

# CALI Foundation

ANNUAL REPORT 2022





# Table of Contents

CALI Foundation  
ANNUAL REPORT 2022

- |    |   |    |   |
|----|---|----|---|
| 1  | A Message from the Chairman of the Board:<br>Every Fellow is a Multiplier | 15 | Profile of the Fellowship   |
| 2  | Message from the Executive Director:<br>A year of constant learning       | 16 | Restarting the Leadership Program:<br>Encounters for continued growth |
| 4  | About us  | 18 | Mobilizing the Fellowship:<br>2022, picking up where we left off      |
| 6  | CALI Moderators: The main ingredient for<br>successful seminars           | 22 | Connecting the Fellowship   |
| 8  | Road to 400 and the Class 16 selection                                    | 23 | Inspiring initiatives   |
| 10 | Appreciation to Country Leaders   | 28 | Financial Report 2022:<br>Linking the break-even points               |
| 11 | Areas of Interest:<br>Leadership and Venture Programs                     | 30 | Strategic partners and sustainability<br>of our network               |



## 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.”**



## 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.

### A PROMISING CHANGE OF LEADERSHIP

The CALI Foundation reaffirms leadership with purpose.

**310**

Fellows have completed the program.

**49**

Fellows are going through the program.

From Class 1 back in 2005, our organization encourages effective and successful leaders in Central America to guide the region with vision, identifying where we can bring about the best opportunities.

This report contains a record of the milestones we have achieved together. I urge you to read it and to keep us cohesive and committed. You Fellows are the force that lifts the wave, you are the dynamo that generates the attraction for our network to continue constantly growing.

**Ana María Vallarino**

Executive Director & Fellow



**Stanley Motta**  
Panama  
PRESIDENT



**Enrique Bolaños**  
Nicaragua  
VICE PRESIDENT



**Gisela Porras**  
Panama  
SECRETARY



**Mercedes Deshon**  
Nicaragua  
TREASURER



**Dar Vanderbeck**  
United States



**Stacey Lindsay**  
United States



**Luis Atala**  
Honduras



**Ricardo Maduro**  
Honduras



**Harry Strachan**  
Costa Rica



**Luis Javier Castro**  
Costa Rica



**Maria Eugenia  
Brizuela de Avila**  
El Salvador



**Tomás Regalado**  
El Salvador



**Diego de Sola**  
El Salvador



**Marcos Antil**  
Guatemala



**Oscar Artiga**  
El Salvador



**Carlos Enrique Mata**  
Guatemala



**Xavier Argüello**  
Nicaragua

# Board of Directors

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.

## Our Team

**Ana María Vallarino**  
Executive Director & Fellow

**Verónica Vásquez**  
Development Officer

Our gratitude to Alejandra and Ornella; we wish them success in their new projects.

**Vannesa Delgado**  
Program Coordinator

**Alejandra Fernández**  
Communications Officer

**Alejandra Fonseca**  
Senior Program Manager  
JUNE 30, 2022

**Ornella Novali**  
Fellow Engagement Manager  
OCTOBER 31, 2022



## 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





**Stace Lindsay**  
Henry Crown Fellow  
CALI BOARD MEMBER



**Hildegard Vásquez**  
CALI 2



**Diego de Sola**  
CALI 1  
CALI BOARD MEMBER



**Harry Strachan**  
CALI BOARD MEMBER



**Alexandra Kissling**  
CALI 1



**Margarita Herdocia**  
Henry Crown Fellow



**Sylvia Gereda**  
CALI 1

## CALI MODERATORS

# 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.





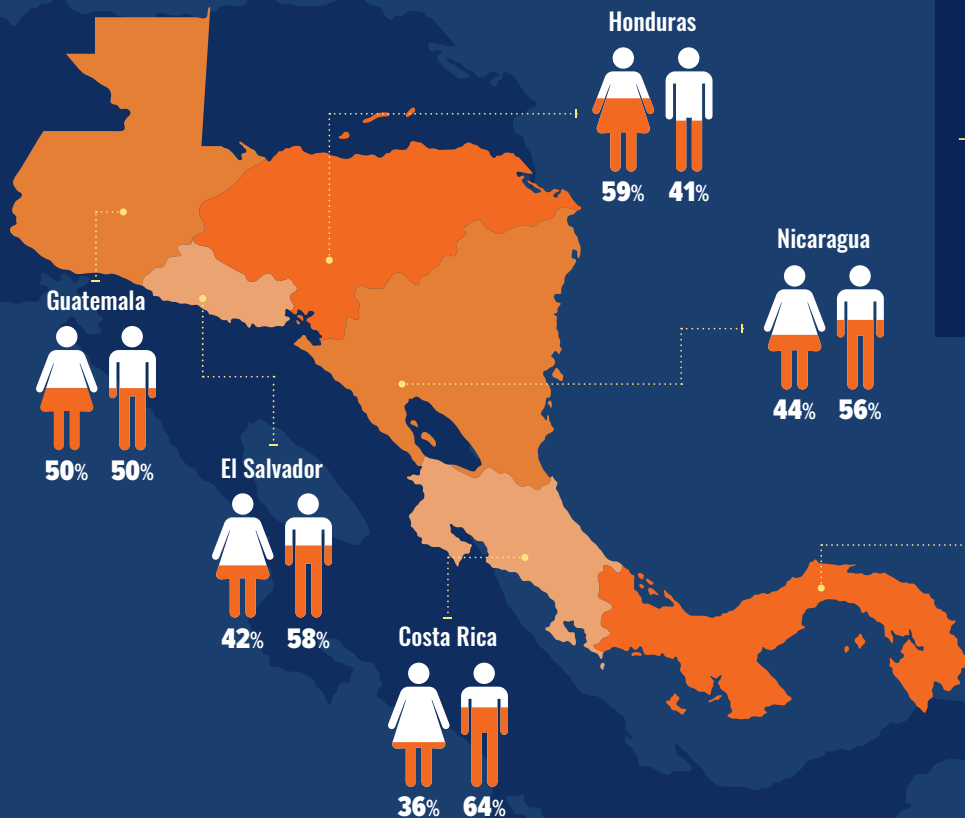
“2022 was a rich year of perspective and reconnection. Meeting again in person, being able to enjoy one another’s company and learn from our experiences provided fresh perspective about what is truly of value to each us and gave us the opportunity to reimagine and reorient our lives as we emerge from 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

