



MÔNTELIBANO











Great current challenges – Vital ones we face as humanity





People:

 Poverty: illiteracy, insufficient education, malnutrition, early death, underemployment, precarious living conditions, insufficient resources for social integration.

Planet:

Climate change: droughts, floods, air-soil-sea pollution.

The eradication of poverty and the mitigation of climate change are fundamental for an environment of Peace and Development, necessary for sustainability.







How does Agrolíbano take on these challenges?

- Poverty
 - Reduction of multidimensional poverty in the communities surrounding the farms
 - Design strategies towards a poverty-free company
- Climate change
 - Carbon neutral company
 - Sustainable water management
 - Soil sanitation









Where do we take on the challenges?





Mike's Melons

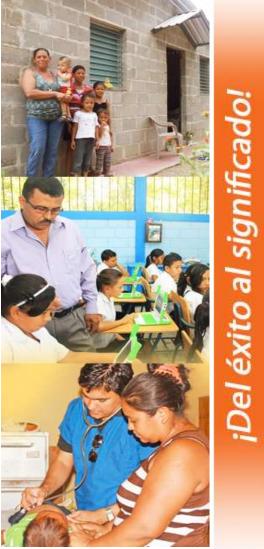
Relationship with the Community

Agrolíbano contributes to the sustainable development of Honduras and particularly the southern area. Our relationship with the community is based on respect, he empowerment of the population and itsleadership in improving the quality of life, from a human rights approach that leads to achieving decent living standards or all people.

This relationship is established through the Agrolíbano Foundation.

Our social investment is developed with aintegral approachand based on Human Rights, Gender Equity, Generational approach, Community Participation and Environmental Sustainability. We work in thealliance frameworkbetween civil society, private company or government, national or international, and always with the protagonism of the target populations.









Wellbeing for those most left behind

sustainable development

Social Investment for

1st Five-Year Strategic Plan 2013 – 2018

2nd Five-Year Strategic Plan 2019 - 2023

Antes de 2016 Filantropía





¡Del éxito al significado!



Action framework based on:

- Code of ethics
- Human Rights Policy
- Gender Policy
- Generational Politics



Strategies aligned with:

- Sustainable Development Goals 2015-2030
- Global Compact
- The Country Vision 2010 2038
- The Nation Plan 2010 2022

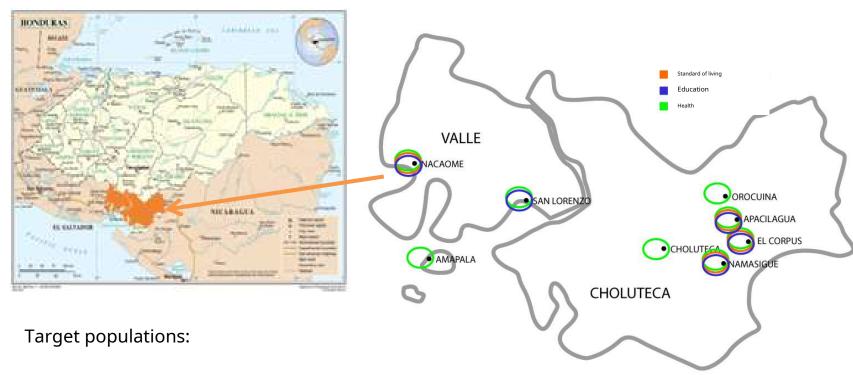








Coverage area



- Rural families with children under 5 years old, pregnant
- Community leaders or people organized into the living forces of the community.
- Pre-basic, basic and middle school students
- Teachers from 14 public educational centers

Direct beneficiaries: 2,247 families in 18 communities





Our Contribution



Impact

1. Reduction of the population index in condition of extreme poverty(by income) of49.3% in 2013 to 45% in 2018



2. Decrease inglobal malnutrition index in children under 3 years of age14.7% in 2013 to 6.5% Sin 2018

3. Reduction of the rate of Child mortality of 29/1000nv in 2013 to 13/1000nv in 2018

4. Reduction ofilliteracyby 60%, decreasing from 12% in 2013 to 4.8% in 2018





What is poverty?



-Alevel of well-beingthat has not been achieved by a sector of the population, who have living conditions that violate the dignity of people, limit their fundamental rights and freedoms, prevent the satisfaction of their basic needs and make their full social integration impossible.

-"An individual's standard of living is determined by his capabilities and not by the assets he possesses or the utility he experiences. (Amartya Sen)





Poverty



-UNDP: "inability of people to live a tolerable life", implies the impossibility of having adequate food, a decent place to live, enjoying health, having education, access to decent work and enjoying a decent standard of living. In addition, the possibility of having other aspects of the social and cultural sphere, such as personal security, political and association freedom, community participation and guarantee of their human rights...

..."Not having a tolerable lifefor a person it means that life may be shortened prematurely or may become difficult, painful or risky; may be deprived of knowledge and communication; and your dignity, confidence, and self-respect, as well as the respect of others, can be stolen.

TheECLACdefines poverty as "the situation of those households that fail to gather, in a relatively stable manner, the resources necessary to satisfy the basic needs of their members."





FA 2018 - Our first MPI

Purpose

- Know the behavior of rural povertyfrom a multidimensional approach in the homes of the coverage area of the Agrolíbano Foundation in the departments of Valle and Choluteca
- Identify the main deprivationsWhat families with children under 5 years of age face
- Have evidence-based information that focuses on the poorest and guides the strategies of the 2019-2023 strategic plan and its alignment with the SDGs
- Identify impact indicators related to the dimensions of poverty that allow measuring the contribution of Agrolíbano's social investment in 2030

MPI 2018



Territory: 19 communities neighboring Agrolíbano farms in Valle and Choluteca

Universe: 2,300 homes Sample: 575 homes

Dimensions and indicators:



Education(twenty%)
School attendance
Years of
scholarship
Illiteracy



Health(twenty%)

Mortality
childish

Malnutrition childish

Access to water and sanitation essential



Job(twenty%)

Sub employment
Unemployment

child labor



Level of life/housing

(twenty%)

roof material, floor and walls

Access to energy electric

Fuel to cook



Collection patrimonial

(twenty%)

Property of the living place

Overcrowding

Goods for the mobilization and communication





Some IPM findings, May-2018

- twenty%of households have at least one child between
 4 and 15 years old whodoes not attend school
- 98% of households have at least 1 person between 15 and 49 years old with6 years of study or less
- 9%of households have at least one person over 15 years of age whothey don't know how to read or write
- 10% of households have at least one child under 5 years old withinappropriate weight for age
- 1%of households have had at least oneunder 1 year old deceased
- 52%of homesThey don't have waterdrinkable and proper excreta disposal
- 63% of households have housing withinadequate floor, ceiling or wall
- twenty-one%of homesThey do not have connection to electricity
- 87%of homes kitchen withfirewood in a stove without a chimney

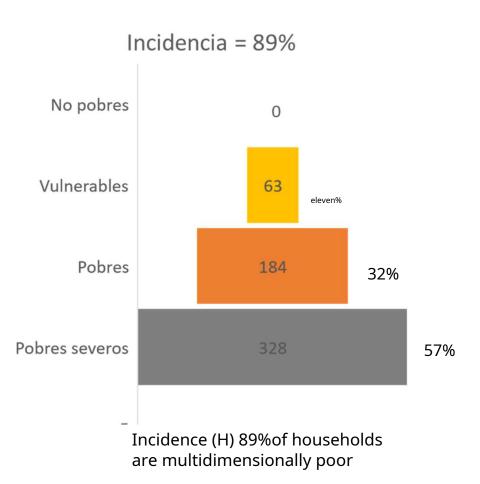


¡Del éxito al significado!

