, systemization and evaluations, and to develop technical tools for the promotion of inclusive employment.

In 2019 we had many milestones, some of them are: we launched the second Social Impact Bond in Colombia, focused on the employment of vulnerable population in Cali. We participated in the Harkin Summit in Paris, for the labor inclusion of population with disabilities.

In June we launched the ‘Red de Pago por Resultados’, a network to support the different Latam counties the are launching Social Impact Bonds and pay-for-results social schemes. During 2019 we launched new collective impact initiatives, such as the Global Opportunity Youth Network (GOYN), a multi-stakeholder initiative anchored by The Aspen Institute Forum for Community Solutions with partners Prudential, Global Development Incubator, YouthBuild International, and Accenture.

It was a year full of challenges and learnings that strengthened our inclusive employment agenda and that will continue to provide the country with tools to fight the barriers that prevent the vulnerable population from entering the labor market.
Initiatives

Programa de Promoción del Modelo de Empleo Inclusivo
Global Opportunity Youth Network – GOYN Bogotá
Pacto de Productividad
Sibs.CO (Bonos de Impacto Social)
Estrategia de Orientación Socio Ocupacional
NEO – Nuevas Oportunidades de Empleo
Enseña por Colombia
Universidad en Tu Colegio
Rumbo Joven
Empoderatech
Palabrario y Numerario

Components

- All components
- All components
- Human Resource Management
- All components
- Vocational Orientation
- All components
- Hard Skills, Vocational Orientation and Socio emotional Skills
- Hard Skills, Vocational Orientation and Socio emotional Skills
- All components
- Hard Skills
- Hard and Soft Skills
During 2019 our Education for Citizen Participation agenda achieved important results. With our allies we developed during 2019 the Citizen Participation Model, called Participa+. The model addresses the citizen participation from the strengthening of the relationship between the institutions and citizens, to overcoming the gaps that limit citizen involvement and to face the challenges of the democratic system in Colombia. Participa+ offers a set of theoretical and practical guidelines for the design, strengthening and evaluation of high impact citizen participation policies and initiatives.

The initiatives we support from the Education for Citizen Participation area are framed on the 3 principles of Participa+: Advocacy, citizen leadership and open government.
During 2019 we started implementing the model through the Activa Buena Ventura alliance, in which an integral implementation of the Model was made, and through which, with our allies, we seek to promote citizen involvement in a territory such as Buena Ventura. The project aims to innovate the way social leaderships are organized and strengthened and how citizens interact with public institutions and the government, opening spaces for co-construction, participation and networking.

The objective is to overcome the limitations of a traditional system, where decisions are made unilaterally and hierarchically. Hence, to move to a new scheme where public decisions are co-created between public institutions and citizens. In 2019 we also launched the Index of University Cities that measures different aspects in the main university cities of the country to assess the satisfaction of citizens regarding this theme. Among other important milestones we were invited to participate in important spaces such as the co-creation Workshop for the IV Open Government Action Plan in Dubai.

It was a great year to start implementing the model and to understand what the territories need regarding citizen participation. It gave us important bases to adjust the model and to be able to bring it to more Colombian territories.
## Initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Components</th>
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<td>Fortalecimiento de Liderazgos Públicos</td>
<td>Citizen Leadership</td>
</tr>
<tr>
<td>Hacia Allá Vamos</td>
<td>Citizen Leadership</td>
</tr>
<tr>
<td>Premio Cívico Por Una Ciudad Mejor</td>
<td>Citizen Leadership</td>
</tr>
<tr>
<td>Así Vamos en Salud</td>
<td>Advocacy</td>
</tr>
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<td>Ciudades Cómo Vamos</td>
<td>Advocacy</td>
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<tr>
<td>Unidos Por los ODS</td>
<td>Advocacy</td>
</tr>
<tr>
<td>Toolkit de Innovación pública para un Gobierno Abierto</td>
<td>Open Government</td>
</tr>
<tr>
<td>A Tu Servicio Bogotá</td>
<td>Open Government</td>
</tr>
<tr>
<td>Red de Ciudades Cómo Vamos</td>
<td>Advocacy</td>
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<tr>
<td>Activa Buenaventura, implementación Modelo Participa +</td>
<td>Participa+ model</td>
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<tr>
<td>Modelo de Involucramiento Ciudadano Participa+</td>
<td>Participa+ model</td>
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<tr>
<td>Modelo Participa+ Yumbo</td>
<td>Participa+ model</td>
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# Estados de situación financiera
Al 31 de diciembre de 2019 y 2018

### Activo

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<tr>
<th>Descripción</th>
<th>2019</th>
<th>2018</th>
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<tbody>
<tr>
<td><strong>activos corrientes</strong></td>
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<td>Efectivo y equivalentes en efectivo (Nota 5)</td>
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<td>Equipos, neto (Nota 9)</td>
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### Pasivos y fondo social

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<td>$17,581,819</td>
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<tr>
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<td>($2,452,241)</td>
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<td><strong>Total pasivos y fondo social</strong></td>
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<td>$68,333,835</td>
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**ESTADOS DE INGRESOS Y EGRESOS**  
Por los años terminados el 31 de diciembre de 2019 y 2018

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
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<tbody>
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<td><strong>INGRESOS</strong></td>
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<td>Rendimientos financieros (Nota 17)</td>
<td>$7,215,907</td>
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<td><strong>EXCEDENTE NETO DEL AÑO</strong></td>
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<td>$210,153</td>
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### ESTADOS DE CAMBIOS EN EL FONDO SOCIAL
Por los años terminados el 31 de diciembre de 2019 y 2018

<table>
<thead>
<tr>
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<th>Fondo social</th>
<th>Donaciones</th>
<th>Reservas</th>
<th>Déficit de ejercicios anteriores</th>
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<tr>
<td><strong>FLUJO DE EFECTIVO PROCEDENTE DE ACTIVIDADES DE OPERACIÓN:</strong></td>
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<td>Mas partidas del excedente que no representan flujo de efectivo:</td>
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<td><strong>AUMENTO (DISMINUCIÓN) NETO EN EFECTIVO Y EQUIVALENTES AL EFECTIVO</strong></td>
<td></td>
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<tr>
<td><strong>EFECTIVO Y EQUIVALENTES AL EFECTIVO, AL INICIO DEL PERIODO</strong></td>
<td>$293,120</td>
<td>$(375,612)</td>
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<tr>
<td><strong>EFECTIVO Y EQUIVALENTES AL EFECTIVO, AL FINAL DEL PERIODO</strong></td>
<td>$1,308,615</td>
<td>$1,684,227</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>$1,601,735</td>
<td>$1,308,615</td>
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</tbody>
</table>
A year promoting collaboration for territorial development