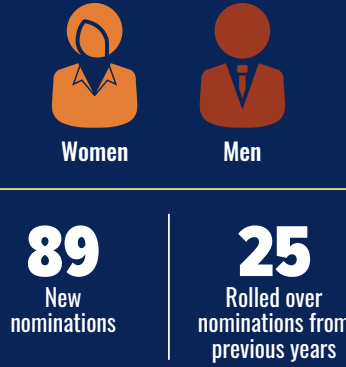
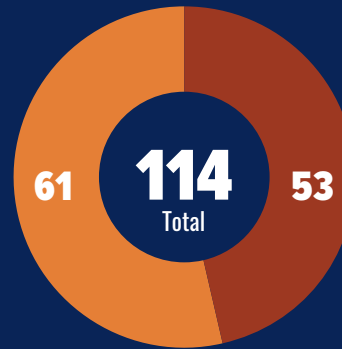
# Road to 400

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.

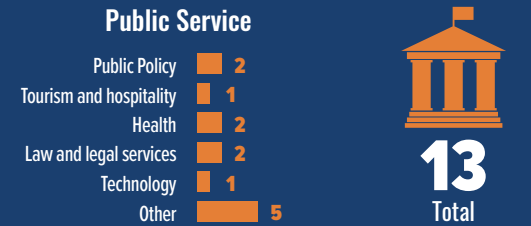
## NOMINATIONS BY COUNTRY



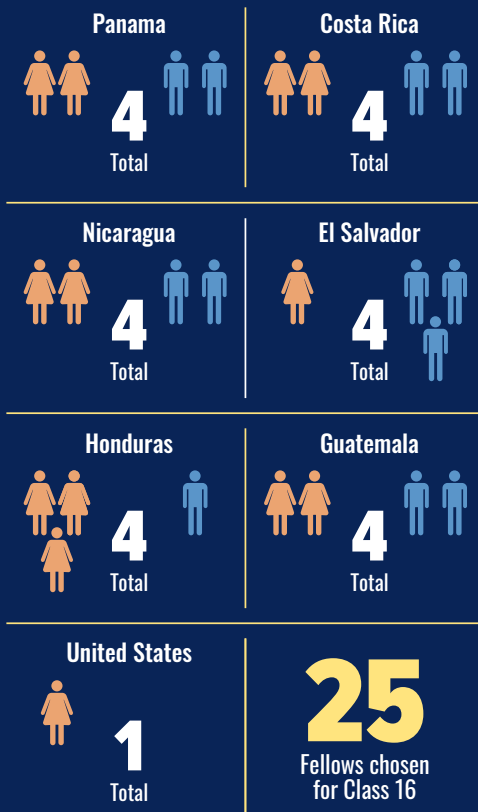
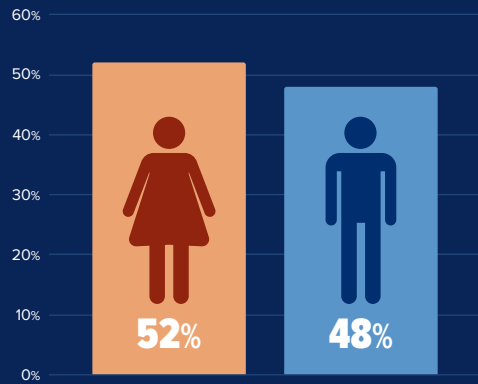
## TOTAL NOMINATIONS BY GENDER



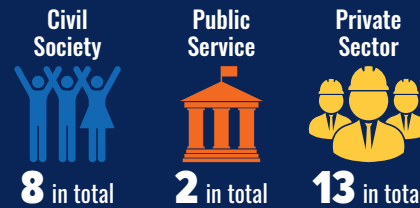
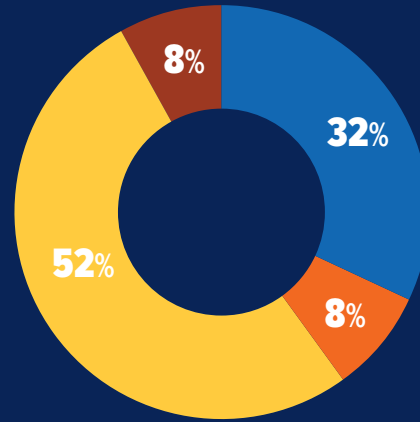
## NOMINATIONS BY SECTOR AND SPECIFIC SECTOR



## SELECTION BY GENDER AND DISTRIBUTION BY COUNTRY



## CLASS 16 BY SECTOR



Other Sectors had 2 Fellows in total.