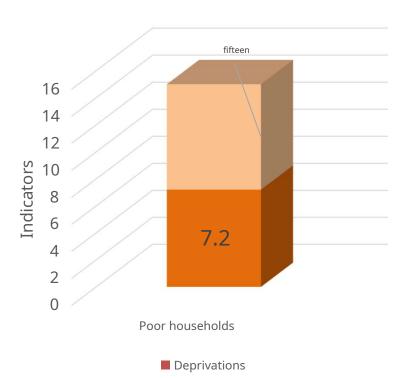
IPM results

Communities neighboring Agrolíbano farms





Poverty intensity = 48.09%



Intensity (TO)Poor households show in average the 48.09% of the total deprivation of multidimensionally poor households



MPI = 0.43





Comparative MPI Honduras

	MPI HONDURAS 2013	IPM Area rural Honduras 2013	IPM 19 communities rural South Zone Honduras 2018
H (Incidence)	67.2	85.5	89
A (Intensity)	43.1	46.6	48.09
MPI	0.29	0.398	0.43
Vulnerable (15% to 25% shortage)	15.7	9.3	eleven
Severe poor (50% or more shortcomings)	20.7	34.5	57%







Use of the Results

- Once the study was carried out, the results and their application in strategic planning were analyzed to define programs.
- The alignment of the new strategic plan with the SDGs is ratified
- The relevance of social investment around the dimensions of poverty is reinforced
- Result and impact indicators related to the deprivations found are defined.





Some indicators related to the IPM Strategic Plan 2019-2023



To measure the performance of the programs, the Agrolíbano Foundation has a monitoring and evaluation system, with quarterly, annual, mid-term and final evaluations of the strategic period.

Among the indicators that are monitored in the control panel (processes) and the Balanced Scorecard (key processes, results and impact), we find some related to the deprivations analyzed in the MPI and that will be measured at the end of this strategic period. Are detailed below:

- % increase in school coverage in ages 7 to 15
- % illiteracy
- % reduction in people aged 15 to 49 with 6 degrees of study or less in basic education
- % of global malnutrition in children under 5 years of age
- % of school malnutrition
- % increase in improvement of housing conditions
- % of homes with adequate excreta disposal
- % of homes with access to drinking water
- % decrease in households that cook on a stove without a chimney







Use of the results – Programs according to dimension

With the results of the MPI, our social investment is better focused, since the deprivations found and the targeting of those most left behind guide us in the proposal of 5 programs for the next five years.

Level of Life

 Strengthening Citizen Participation for Peace and Development

Health

- Comprehensive Early Childhood Care Program - PAIPI
- Healthy Families

Education

- 5 Star Schools Program
- Access to Education for Groups in Social Exclusion





PE 2019-2023



Vision

Be a leader in the implementation of aSocial Investment Business Modelthat is conducivewell-being for those left behind.

Mission

We facilitate opportunities that generate capabilities and empowerment to the neighboring communities of Agrolíbanofor sustainable human development.

General objective

Contribute tosustainable human development of the population in neighboring communities of Agrolíbano, through a comprehensive approach to the dimensions linked to povertymultidimensional in the rural area of the southern zone of Honduras, in the period 2019-2023.





Our focus



Systemic approach

Working with people means having an open mind to understand it comprehensive way

Beginning

BELONGING: Who I am, where I come from, what my purpose is. Identity



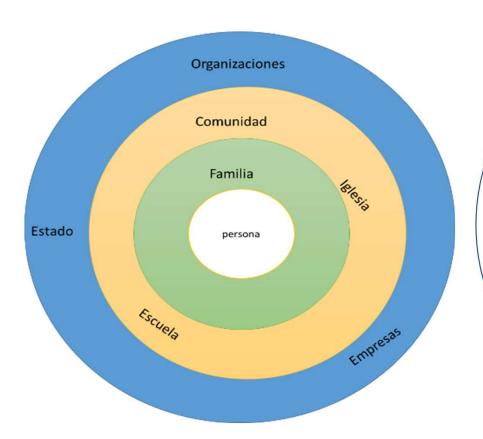
ORDER:recognize and give place to those who come before us.Hierarchy.I have a role and a responsibility in the system

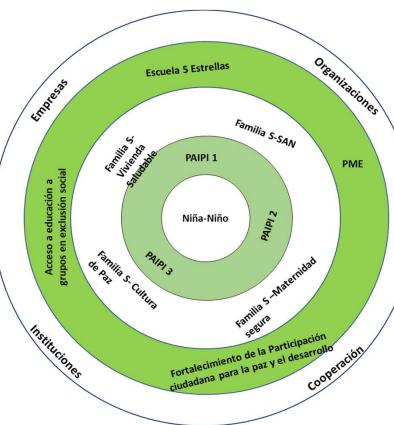
BALANCE: give and take





Systemic Approach - Program Approach



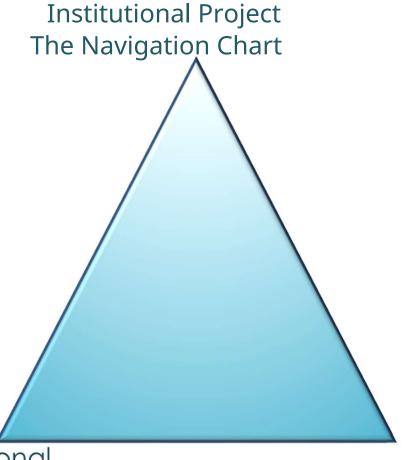






Sustainability





Capacidad Institucional La Tripulación

Reconocimiento

Credibilidad

(Jose De Souza)





Institutional Project The Navigation Chart



Nation Plan
Multidimensional Poverty Index (MPI)
Policies Institutions
Planning Strategies
Programs and Projectsectos

Ability Institutional Crew

Work team:
Capabilities and Skills
Professionalism
Interpersonal Relationships
Nonviolent Communication
Conflict Transformation

How do they see me? How do I do they perceive?

How do they value the work that do?





¡Melones saludables mejorando vidas!





To improve the quality of work, the Agrolíbano Foundation has developed programs for each dimension, which guide all processes.

DIMENSION LEVEL OF LIFE

 Program Strengthening Citizen Participation for Peace and Development

HEALTH DIMENSION

- Comprehensive Early Childhood Care Program PAIPI
- Healthy Families Program

EDUCATION DIMENSION

- Five Star School Program
- Access to Education Program for Groups in Social Exclusion





DIMENSION LEVEL OF LIFE



PARTICIPATION STRENGTHENING PROGRAM CITIZEN FOR PEACE AND DEVELOPMENT







éxito al significado!

























DIMENSION LEVEL OF LIFE



Program Strengthening Citizen Participation for Peace and Development

General objective

Lay the foundations for the development of organizational and leadership capacities of community bodies for inclusive and proactive participation in the self-management of community development based on a culture of peace.

Specific objectives

- Strengthen organizational capacities by rescuing the sense of belonging and community identity.
- Strengthen capacities for the exercise of community leadership that allows the empowerment of community management for the sustainability of the processes.
- Strengthen self-management capacities for community development and the promotion of a culture of peace that allows the establishment of community relations in harmony with its inhabitants and the environment.