# Class 16 selection

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

## 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.

# 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.

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.

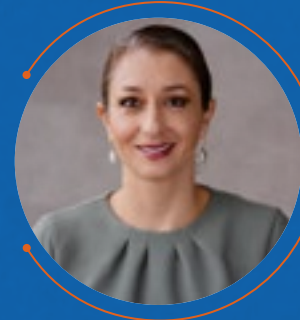
Their activities are multifaceted: they range from local dissemination of Foundation information, to communication of the nomination processes for new classes. They promote new candidacies and eventually participate in the interview process for nominees.



**Etty Faskha**  
Class 15 - Panama



**Carlos Araúz**  
Class 6 - Panama



**Gabriela Víquez**  
Class 12 - Costa Rica



**Federico Cartín**  
Class 12 - Costa Rica



**David Falkenstein**  
Class 10 - El Salvador



**Alejandro Abufele**  
Class 7 - Honduras



**Salvador Biguria**  
Class 3 - Guatemala



## AREAS OF INTEREST

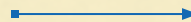
# Leadership and Venture Programs

## SEMINARS

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.

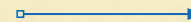
### Seminar I

The Challenge of Leadership



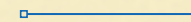
### Seminar II

The Aspen Seminar



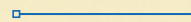
### Seminar III

Leading in an era of globalization



### Seminar IV

The Promise of Leadership



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.



## PROJECTS OR VENTURES

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.

## Main impact areas addressed by CALI projects or ventures





**“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 1

## 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.



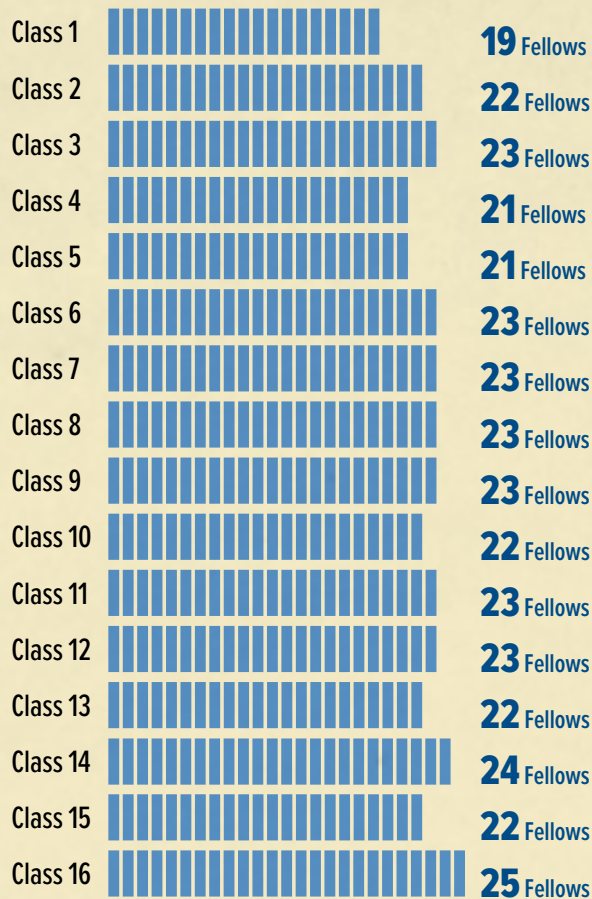
RESNICK ASPEN  
ACTION  
FORUM



# 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



**49**  
Fellows attending the program

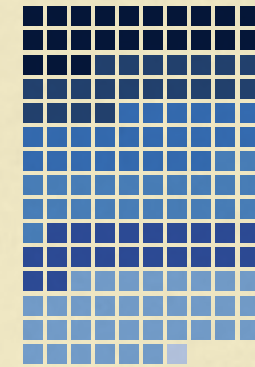
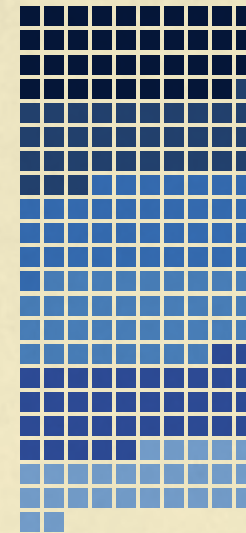


**310**  
Fellows that have completed the program

## FELLOWSHIP BY COUNTRY AND GENDER

**212** Total number of men

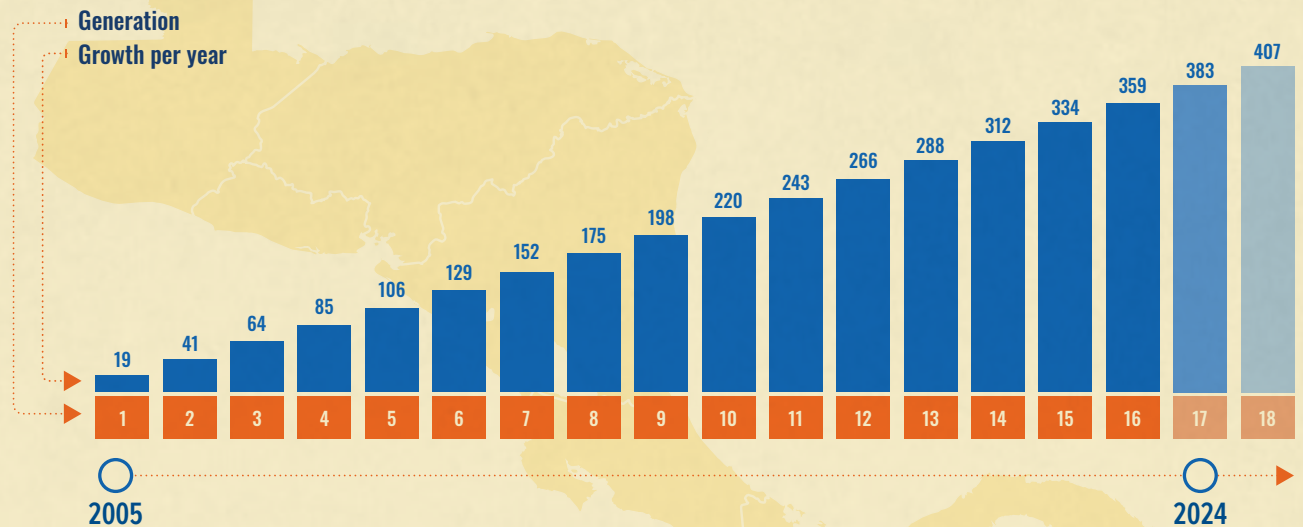
**147** Total number of women



- Guatemala
- Honduras
- El Salvador
- Nicaragua
- Costa Rica
- Panama
- US

**359** Fellowship total

## FELLOWSHIP GROWTH 2005 - 2025



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 14.4

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.



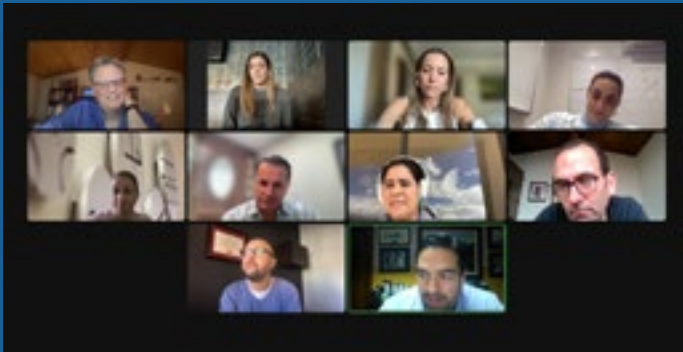
## GLOBALIZATION SUPER CYCLE

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



## 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 marked by the joy of meeting face-to-face. The agenda of the day included spaces for check-ins, readings, conversations, among other activities.

### JANUARY

#### CALI Panama

Discussion “Study on educational exclusion in Panama” with Francisco Trejos, Education Officer, UNICEF Panama. Organized by María Luisa Salvador, CALI 11.

January 20, 2022

### FEBRUARY

#### CALI Country Leaders Retreat

Virtual retreat moderated by Stace Lindsay with country leaders from each country in the region to align objectives and goals for 2022.

February 16, 2022

### MAY



#### CALI Reconnect

CALI Guatemala: under the leadership of Carlos Enrique Mata, board member of CALI, we convened a face-to-face meeting to reconnect, recharge and strengthen the Fellowship of Guatemala.

18 de mayo de 2022

### JULY



#### Resnick Aspen Action Forum

CALI organized exclusive events for CALI Fellows and their families during the Action Forum in Colorado, USA: welcome cocktail, breakfast and group check-in.

Also offered to all RAAF participants was an intimate conversation on human dignity for Nicaragua’s political prisoners.

July 27- 30, 2022

### AUGUST



August 20, 2022

#### CALI Day Costa Rica



August 27, 2022

#### CALI Day Guatemala

## 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 how to continue building ahead with clear objectives.



September 3, 2022  
**CALI Day El Salvador**

### AGLN Dialogue

AGLN organized a virtual discussion resulting from the protests in Iran and the global struggles for women's freedoms: Women's Freedoms Under Attack Around the World. Alexandra Kissling, CALI 1, participated in the event.

October 15, 2022



## SEPTEMBER



September 17, 2022  
**CALI Day Panama**

## OCTOBER

### State of the Region

With support from INCAE, CALI organized a virtual presentation on Central America's structural and economic challenges, during which participants discussed the strategic adjustments recommended for the business sector.

The speakers were Enrique Bolaños, rector of INCAE and board member of CALI, and Octavio Martínez, director of the Latin American Center for Competitiveness and Sustainable Development CLACDS of INCAE Business School.

October 18, 2022



October 20, 2022  
**CALI Day Honduras**

October 22, 2022  
**CALI Day Nicaragua**

## NOVEMBER

### Glasswing

In collaboration with Glasswing International, CALI offered a virtual information session on the Central American Service Corps mentoring program. The purpose was to invite CALI Fellows to become mentors and dedicate 15 hours over the next 5 months to conduct virtual sessions with groups of 10-12 youth.

November 10, 2022

### CALI Cocktail El Salvador

CALI Foundation Board members hosted a cocktail party at Cadejo Montaña for the Fellows and sponsors of El Salvador.