Program Strengthening Citizen Participation for Peace and Development

Lines of action	Activities	
1. Strengthening leadership in the communities	Community leadership strengthening plan. personal reflection processes Reforestation campaigns	
2. Accompaniment in PDIC elaboration	Update of Plans of Development Comprehensive Community. Accompaniment in the procedures	
3. Rural Savings Banks	Strengthening Rural Savings Banks Evaluations of Rural Banks	
4. Environment	Strengthening Water Boards Reforestation and cleaning campaigns	





DIMENSION LEVEL OF LIFE



Program Strengthening Citizen Participation for Peace and Development

Actors involved	Scope	
Living forces of the community, all the organizations and institutions present in the territory: board of trustees and auxiliary committees, water management board, youth clubs, housewives' clubs, men's and women's soccer teams, rural savings and credit fund, health committees, mothers	Communitiescount onComprehensive Community Development Plans (PDIC)	
	Organizations present in the community that participate in the constructionof the PDIC	
	Communities in the area of influence thatmanage projects development for your community	
	Organizations present in the community participatein PDIC management	
either parents educators, Association of	Communities thatimplement actionsfor the development of a culture of peace	
parents, churches.	Community organizationsperform Surrenderof counts.	





Del éxito al significado!

HEALTH DIMENSION









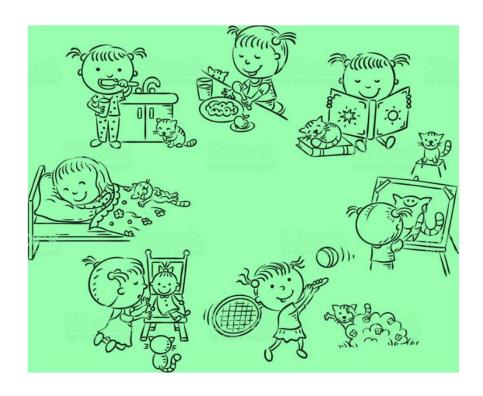








HEALTHY FAMILIES PROGRAM

















HEALTH DIMENSION



Comprehensive Early Childhood Care Program - PAIPI

General objective:Contribute to the comprehensive development of children under 6 years of age, promoting factors related to human rights, education, health and nutrition, which favor their growth and development, with the participation of the family, school and community.

Specific objectives

- Implement actions for nutritional surveillance with community participation, for the early detection of risk factors and alterations in the adequate growth of boys and girls.
- Promote exclusive breastfeeding up to 6 months of age and adequate complementary feeding up to 2 years.
- Promote the care of girls and boys by promoting good practices in terms of hygiene, nutrition and emotional ties, in the family, school and community environment.
- Strengthen family and community capacities for the evaluation of the level of development and early stimulation in all areas of the comprehensive development of children under 6 years of age.
- Promote protective factors for children that restore their being a subject of law, promoting living under the premise of best interest in all their attention.





Comprehensive Early Childhood Care Program - PAIPI

The target population of PAIPI is boys and girls under 6 years of age from the communities in the area of influence of FA.

Lines of action	Activities	
1. Child care during pregnancy	Follow-up to women pregnant (club of pregnant women in the community and in health facilities) Community monitoring of postpartum women	
2. Care for the healthy growth and development of children from 0 to 6 years	Breastfeeding Nutritional surveillance	
	Early stimulation	
	Creating friendly environments for development	
3. Family, school and community environment for the	Promotion of community volunteering	
childhood growth and	Registration, analysis and monitoring of actions	
development	Training processes	



HEALTH DIMENSION



Comprehensive Early Childhood Care Program - PAIPI

	Actors involved	Scope
-	Living forces of the community, all the organizations and institutions present	Communities implement PAIPI
	in the territory: board of trustees and auxiliary committees, water management board, youth clubs,	Community volunteers involved in the implementation of PAIPI
	women's and men's soccer teams, rural savings and credit bank, health committees, mothers or parents	Communities know the results of the PAIPI program
	·	Infant mortality decreases
	educators,	
	parents association, Churches, Producers, Community volunteering	Reduces malnutrition rate in
	rroducers, community volunteering	childhood
		Increases coverage of children served with PAIPI
-	Health centers	
-	School Centers: Pre-basic (teachers and parents' association)	Education Initial in Pre basic involving moms and dads and teaching staff in PAIPI activities





HEALTH DIMENSION



Program: Healthy Families

General objective: Strengthen family and community capacities for self-care, promoting healthy conditions and lifestyles.

Specific objectives

- Contribute to family and community well-being and health through the improvement of housing conditions according to identified needs, standards established in the Healthy Families Program and the management of resources for this purpose.
- Promote family and community food security by promoting family food production, strengthening the capacities of families and local producers.
- Promote community empowerment through active participation in local management in favor of community actions that promote health and well-being at the family and community level.
- Contribute to the development of personal skills by providing people with the necessary means to exercise greater control over their health to promote greater possibilities for personal, family and community development.



HEALTH DIMENSION



Program: Healthy Families

Lines of action	Activities
	CAP healthy families study
1. Healthy Housing	Educational processes
2. Family Food Production	Homegardens
	Agricultural producers (CAP-training)
3. Health Committees	Strengthening health committees
4. Sexual Health and Reproductive Health	Implementation of information, education and communication strategy, on topics: prevention of teenage pregnancies, STIs, HIV.







Program: Healthy Families

Actors involved	Scope
	Contribution to the reduction of families in conditions of multidimensional poverty
	Reduction of needs basic dissatisfied
Members of health committees, health volunteers, vulnerable	Health management integrated into Comprehensive Community Development Plans - PDIC
families, graduate students, farm collaborators, community leaders	Families informed on health promotion, sexual health and reproductive health issues
	Vulnerable families participating in family food production initiatives
	Rehabilitation of farms schools and training for producers





EDUCATION DIMENSION





CO











FIVE STAR SCHOOL PROGRAM





1 FIN DE LA POBREZA

M*****















General objective:Contribute to the comprehensive development of school-age children and adolescents through educational interaction processes in the formal system with the integration of the educational community.

Specific objectives:

- Propose dynamic and interactive methodologies to teachers that allow them to put them into practice in classrooms to facilitate the process of educational interaction with students.
- Strengthen the organizational capacities of parent associations so that they can be promoters of interactive educational spaces both in educational centers and in communities with different leaderships.
- Promote the development of leadership in students by creating spaces to develop comprehensive processes that generate human development through peer methodologies that facilitate learning spaces and at the same time are promoters of their change.







Lines of action	Activities
1. Pedagogical Strengthening	Train teachers Provide fungible teaching resources Implement extracurricular programs
2. Organization and Participation of children and adolescents (boys, girls and adolescents) in the promotion of children's human rights with the educational community	Strengthen the organization through the socialization of the different roles of all actors with a strong focus on human rights and children and adolescents
3. Food Safety and School Health	Promote nutritional education, through nutritional assessment of the school population, the implementation of school gardens







Lines of action	Activities
4. Strengthening Environmental	Promote initiativesenvironmental trainingwith teachers and students, as well as actions on reforestation and garbage treatment
5. Promotion of Entrepreneurship	Promote training initiatives with teachers and students and spaces forpromotion ofspirit entrepreneur.
6. Promotion of a Culture of Peace	Promote spaces with learners forpromote a culture of peacethat facilitates comprehensive development
7. Study Scholarships	Support adolescents who have graduated from basic education, who have excelled academically, with aspirations for self-improvement and with economic and social vulnerability, so that continue your academic preparationat the diversified or high school level.







Actors involved	Scope
Teachers, as one of the	Teachers trained with dynamic and interactive methodologies, applying them in educational interaction for the development of students
fundamental pillars for the development of educational interaction processes, the students and the association of parents,	Students engage in different activities in a creative way, both curricular and extracurricular.
integrated as the educational community and the general leadership of the	Fathers and mothers are actively involved in educational processes
community (living forces)	Educational community has annual work plans to contribute to the restitution of the right to education of children and adolescents







Access to Education Program for Groups in Social Exclusion

General objective: Facilitate alternative education opportunities for the socially excluded population, which allows them to raise their educational level.

Specific Objectives

- Improved the educational level in the communities of the coverage area through alternative education processes
- Increase the levels of schooling in the population
- Promote leadership development in communities by involving the population in development processes of themselves, their families and communities







Access to Education Program for Groups in Social Exclusion

Lines of action	Activities
Inclusion of adolescents and young people who are behind in school to	Contribute to generating pleasant environments so that children and adolescentsstayin the classrooms
the third cycle	Identify children and adolescents of school age who, for some reason,is outside the educational system
Leveling for Education Basic for youth and young adults	Opening of centers in alternative modality aimed at adolescents and young people over the age ofjoin the educational system
Literacy	Motivate the general population to develop reading, writing and basic arithmetic skills





DIMENSION EDUCATION



Access to Education Program for Groups in Social Exclusion

Actors involved	Scope
Forces alive of th	Increase the percentage of the population aged 15 to 49 that reaches a higher level of basic education
community, Boards of Trustees	Maintain the illiteracy percentage at a maximum of 5%







Video Activities Agrolíbano Foundation 2019



https://www.youtube.com/watch?v=X0LGCBGilFA&feature=youtu.be







Monitoring and Evaluation System



To measure the performance of the programs, the Agrolíbano Foundation has a monitoring system to follow up on their processes and results.

Quarterly monitoring is carried out on the process indicators contained in the control board linked to the annual operating plan and annual monitoring of the Balanced Scorecard – CMI, which contains the result indicators.

In addition, an interim evaluation is carried out at the end of the third year of the strategic plan and a measurement at the end of each five-year period, where the impact indicators are measured.

The generation of knowledge is strengthened by carrying out studies such as initial and final baseline measurements in each period, IPM study, CAP surveys and other specific operational research to guide operations.

In this accountability you will see the key results and processes of the first year of the 19-23 strategic plan, a year in which significant efforts have been invested in institutional strengthening for sustainability: Navigation Chart – Strategic Planning and Programs; Crew – Knowledge Management for capacity building; Credibility – Update of the foundation's regulatory framework.

In the slides by indicator you will see the goals achieved in 2019, key activities carried out, on the left side the SDGs they target and at the bottom the strategic allies that contributed.





Monitoring and Evaluation System Strategic map



AGROLIBANO FOUNDATION
STRATEGIC MAP
STRATEGIC PLAN 2019-2023

CMI

MISSION	STRATEGIC DIMENSION	STRATEGIC OBJECTIVE
We facilitate opportunities that generate capacities and empowerment to the neighboring communities of Agrolíbano for sustainable human development.	STRATEGIC DIMENSION 1 Standard of living	Strengthen the management capacity of community bodies and families, promoting citizen participation for local development that fosters conditions for improving the standard of living of the neighboring communities of Agrolíbano in the period 2019-2023.
VISION	STRATEGIC DIMENSION 2	Strengthen family, community and institutional capacities for the exercise of the right to health, promoting the adoption of healthy
Be a leader in the implementation of a Social Investment Business Model that promotes well-being for those most left behind.	Health	family habits and early childhood development in the neighboring communities of Agrolíbano in the period 2019-2023.
GENERAL OBJECTIVE	STRATEGIC DIMENSION 3	Contribute to the development of educational interaction processes in the formal and non-formal sphere that promote social inclusion and the
Contribute to the sustainable human development of the population in neighboring communities of Agrolíbano, through a comprehensive approach to the dimensions	Education	comprehensive development of the target population in the neighboring communities of Agrolíbano in the period 2019-2023.
linked to multidimensional poverty in the rural area of the southern zone of Honduras, in the period 2019-2023.	STRATEGIC DIMENSION 4	Strengthen institutional capacities to implement a private development cooperation model that generates transformation in order to contribute to the SDGs in the neighboring
	Institutional Development	communities of Agrolíbano in the period 2019-2023.





Monitoring and Evaluation System - CMI



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FUNDACIÓN AGROLÍBANO MAPA ESTRATÉGICO PLAN ESTRATÉGICO 2019-2023	Fundación Agrolíb: PE 2019 - 2023 Mapa Estratégic	0		
CMI MISIÓN DIMENSIÓN ESTRATÉGICA OBJETIVO ESTRATÉGICO Programas Objetivos programáticos Resultados Esperados al	I año 5 Indicador CMI al a	Meta são 1	Cumplimiento Año 1	Comentarios
empoderamiento a las D1.P1 participación ciudadana para ciudadana para ciudadana para con las	integrada: año 3 Si El Porvenir, Tamari Buena Fe, Altos di Tamarindo Nacaom	ionados de manera an Agustín, Agua Agria, indo Apacilagua. Año 5 lel Estiquírín, Papalón, me, San Jerónimo	100%	15 comunidades cuentan con planes
comunidades desarrollo comunitario con comunitarias con base desarrollo bases en una cultura de paz y desarrollo desarrollo bases en una cultura de paz y desarrollo desarrollo desarrollo sostenibilidad ambiental desarrollo	20% de los proyect	tos propuestos en PDIC os por las instancias 3 planes actualizados	En proceso, 85% en Valle 50% en Cholluteca	En proceso de actualización 3 planes, en Valle hay 85% de avance y en Choluteca 50% en 2 comunidades
sostenible. Fortalecer la capacidad de gestión de las instancias comunitarias y las familias, impulsando la participación ciudadana para el desarrollo local Contribuir a mejorar el ingreso proyectos implementado	nitaria según identificados: contables, de trabajo,	e las CRAC cumplen con de la evaluación al categoría Co D mejora gún herramientas desempeño	n 450%	9 CRAC mejoraron su desempeño.
que propicie condiciones para la mejora del nivel de vida de las comunidades vecinas de Agrolibano en el período 2019-2023. D1.P2 Desarrollo económico local el socapacidad de gestión de las cajas rurales e impulsar iniciativas emprendedoras amigables con el medio ambiente que se ajusten a la disponibilidad de	onstituyen en 4 10% de emprendin	mientos se constituyen de las familias Elaborado 1 plan de fortalecimiento a emprendedores.	100%	Se realizó todo el proceso previsto: encuestas, visitas, análisis y se elaboraron los informes por territorio. Se concluyó que no es factible el fortalecimiento de emprendedores, por lo que se desestimó el plan y se recomendó eliminar esta estrategia del programa
recursos y la actividad económica de las comunidades Pequeños productores un cambio de actitudes que se encaminan actividad económica ge ingresos con base en la agropecuaria y ventas a	es y prácticas hacia una generadora de la producción Al menos el 30% abordados evide actitudes y práctica		an 114%	91 productores
to	1			III −