November 14, 2022

## DECEMBER

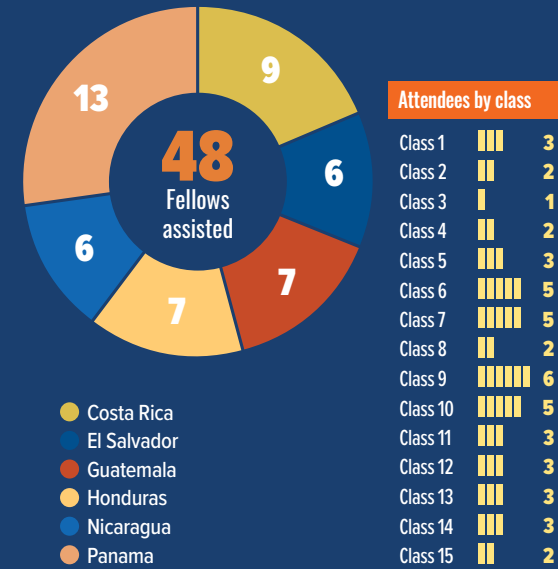


### CALI Panama

Moderated by Father Marco Gómez, CALI 10, the Panamanian Fellows offered a discussion on the Migration Crisis in the Darien Gap. This was followed by the customary year-end toast, dubbed Chrismukkah by the Panamanian Fellows.



## CALI'S PARTICIPATION IN THE RAAF



### RESNICK ASPEN ACTION FORUM

# Emergence into the Future of our Making

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

Dan Porterfield at the 2022 Resnick Aspen Action Forum

WE INVITE YOU TO LISTEN TO THE FULL KEYNOTE BY SCANNING THE QR CODE.

“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 not 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 yours’”.

Dan Porterfield, President of the Aspen Institute

## A comprehensive and enriching program in various ways

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



**Arturo Condo, CALI 1, Costa Rica**

Opening Plenary — Making Sense: What Have We Learned?



**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 Keynote — Making Sense: The Sacred Act of Moving from Mine to Ours

## 2022 Action Pledges by CALI Fellows: Commitments to action

**Aline Flores, CALI 1**

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, 10 new alternative schools in the next 4 years and a regenerative orphanage for 90 Children and 60 woman shelter in 2 years.

**Kristin Van Busum, 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.



SCAN CODE TO VISIT WEBPAGE

## Connecting the Fellowship

Through two digital spaces, our website and our Instagram account, we disseminate information relevant to our community and on the leadership program, while facilitating donations at the click of a button.



Join our Instagram account:



**@cali.fellows**

Stay up to date and active at your fingertips via Instagram. Exclusive account for Fellows.



# Inspiring initiatives

WE WILL ALWAYS LACK SPACE TO SHARE WITH YOU THE INITIATIVES DEVELOPED, ACHIEVED, AND DRIVEN BY FELLOWS BEFORE AND ALONG THEIR JOURNEY WITH CALI.



## PANAMA

### Marea Verde

Mirei Endara | CALI 1 | Co-Founder of Marea Verde and President of the Board of Directors

Marietta Jaén | CALI 15 | Director of Marea Verde's Board of Directors

Marea Verde, is a non-profit association that since 2017 takes action and raises awareness on how to reduce solid waste pollution in the rivers and coasts of Panama. To this end, it installed a water wheel to trap floating solid waste in the Juan Diaz River, near the South Corridor, in the district of Panama. This innovative system, the first in Latin America, places Panama at the regional forefront of river and sea protection.

In 2022, they released their first children's storybook, Bob & Garzón, Contra la Corriente de Basura, to raise awareness and educate children about pollution in rivers and seas.

## COSTA RICA

### CEPIA

Laetitia Deweer | CALI 9 | Founder of the CEPIA Community Center

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

### Nutrivida

Gisela Sánchez | CALI 7 | Regional Director of Corporate Relations and Sustainability at BAC Credomatic



READ FULL  
ARTICLE HERE

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 drove change from within a corporate sector organization.

Gisela, an industrial engineer with an MBA from Northwestern's 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. She did so while she was director of corporate affairs at Florida Ice & Farm Co (FIFCO). The business experience gained at FIFCO was critical to Sánchez's success, as it allowed her to understand which food products would appeal to low-income consumers; how 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 and had a long shelf life.

By July 2016, Nutrivida had sold more than 8.1 million servings and today the company is expanding in Central America and Haiti.

## NICARAGUA

### Project Alianza

Kristin Van Busum | CALI 15 | CEO y fundadora de 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.

Additionally, their Regional Director, Amalia Castellanos, was invited to Harvard to give a lecture on women and community solutions.

The application development platform Mendix organized a hackathon to design an application that complements Project Alianza's radio program and "Learning to Read" program. Soon, students and teachers will be able to access lessons from their phones, even without mobile data.

## HONDURAS

**Rolando Kattán**, CALI 11, an intellectual and one of the most influential and outstanding poets in Honduras, was awarded the Ramón Rosa Literature Prize in 2022, the highest honor in this category in his country. His poetry has been published in magazines, books or anthologies in 28 countries, translated into 14 languages and he has been invited to read his work at festivals in 30 countries.

**Aline Flores**, CALI 1, who promotes environmentally friendly projects and fosters education and art through different contests, was named a world leader by the World Council for Sustainable Development in Geneva, Switzerland. She was also included in Forbes Central America's list of the 100 most powerful women in the region.