Monitoring and Evaluation System - CMI



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C 16	Fortalecer las capacidades familiares, comunitarias e institucionales para el ejercicio del derecho a la	E	F	G	н		D2.O1.R2	J K Mejorada la educación preescolar con la implementación del enfoque propuesto en el PAIPI	60% de los CEPB y CCEPREB cumplen		N 100%	0	P	(
17 Salud	adupción de hábitos familiares saludables y el desarrollo infantil temprano en class comunidades vecinas de						D2.O2.R1	Comunidades cuentan con comités de salud apropiados de la metodología de trabajo y coordinando acciones con actores locales para la promoción de la salud	100% comunidades cuentan con comit de salud apropiados de la metodología trabajo y coordinando acciones co actores locales para la promoción de salud	de 44% de las comunidades on cuentan con Comité de	100%	8 de 18 comunidades (44.4%). En Valle: Pedrerito, Buena Fe, Tamarindo, Altos del Estiquirín En Choluteca: San Agustín, Agua Agria, El Porvenir, San Jerónimo			
18	Agrolíbano en el período 2019-2023.	D2.P2	Familias saludables		Fortalecer las capa familiares y comunitari el autocuido prom	as para	D2.O2.R2	Fortalecidas las capacidades comunitarias para la promoción de la salud sexual y la salud reproductiva	Al menos el 25% de las acciones o promoción de la SS y SR son realizado por actores comunitarios		130%	11 comunidades (61.1%)			
19			(incluye SAN)		condiciones y estilos saludables		D2.O2.R3	Mejoradas las condiciones familiares y comunitarias de las viviendas en el área de cobertura	30% de familias que mejoran CA respecto a vivienda saludable	5% de comunidades ven Mejorada la disponibilidad de agua potable	222%	2 comunidades (11.1%)			
20			1				D2.O2.R4	Familias con factores de vulnerabilidad alimentaria cuentan con recursos para la mejora de su dieta	35% de familias que implementa iniciativas de producción de alimento diversifican su dieta		117%	22 de 60 familias seleccionadas (36.67%)			
DIMENSIÓN ESTRATÉGICA 3	Contribuir al desarrollo de	D3.P1	Programa Escuelas 5	D3.01		ncia en l és de eracción	D3.O1. R 1	PESE muestra factores de sostenibilidad comunitaria con la 13 integración de actores locales.	70 % de ESE son evaluadas por actori locales	PESE adecuado con un es enfoque que contribuya al desarrollo integral de la comunidad educativa	Página	3 5			
22	procesos de interacción educativa en el ámbito formal y no formal que favorezcan la inclusión		Estrellas		educativa en el sistema con la integración de los locales		D3.O1.R2	Mejorada las condiciones de las ESE para la implementación de procesos de interacción educativa	5% Incrementa la cobertura escolar e edades 7 a 15 años	en	NA				
Educación	social y el desarrollo integral de la población meta en las comunidades				Facilitar oportunidad			Mejorado el nivel educativo en las 15	5 % de reducción de las personas de 15 49 años con 6 grados de estudio o meno		100%	18 comunidades (100%) incluidas en el			
															~
									4					+ 80	





Monitoring and Evaluation System – Tools



FUNDACIÓN AGROLÍBANO PERÍODO ESTRATÉGICO 2019 - 2023 SISTEMA DE MONITOREO Y EVALUACIÓN

FUNDACIÓN Agrolíbano Del delto al significado

Dimensión: Nivel de Vida Programa: Desarrollo Económico Social

Indicador # 3: NV.1.3. % de las CAC cumplen con al menos 70% de la evaluación al desempeño según herramientas diagnósticas

Meta: Año 1 2 de las CAC en categoría C o D mejoran desempeño

Instrumento: Matriz de evaluación anual CAC
Fuente de Verificación: Evaluación Rúbrica a fin de año

 Medición del indicador:
 Numerador:
 Número de CAC C/D que mejoran desempeño
 Alcanzado
 Cumplimiento

 9
 450%

PORCENTALE		CATEGORIA
90-100	A	Excelente
75-89	В	Bunna
80474	0	Regular
0.00	0	Dellamont

N°	Departamento	Municipio	Comunidad	Nombre Caja Rural	Evaluación 2018	Categoría 2018	CRAC C o D	Evaluación 2019	Categoria 2019	CRAC C o D mejoran desempeño
1	Valle	Nacaome	Buena Fe	FUERZA, AMOR Y BENDICIÓN	64.5	C	1	70.5	C	1
2	Valle	Nacaome	El Espino	VÁSTAGO	47.5	0	1	68	C	1
3	Valle	Nacaome	El Pedrerito	AMOR, ESPERANZA Y PAZ	70.5	C	1	81	В	1
4	Valle	Nacaome	Altos del Estiquirín	APOYANDO EL DESARROLLO	38.5	0	1	67.5	C	1
5	Valle	Nacaome	El Tamarindo	VISION AL FUTURO	58	D	1	83	В	1
6	Valle	Nacaome	Chilcal		64.5	c	1			
7	Valle	Nacaome	Chilamatada	ENMANUEL				No se realizó la evaluación		
8	Valle	Nacaome	Paso de Vela							
9	Valle	Nacaome	El Papalón	UNIDAD Y ESFUERZO EL PAPALON	62	C		85	В	1
10	Choluteca	Namasigüe	San Agustín	LA LUZ	81.5	В		93	A	
11	Choluteca	Namasigüe	San Jerónimo	CR de NAMASIGÜE	90.5	A		95.5	Α	
12	Choluteca	Namasigüe	San Jerónimo	CRESUR/ SAN JERONIMO	39.5	D	1	58		1
13	Choluteca	El Corpus	El Porvenir	UNION Y ESFUERZO	93.5	A		90.5	Α	
14	Choluteca	El Corpus	Laurelada	NUEVA ESPERANZA	75	В		83	В	
15	Choluteca	El Corpus	Agua Agria	CAPAA	73	C	1	88.5	В	1
16	Choluteca	Apacilagua	Tamarindo Apacilagua	CRACET	66.5	C	1	81	В	1
17	Choluteca	Apacilagua	La Sábila							
			TOTAL				9			9
								-	PORCENIAJE	480%

Lic. Vanessa Morales Planificación y Monitoreo ELABORADO Dra. Nelly Martinica
Unidad Gestión Técnica
REVISADO

Lic. Pamela Molina/ Dirección Ejecutiva AUTORIZADO







Presentación de Resultados Periodo 2019

DIMENSION NLIFE LEVEL



¡Del éxito al significado!



DIMENSION LEVEL OF LIFE





Program Strengthening citizen participation for peace and development.



























15 Communities have Community Development Plans

Indicator 1 1.pdf

12 Plans
Integral development
Community
existing

Goal achieved: 100%

	Community	Has CIDP
1	Good faith	1
2	Sailing Pass	1
3	Chilamatada	1
4	Chilcal	
5	Pedrerito	1
6	The Hawthorn	1
7	Tamarind	1
8	Estiquirin Heights	1
9	San Agustin	1
10	St Geronimo	1
eleven	Santa Cruz	
12	Future	1
13	Sour Water	1
14	Tamarind Apacilagua	1
	The Aloe Vera	

DIMENSION LEVEL OF LIFE





Program Strengthening citizen participation for peace and development.























Preparation of plans to update PDIC



Adaptation of participatory methodology to preparation of PDIC



3 communities advance in the updating your PDIC

17 facilitators
community members
trained to lead the process
in their communities.



3 two-day modules addressing topics of participation and planning community, and the leader as the main factor for development community

Indicator 2 2.PDF



Goal achieved: 60%



Community assemblies were held to select community facilitators



Work sessions with the facilitators community to explain and plan the whole process



120 leaders participated in a personal strengthening and reflection process.

Strategic Alliances with Lic. Jenny Molina, Lic. Wilfredo Cerrato, Living Forces of the community: Board of Trustees, Rural Savings Banks, Water Boards, Health Committees, among others

DIMENSION LEVEL OF LIFE





Program Strengthening citizen participation for peace and development.











Indicator 3 3.pdf

2 of the CRACs in category C or D they improve

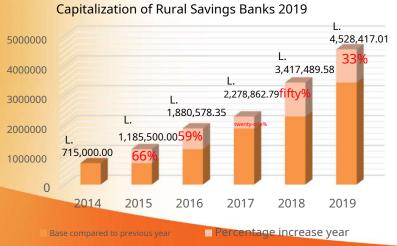
performance.

Goal achieved: 450%

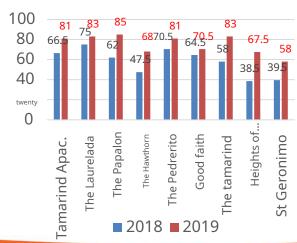
9 Rural Savings Banks of savings and Credits improve Its performance



13 Rural Savings and Credit Bank evaluated



Rural savings banks that improve their performance



Strategic Alliances: CDE MSME, FUNDER

DIMENSION LEVEL OF LIFE Local Economic Development Program

















HE performed a diagnosis about the situation for identify feasibility and areas strengthening



64 ventures identified

Indicator 4
4.pdf

Prepared a Plan from Strengthening to Entrepreneurs.

Goal achieved: 100% of the activities made



31 ventures assets

DIMENSION LEVEL OF LIFE

























Workshops on Soil Preparation and Contour Curves, Organic agriculture, Plagues and diseases



91 producers participate in processes and dtraining

Indicator 5 5.pdf

80 producers participate in process of training

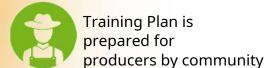
Goal achieved: 114%



3 focus groups to learn about knowledge, attitudes and practices



CAP survey of 57 producers





Presentación de Resultados Periodo 2019

<u>DIM ANDNSI EITHERN.S. TOLUD</u>





Agrolibano Coresto a tignificado

HEALTH DIMENSION

Comprehensive Early Childhood Care Program







The PAIPI integrates the strategies of Initial Education (EI), Comprehensive Early Childhood Care (AIN – C) and Nutritional Surveillance worked on since the first five years



Contribute to the comprehensive development of children and prevention of childhood malnutrition













Curriculum of 9 topics to attend sessions community and institutional with pregnant women

Indicator 6 6.pdf

A document of structured program for the integration of EI/AINC/Surveillance nutritional modality 1 (0 to 2 years)

Goal achieved: 100%



The program in mode 1 has 46 exercises for promote the integral development in childhood from 0 to 2 years



Feeding complementary and nutritional surveillance to girls and boys from 6 months to 2 years in the community



Breastfeeding promotion exclusive maternal first 6 months

Strategic Alliances: - Health Committees and Community Volunteers – Mothers and Fathers of Families of children under 6 years of age – Honduran Association of Knights of the Order of Malta

HEALTH DIMENSION Comprehensive Early Childhood Care Program









The PAIPI document has a Training Plan of 8 topics for volunteers of the program



Indicator 7 7.pdf

A document of structured program for the integration of EI/ nutritional surveillance in child care 2-4 years

Goal achieved: 100%

The program in mode 2 has 24 exercises to

promote development comprehensive in childhood from 2 to 4 years





3 SALUD Y BIENESTAR





Improvements to the infrastructure of 3 PAIPI care posts in the community of San Agustín



toys, supplies for integrated sessions growth and development

Feeding complementary and nutritional surveillance to girls and boys from 2 to 4 years old in the community



Strategic Alliances: - Health Committees and community volunteers - Board of Agua de San Agustín - Mothers and fathers of children under 6 years of age -Honduran Association of Knights of the Order of Malta

HEALTH DIMENSION Comprehensive Early Childhood Care Program





















A document of structured program for the integration of EI/ nutritional surveillance in pre-basic education (PAIPI 4- up to 6 years).

Goal achieved: 100%

95 hours of work each.



Creation of parent-care committee

POA of Pre-basic Centers

Community awareness for Comprehensive Child Development



Pedagogical Strengthening

Initial education conversation

Training Tests

Strengthening planning with a communicative approach

Didactic strengthening

Strengthening school snack

Strategic Alliances: Health Committees and Community Volunteers – Educators Pre-basic volunteers and teachers – Secretary of Education – Parents of children under 6 years of age – Honduran Association of Gentlemen of the Order of Malta

HEALTH DIMENSION Healthy Families Program









8 Health Committees functioning



38 members of Health Committees trained

















Indicator 9 9.pdf

44% of communities
They have a committee of health.

Goal achieved: 100% (8/18)



4 farms supported with Corporate Volunteer collaborators and equipment for fumigation in Dengue Prevention Campaigns, as well as logistical equipment for a cleaning campaign, accompanying the health committees

Designed, printed and distributed trefoil and flyers about prevention of dengue



21 community activities managed by the members in 8 Health Committees:

9 activities in medical brigades 1 dengue prevention campaign 5 health fairs

2 baseline update activities for children under 6 years of age 4 organizational committee meetings

Strategic Alliances: Department of Health Region 6 and 17 - Health Committees and community volunteers – Global Brigades – Honduras Outreach Inc. – University from Mercer in the USA – 11th Infantry Battalion - Corporate Volunteering

HEALTH DIMENSION Healthy Families Program

















14 communities (78% of 18) implementing health promotion actions 859 people informed in:



9 talks – Safe Motherhood 18 talks - STI/CaCu 6 Health Fairs

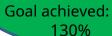


4 Pregnancy Clubs operating

53 club meetings 129 pregnant women assisted 113 Safe Motherhood Baskets delivered

Indicator 10 10.pdf

At least in 60% of the communities are implemented actions of promotion of the SS and MR



Redesign and reprint of packets of materials educational on topics health promotion

57 talks on 5 farms

Informed Contributors: 1722 on CaCu issue 848 on STI issue



253 cytology made to collaborators of 5 farms

Strategic Alliances: Department of Health Region 6 and 17 - University of Mercer of USA – Honduras Outreach Inc.- Health Committees and Community Volunteers – Honduran Association for Family Planning ASHONPLAFA – Corporate Volunteering Fincas Agrolíbano

HEALTH DIMENSION Healthy Families Program











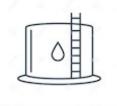












Indicator 11

5% of communities

availability of

that improve the

drinking water

222%

Goal achieved:

11.pdf

2 communities (11%): Tamarind Apacilagua and Altos del Estiquirín with water system installed with full community participation



127 new families with access to water for human consumption



Additionally:

15 members of Water Boards trained

9 community infrastructurebasic sanitation brigades:

> 59 healthy floors 35 latrines

59 batteries

3 improvements households



2 Electrification Projects supported:

- 1. executed community of Calaire
- 2. in process -Laurelada community



Technical strengthening for security in the operation of the José Cecilio del Valle Dam -Nacaome

Improvement to infrastructure and electrical system Clinic

Amapala

Strategic Alliances: Laurelada and Calaire Boards, El Corpus Mayor's Office, Tamarindo Water Boards Apacilagua and Altos de Estiguirín, Australian Embassy Direct Aid Program-DAP, Global Brigades, Honduras Outreach Inc., 11 Infantry Battalion, Legend Produce, Antonio E. Nasser Foundation, Amapala Municipal Mayor's Office, M&M Investments, Dinant Corporation, PROMACO, CEVID, Amapala Naval Base, SESAL, Gulf of Fonseca Water Governance Program, Nacaome Municipal Mayor's Office, Mayor's Office

Municipal San Lorenzo, Azucarera La Grecia, Causa, Agropecuaria Montelíbano

HEALTH DIMENSION Healthy Families Program

















28 families implementing family food production initiatives based on selection criteria such as families vulnerable to food insecurity, with children under 6 years of age, pregnant women and older adults

Indicator 12 12.pdf

20% of families selected they implement the initiatives of family production of food

Goal achieved: 117% 28 of 24 expected



10 orchards of 50 m2 8 orchards of 100 m2 10 orchards of 20 m2



22 families regularly attended training on family food production topics

Strategic Alliances: Community Producers, Families with minors 5 years old and pregnant women.



Presentación de Resultados Periodo 2019

TELL ME NZION AND DUC TOTION





EDUCATION DIMENSION Five Star Schools Program









12 collaborators of the technical team participated in the elaboration of the program



Indicator 13 13.pdf

PE5E has been adapted with an approach that contributes to the integral development of the educational community and has indicators
for evaluation

Goal achieved: 100%



460 hours invested in the revision documentary film, discussions techniques and elaboration of the final document



The P E5E was adapted and has a proposal of indicators to evaluate according to the context of each educational center

14 collaborators of the FA team trained with 16 hours of workshop on implementation of the CNB and DCNEB



Strategic Alliances: Ministry of Education/DGDP

EDUCATION DIMENSION Five Star Schools Program



















Some achievements in the P E5E

Extracurricular programs, Scholarships, Tutoring and Children's Facilitators, with the participation of 204 boys and girls in the 14 educational centers



67 teachers participate in process characterization, with a systemic approach





testing (PF) tools (Spanish and mathematics).