**Mateo Yibrin**, CALI 4, assumed the presidency of the Honduran Council of Private Enterprise (COHEP) in March 2022, the most representative business organization in Honduras, with 70 organizations representing all productive sectors. He will hold the position for two years. On the COHEP Board of Directors, he is accompanied by Vice President **Luis Atala**, CALI 8, **Javier Simán**, CALI 7, as Director III, and **Mey Hung**, CALI 6, as Director V.

## EL SALVADOR

### Glasswing

Diego de Sola | CALI 1 | Cofundador

Glasswing International has been named as a grantee of The Audacious Project 2021-2022, with \$42 million in funding to expand mental health access and support in El Salvador, Guatemala and Honduras.



Glasswing is the first Latin American-based organization to receive funding from The Audacious Project. Its program, Sana-Mente, will provide preventive care to more than 9 million Central Americans over the next five years.

The Howard G. Buffett Foundation has pledged \$36 million to Glasswing's Central American Youth Service Corps program, which empowers young people to lead and transform their communities. The program provides first-time work experience, leadership opportunities, mentoring and funding for community impact projects.



This initiative fosters optimism, hope and pride while demonstrating the incredible potential of young people.

## GUATEMALA

### Wiixii

Jessica Hammer | CALI 13 | Co-founder and Director of Operations

Wiixii was founded in 2020 to help vulnerable children in Latin America who were disengaged from their schools during the pandemic. The project develops math and soft skills via WhatsApp. During the pandemic it reached more than 10,000 children in 14 countries, working with 15 organizations. The program, which is 100% free, is aimed at teachers who access the content via WhatsApp and share it with their students. In 2021, Wiixii was selected as one of the best educational solutions in Latin America by the Tprize of TEC de Monterrey and MIT. Allied with Mentalidades Matemáticas of the Siddharya Foundation in Brazil, they benefited almost 50,000 students. In February 2023, the program is to be launched throughout Brazil, with the goal of reaching 250,000 students.

CALI Fellows supporting Wiixii: Ceci Dougherty and Ariela Nathusius in Guatemala, Liza Dreszer in Panama, Jacobo Kattan in Honduras and Juan Ignacio Martinez in Nicaragua.

### Kikotem

María Pacheco | CALI 1 | CEO and founder of Wakami.

Ariela Nathusius | CALI 15 | Vice President of Grupo Cemaco Guatemala

The Kikotem brand emerged from the collaboration between the Guatemalan B companies, Wakami and Cemaco, in 2022. Kikotem offers high quality and design products made by local artisans, benefiting the producing communities. Kikotem's objects are inspired by ancestral techniques and native materials, and seek to connect the community with the Earth.



Wakami's CEO and founder, María Pacheco, believes "in design as a source of transformation and creativity that unites us."

## CONGRATULATIONS

# 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 honored to have her experience and leadership on the Board of Directors of the CALI Foundation, and 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.



## Principles and guidelines of the organization

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.



SCAN TO ACCESS  
THE DOCUMENT



## 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.

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.

He directed Agrisal from 1999 to 2013, a regional conglomerate in hospitality, real estate, investment and renewable energy. He was president of the Social Investment Fund in El Salvador and of the Salvadoran Foundation for Economic and Social Development, and chaired the Business Foundation for Social Action from 2000 to 2010. In addition, he was a member of the Inter-American Dialogue and in his last years chaired the Rafael Meza Ayau Foundation, dedicated to high-impact social projects in El Salvador.

He received a BA in Economics from Yale, an MA in Literature from Middlebury College, an MBA from Harvard University, and was honored with an honorary postgraduate degree in Social Sciences from the University of Salamanca.

We owe CALI’s very existence to the dynamism with which it strove to make the problems of Central America visible with a regional focus and to persuade others of the importance of a better future for this narrow but vast strip of territory inhabited by nearly 50 million people.

“CALI is one of his indelible footprints. May his departure renew our commitment to improving the region,” shared Stanley A. Motta. It is a privilege to be a result of his dreams. CALI remembers and honors him.

**“Bobby was a powerhouse. He was definitely unstoppable when he had a set purpose...One of his most important legacies to me is CALI. CALI was born out of him surpassing the territorial boundaries in El Salvador to spread his initiatives and his strengths all around the region”.**

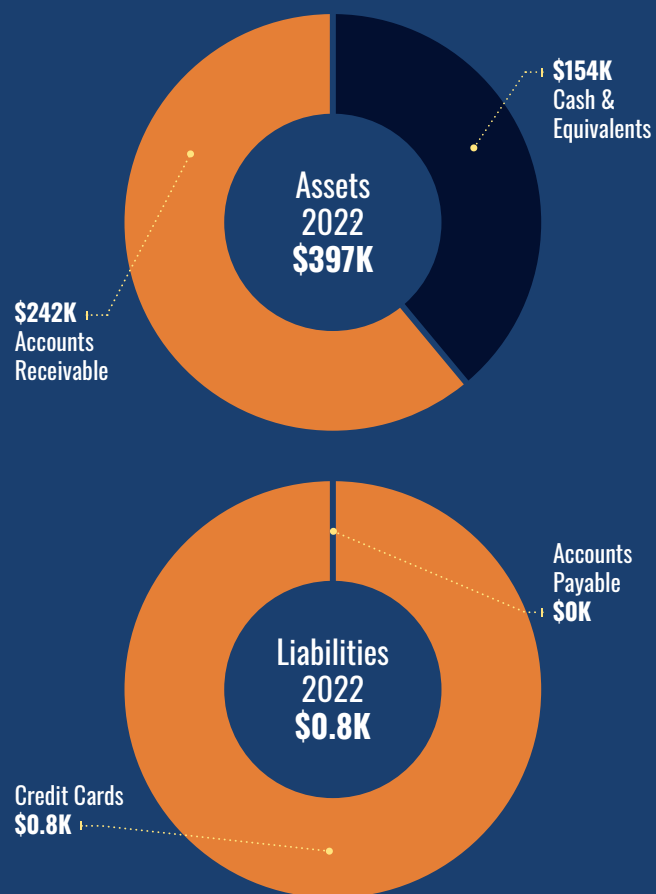
**María Eugenia Brizuela de Ávila**

CALI Foundation founding member, member of the Board of Directors and former Minister of Foreign Affairs of El Salvador.

# Connecting the dots of balance

## STATEMENT OF FINANCIAL POSITION

Dollars in Thousands



## Statement of Financial Position (Audited) December 31, 2022 (With Summarized Financial Information as of December 31, 2021) (US Dollars)

ASSETS	2022	2021
Cash and Cash Equivalents	\$ 154,892	\$ 235,800
Accounts Receivable	242,768	210,988
<b>TOTAL ASSETS</b>	<b>\$ 397,660</b>	<b>\$ 446,788</b>

### LIABILITIES AND NET ASSETS

#### Liabilities

##### Current Liabilities

Accounts Payable	\$ 0	\$ 850
Credit Cards	\$ 830	\$ 0
<b>Total Current Liabilities</b>	<b>\$ 830</b>	<b>\$ 850</b>

##### Non Current Liabilities

Pledges received in Advance	\$ 10,000	\$ 20,000
Regional Event	\$ 27,116	\$ 0
<b>Total Non Current Liabilities</b>	<b>\$ 37,116</b>	<b>\$ 20,000</b>
<b>TOTAL LIABILITIES</b>	<b>\$ 37,946</b>	<b>\$ 20,850</b>

#### Net Asset

Capital Contributions	\$ 376,011	\$ 376,011
Accumulated Deficit	49,927	(56,881)
Net Assets End of Year	(66,224)	106,808
<b>TOTAL NET ASSETS</b>	<b>\$ 359,714</b>	<b>\$ 425,938</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 397,660</b>	<b>\$ 446,788</b>

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

<b>OPERATING REVENUE</b>	<b>2022</b>	<b>2021</b>
Pledges Costa Rica	125,000	60,000
Pledges El Salvador	2,500	23,168
Pledges Guatemala	65,000	75,000
Pledges Honduras	36,782	59,500
Pledges Nicaragua	15,085	0
Pledges Panama	190,000	166,000
Pledges US	19,500	14,750
Pledges Aspen	133,968	31,250
Pledges On Line	22,103	6,605
<b>TOTAL OPERATING REVENUE</b>	<b>609,938</b>	<b>436,273</b>

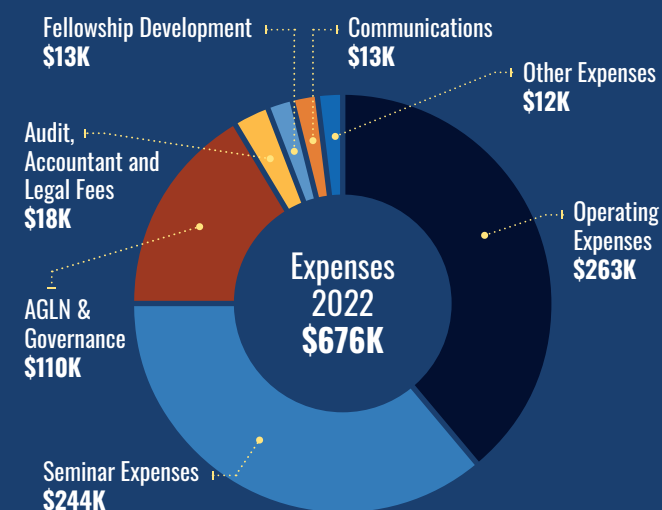
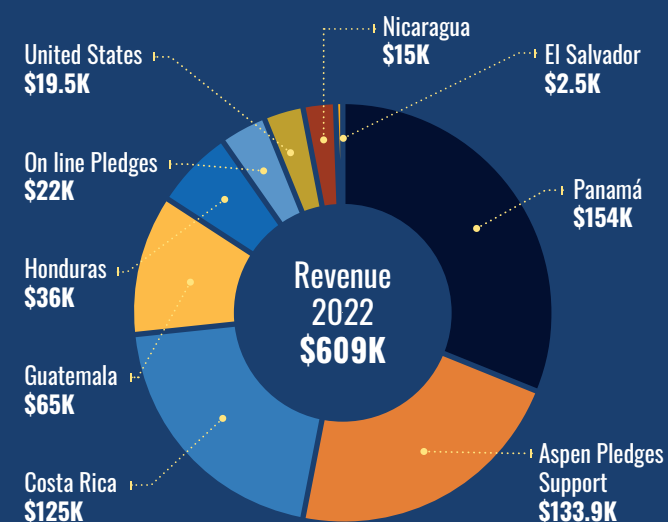
**EXPENSES**

Seminar Expenses	244,333	-6,000
Operating Expenses	263,163	277,762
Communications	13,265	16,583
AGLN & Governance	110,779	0
Audit, Accountant and Legal fees	18,674	19,080
Others	12,143	12,301
Fellowship Development	13,859	9,746
<b>TOTAL EXPENSES</b>	<b>676,215</b>	<b>329,473</b>

Other Incomes	52	7
<b>NET ASSETS END OF YEAR</b>	<b>(66,224)</b>	<b>106,808</b>

**STATEMENT OF ACTIVITIES**

Dollars in Thousands



# Our strategic allies

We are grateful for the ongoing commitment of all donors to the organization; thanks to their contributions we have all benefited; this is why we urge our dear Fellows to become part of the solidary foundation that gives us the necessary support towards sustainability. Your contributions, together with your passion, clear the way towards the achievement of our projects.