Indicator 13

PE5E

Goal achieved: 100%

59 students reintegrated into the educational system with participation of educational centers and parents

6 centers educational implement school gardens,



Delivery of consumable teaching

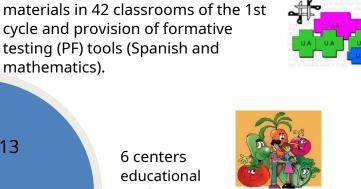
cycle and provision of formative

1,141 school boys and girls evaluated with nutritional surveillance.

16 adolescents and young people participate in the Joven Salud platform, to develop knowledge and skills to achieve healthy lives



Strategic Alliances: Grupo Terra Foundation, Centrho Repuestos, BCIE, Conect Global, Cartonera Centroamericana SA Chemexc, Inversiones H&N S. DE RL DE CV, IT Semillas Fito, Mega Automotriz, Timer Fruit BV, Collaboradores GA, Jenny Molina, Teen Smart International, EDALL. Parent Societies



EDUCATION DIMENSION





Access to Education Program for Groups in Social Exclusion





18 communities with an updated census that identifies illiterate people and people over 15 years of age with 6 grades or less of schooling











18 people with capabilities of writting and reading, through process literacy were reached in 2019



Indicator 15 15.pdf

100% of communities
They have mapping according to priorities of the program

Goal achieved: 100%



27 adolescents and young people join to complete basic education, with alternative modality



28 young people with access to secondary education through an alternative modality.

Strategic Alliances: Ministry of Education (EDUCATODOS), CEB October 12 (Alternative High School Center).



Presentación de Resultados Periodo 2019

INSTITUTIONAL DEVELOPMENT



¡Del éxito al significado!



INSTITUTIONAL DEVELOPMENT DIMENSION

Financial Administrative Management





12regulations administrative reviewed and updated from a total of 20 (60%)

16 PAZ. JUSTICIA EINSTITUCIONES SOLIDAS

Indicator 17 <u>17.pdf</u>

50% regulations
administrative
reviewed and
updated in
consistency with the
programs

Goal reached 120%

No	. Regulation name	Date update	
1	Log Management Guide	5/15/2019	
2	Office Coexistence Regulations	5/15/2019	
3	Regulations for Accommodation System from La Casona	5/15/2019	
4	Guide for Preparation of Workshops Training	5/15/2019	
5	Guide to holding events	5/15/2019	
6	Confidentiality Policy	7/11/2019	
7	Security Protocol	7/30/2019	
8	Fair Practices Policy Operation	7/11/2019	
9	Fund Administration Manual of Petty Cash	7/11/2019	
10	Internal Audit Policy	7/11/2019	
eleven	Inventory Management Manual	7/30/2019	
12	Social Investment Policy	5/24/2019	

INSTITUTIONAL DEVELOPMENT DIMENSION Planning, Monitoring, Evaluation



















School Program 5 Star



Program Development Local Economic



Access Program to Education to Groups in Social exclusion



Indicator 18 18.pdf

6 programs structured according to strategic objectives.

Goal achieved 100%

Programa Atención Întegral a la primera Infancia -**PAIPI**



Families Program Healthy



Program of Strengthening of the participation Citizen for the

Peace and Development















INSTITUTIONAL DEVELOPMENT DIMENSION

Planning, Monitoring, Evaluation











Indicator 19 <u>19.pdf</u>

6 programs count with tools relevant monitoring to the results expected.

Goal achieved 100%

No.	PROGRAM	Tools (16) CMI	
1	Strengthening the Stake Community	2	
2	Economic development Local	3	
3	Comprehensive attention to Early Childhood	3	
4	Healthy Family	4	
5	5 Star School	2	
Access to Education 6 Excluded Groups Social		2	

Link: Balanced Scorecard (25 indicators) WCC 2019-2023.pdf

INSTITUTIONAL DEVELOPMENT DIMENSION Planning, Monitoring, Evaluation













360° evaluations according to model Agro-Liban Leadership 18collaborators.

Indicator 20 20.pdf

2 Teams of
Territory and 2 Teams
Support with
Evaluations at
Performance.

Goal achieved: 100%

KPI evaluation individual and strategic.





Assessment indicators administrative

INSTITUTIONAL DEVELOPMENT DIMENSION Knowledge management









19 technical staff, administrative and financial in processes of personal reflection



13Processes of generation of knowledge carried out (planned 8)















Temas para

improve the relations interpersonal: Communication non-violent, Methodologies fun for him **learning**

Indicator 21 21.pdf

80% of the processes generation of knowledge planned have been filled.

Goal achieved 163%

Topics for institutional development and improvement of work in communities: Systemic approach, Dance of change, IPM as tool for planning, Participatory methodologies, Sustainability triangle



Content Topics technical:Sexual health and reproductive health, Chronic diseases non-transmissible. Fundamentals of **DCNEB**

International events:

- IPM-OPHI Panama. - II SME Summer School. Entrepreneurship. Costa Rica

Strategic allies: University of Costa Rica – SME, OPHI - Oxford Poverty & Human Development Initiative, Strategic consultants. SEDUC

INSTITUTIONAL DEVELOPMENT DIMENSION Knowledge management











All evaluations of learning were above 70%

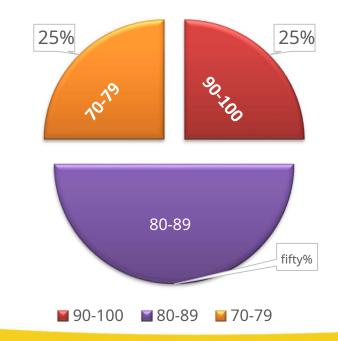
Indicator 22 22.PDF

60% of human talent achieves at least 70% of learning expected.

Goal achieved 167%



Learning evaluation

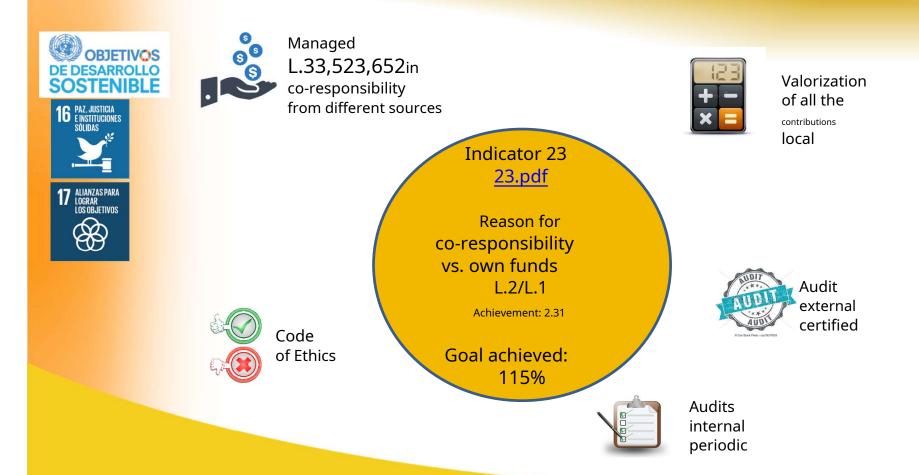


INSTITUTIONAL DEVELOPMENT DIMENSION





Institutional Relations



Strategic Allies: Australian Embassy Direct Aid Program, HOI, Agrolíbano Client Companies in Europe and the USA, Agrolíbano supplier companies, local companies allied to social investment in the southern zone, Idecoas-Fhis, SEDUC, SESAL, Civil Society Organizations, Municipal Mayors, Boards of Trustees and other Community Organizations, KHISH, Armed Forces, CABEI, Gulf of Fonseca Water Governance Program, Individual Contributors, HSL, TeenSmart, Connect Global, Honduran Association of Knights of the Order of Malta, educational centers, among others.