## \$20,000 - \$75,000

### Costa Rica

- Strachan Foundation
- Grupo Cuestamoras
- Fundación CRUSA

### Guatemala

- Carlos Enrique Mata
- IDC

### Honduras

- Ficohsa Seguros

### Panama

- Fundación Alberto Motta
- Alfredo De La Guardia

## \$5,000 - \$19,999

### Costa Rica

- Fundación Mesoamérica
- Alimentos Prosalud S.A.

### Guatemala

- Marcos Antil
- Nuevos Almacenes, S.A. CEMACO
- Miguel Fernández

### Honduras

- Inversiones La Paz, ILP
- Farmacéutica Internacional, S.A. de C.V.

### Panama

- Manzanillo International Terminal, MIT
- Financiera Fidanque / Fundación Fidanque
- Ricardo Arias
- Banco General
- Elizabeth Heurtematte
- Jaime E. Alemán
- Álvaro Arias
- Familia González Revilla Paredes
- Dicky O'Connell
- ASSA, Compañía de Seguros
- Fundación Rilemo

### USA

- TechnoServe
- Grupo Bimbo
- Xavier Argüello

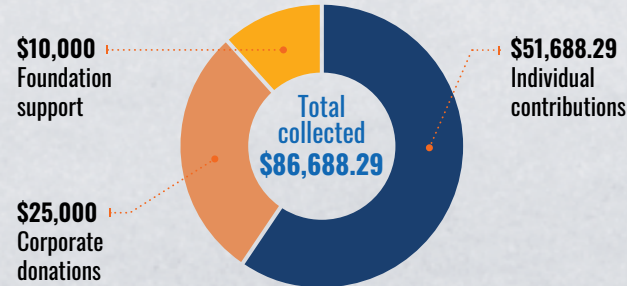
## \$1,000 - \$4,999

### El Salvador

- Fundación Max Freund
- Tomás Regalado

## Towards the sustainability of our network

In 2022, **61 Fellows** contributed to a total of **\$86,688.29** distributed as follows:



- Diego De Sola

### Panama

- AES Panamá
- Gisela Porras
- Carlos Motta
- Cristina Salazar
- Diego Eleta
- Gian Castillero
- Mirei Endara

### USA

- Peter Reiling - Netflix

## \$100 - \$999

### Costa Rica

- Alexandra Kissling
- Federico Zoufaly
- Adriana Echandi
- Gioconda Lizano
- Larisa Paez
- Marcelo Valansi
- Juan Antonio Robles

### Guatemala

- Carlos Tabush

- Alfonso Bosch
- Alida Boer
- Christian Klose
- Ale Colom
- Andrea Cardona
- Ariela Nathusius
- Jairo Bustamante
- Juan Fermín Rodríguez

### Honduras

- Aline Flores
- Pamela Ayuso
- Ruy Axel Merriam
- Paola Bondy

### El Salvador

- Claudia Cristiani
- Debra Glitter
- John Wright
- Lourdes Mena

### Panama

- Robbie García
- Ana María Vallarino
- Isabel Saint Malo
- María Luisa Salvador
- Patricia Planells
- Liza Dreszer
- Javier Bru
- Ferrán Galindo
- Marietta Jaén
- Billy Herron
- Esther Faskha



# 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.

## 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:

Made payable to The INCAE Foundation

Send it to:

INCAE Foundation  
c/o Larry Slesinger  
5016 Westpath Terrace  
Bethesda, MD 20816-2221

### For transfers and electronic payments:

Bank: Capital One Bank  
1680 Capital One Drive, McLean, Virginia 22102-3491

Account name: The INCAE Foundation

Routing No. 065 000 090

Swift: HIBKUS44

Account No.: 302 4709395

Memo: CALI

Important: To register your contribution please send the details by email to [larry@slesingermanagement.com](mailto:larry@slesingermanagement.com) and [veronica@califoundation.org](mailto:veronica@califoundation.org) within 24 hours of making the payment.

## Electronic payment to the CALI Foundation account in Panama:

Bank: Banco General, Panamá  
Account No.: 03-81-01-045894-0  
Account Holder: The Central America Leadership Foundation

## Local contributions in Central America:

### Costa Rica

Bank: BAC San José  
Account No.: 900411695  
Type of account: Checking  
Payable to: INCAE

### Guatemala

Bank: BAC Guatemala  
Account No.: 93000283-7  
Type of account: Checking  
Payable to: INCAE

### El Salvador

Bank: BAC El Salvador  
Account No.: 200058345  
Type of account: Checking  
Payable to: INCAE

### Honduras

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

### Panama

Bank: BAC Panama  
Account No.: 102000433  
Type of account: Checking  
Payable to: Panamanian Association of INCAE