INSTITUTIONAL DEVELOPMENT DIMENSION GLOBAL INVESTMENT 2010 - 2019





Period of	Total inversion in Lempiras	Source of funds			
		Agro-Lebanon		Co-responsibility	
Execution		Lempiras	%	Lempiras	%
2010-2011	L 17,936,487	l 7,158,928	40%	L 10,777,559	60%
2011-2012	L 21,356,973	l 9,867,475	46%	L 11,489,498	54%
2012-2013	L 55,541,040	L 13,181,302	24%	L 42,359,738	76%
2013-2014	L 57,437,187	L 12,796,368	22%	L 44,640,819	78%
2014-2015	L 69,427,009	L 13,353,558	19%	L 56,073,451	81%
2015-2016	L 64,402,152	L 12,374,979	19%	L 52,027,173	81%
2016-2017	L 98,869,080	L 11,671,016	12%	L 87,198,064	88%
2017-2018	L 62,986,151	L 11,819,662	19%	L 51,166,489	81%
2018-2019	L 56,252,355	L 19,043,396	3. 4%	L 37,208,959	66%
TOTAL	L 504,208,434	L 111,266,684	22%	L 392,941,750	78%



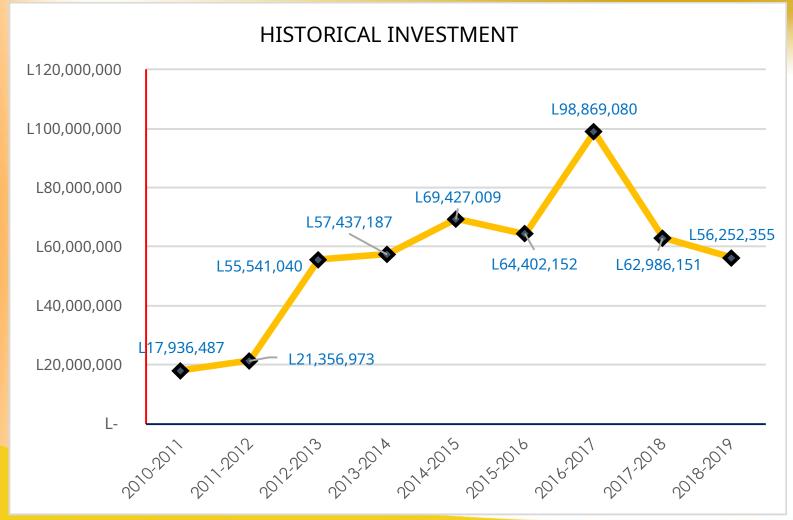




INSTITUTIONAL DEVELOPMENT DIMENSION GLOBAL INVESTMENT 2010 - 2019













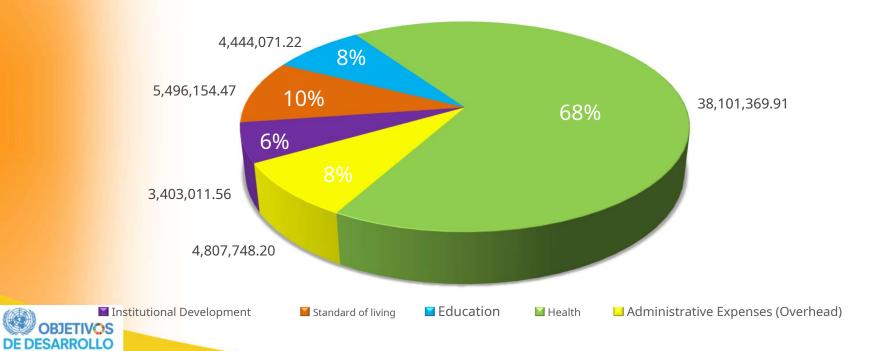
INSTITUTIONAL DEVELOPMENT DIMENSION





Financial execution – Destination of funds

Total investment 2019: L 56,252,355







INSTITUTIONAL DEVELOPMENT DIMENSION





Institutional Relations



1surrender of lición de accounts internally, aimed at59 people, board Managerial and Supervisors of Agro-Lebanon



1surrender of accounts to 214 people Representatives of target groups and allies strategic







Indicator 24 24.pdf

Surrender of accounts at the end the term socialized with interest groups

Goal achieved 150%



1GRI Report aligned to SDG presented to 275people representatives of various groups of interest of Agro-Lebanon

INSTITUTIONAL DEVELOPMENT DIMENSION Visibility







12newsletters monthly Agro-Lebanon report news of the relationship with the community



38events made by FA published in social networks







Indicator 25 25.pdf

12 months of the year count on posts via of the various ICT platforms

Goal achieved 100%



Updated website monthly with social investment information foundationagrolibano.org

Agrolibano

Video "You are the light" Song dedicated to all allies



https://www.youtube.com/watch?v=A-JR1lvrGLk&feature=youtu.be







With the newstrategic visionof the work at the Foundation, we want to strengthen actions that allow for comprehensive development of the person at all levels, recognizing each other as human beings capable of achieving qualitative leaps for themselves, for their family and for their community.

Being able to integrate the multidimensional poverty approach into planning leads us to focus our efforts on those most left behind, who become a priority in our actions, putting our principle of equity into practice.

In theLiving Standard Dimension, The work of community leaders at the local level becomes of vital importance, since this will allow us to continue strengthening the organizational spaces in the territories in a sustainable way, raising awareness of the role they play in society as managers of its development, which is why our efforts to strengthen people with their individual capabilities.

In theHealth DimensionIt is very important to have a comprehensive program for early childhood, as it provides the necessary guidelines to continue strengthening activities at the institutional and community level, for the health of pregnant women and monitoring the development of children under 6 years of age. Recognize and value the role that health volunteers play in health committees, which become the articulating axis of prevention activities, monitoring and execution of actions for health in the community.









The contribution in the Education Dimension Based on the indicators of the Multinational Poverty Index, in this first year of implementation, we consider that it has been possible to weave strategies focused on the pedagogy of interiority, applying practical, systemic and holistic tools in which teachers connect with the strength of their be and in turn with the motivation of being the bridge for the development of boys and girls during their school life.

Having information on each of the communities where the programs are expected to be implemented in a comprehensive manner is of great value, since this will facilitate the operation of the programs by involving community actors in a timely manner and preparing them for sustainability.

Although thepovertyextreme (according to income), the studies carried out (baseline and MPI) show challenges to achieving multidimensional poverty reduction based on the goals of the 2030 Agenda.







The health-humanitarian crisis caused by COVID-19 accentuates the challenges to reduce poverty, so efforts will have to be redoubled to address the population's deprivations.

The crisis caused by COVID forces us to rethink initiatives, goals and indicators, trying to contribute to mitigating its impact.

We will only overcome this crisis by building bridges of trust and communication, which allow us to overcome the polarization of our society, prioritizing the needs and feelings of those most left behind, with a coordinated multi-stakeholder effort.

This crisis challenges our mental and leadership models and calls us to reflect on ourpurpose of lifeas individuals and as institutions.

I would like to leave you this message from Humberto Maturana in this process of reflection.

"Only in mutual respect is collaboration possible and that requires listening to each other, time to be and see the other's world."





