

Fondo Puentes de Caña



Propelling
"Transformative Leaps"

Puentes de Caña

Propelling "Transformative Change"

INTRODUCTION



During the life of every organization there are times when it becomes necessary to make significant changes in order to continue growing or to overcome challenges that impede its successful progress. On occasions this coincides with circumstances where the organization's resources are strained or its methods are outdated, generating visible tensions and stresses caused by its sortfall in achieving its purpose.

These times, which require a "Transformative Leap", become the obstacle the organization must overcome to define its future: either moves to a higher stage, it stagnates or even disappear.

if at that time the organization has a shortage of resources, the decision to take a "Transformative Leap" becomes a critical decision for its leaders, because the scarcity of resources (financial or personnel) increase the risk of such jump.

WHO ARE WE?

We are Colombian professionals educated abroad, who thankful and appreciative of the the opportunities that shaped us, now in our "jubilant" stage of our careers are betting on Colombia's future offering our support, with financial resources as well as with knowledge and experience, to foundations in Colombia who want to build bridges to a better future in the execution of their charitable mission.

WHAT DO WE BELIEVE ?

We believe...

- That private Initiative is the best source of innovative solutions to social problems and the principal engine of human progress.
- In "helping those who help themselves".
- In building "bridges of progress" and not "highways of dependence"
- That process redesign has the demonstrated potential to elevate the performance of foundations to achieve more with the same resources and at the same time improve the quality of their services to their beneficiaries.



WHO ARE OUR POTENTIAL CLIENTS ?

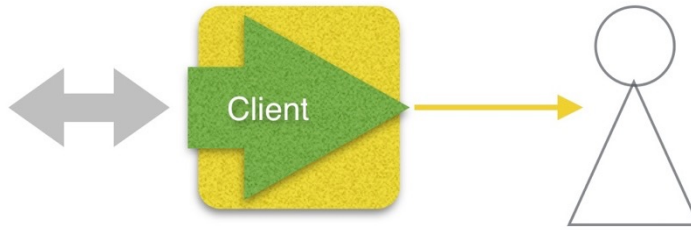
Established Foundations who aspire to achieve a higher level of performance in its charitable mission, and have transformation plans to improve themselves.

Their explicit purposes are:

**Serve a larger number of beneficiaries with the available resources, and/or
Improve the quality of the services they render to these beneficiaries**



Fondo Puentes de Caña



Client Foundation

Beneficiaries

Types of Organizations...

We will consider Foundations focused on promoting private initiative or enabling economic empowerment, by stimulating the acquisition or development of managerial and technical talent to create economic freedom via increased employment and wealth for its underprivileged beneficiaries.

Its beneficiaries are individuals from excluded or poverty afflicted communities, who are distinguished by their personal drive and initiative, with a preferential focus for young leaders (female?).

Qualification criteria for our client Organization/Foundation:

1. Has demonstrable track record of achieving its objectives,
2. It is aligned with our guiding principles (what we believe)
3. Is ready to make significant changes and is committed to their success, even if it has insufficient economic resources.
4. Is open to external cooperation and suggestions.
5. Is of a "Compatible Scale" to work with PdC
6. Is financially sound and remote from any financial crisis.



¿ HOW DO WE SELECT "OUR PROJECTS" ?

Preferably we support organizational "*Transformative Leap*" projects, of determined duration up to two years, which have a specific "*Yeast Effect*" that is measurable within three years.

We define:

"*Compatible Scale*" means that PdC's financial contribution **to the project** is sufficiently large compared to its total cost, that our proposal to have a voice in the project is acceptable to the client foundation.

"*Yeast effect*" is a metaphor for our work: just as a small amount of yeast transforms and raises the dough in bread, thus our contribution to the transformational project raises the performance of the client foundation to a higher level.

Organizations have three types of Expense...

...which correspond to materially different roles, and which are best managed differently. Using the graphical metaphor of a fruit with a large and hard pit (The NUT), we classify the expenses in three categories:



THE NUT: Ongoing costs of operation and programs required to keep the organization functioning (they may be fixed or variable)

THE PULP: Programs to Improve the performance of the organization in the use of existing resources

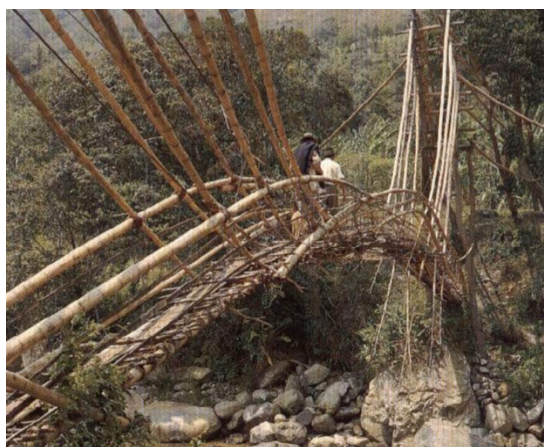
THE PEEL: Development Projects relating to entering new activities or new segments of beneficiaries, in order to generate organizational growth.

We support exclusively Projects which are focused on the **PULP** and the **PEEL**, and not the **NUT**.

Our guiding principle is: "THE NUT is NOT!"

How Do we Work?

We prefer projects that are proposed by the Client or formulated jointly, over those proposed by PdC, and which meet the PdC criteria.



We contribute funds, which together with the financial contribution of the Client organization, enable the completion of the approved project in a period of two years or less. Additionally, we offer to share our management and professional experience and expertise for the design, implementation, administration and measurement of processes, which can complement the technical and leadership of the client organization in order to propel a visible "Transformative Leap".

Examples: Process redesign, management software, leadership and managerial training and/or coaching of their management, technical and professional staff, stimulus for the acceleration of growth for small/medium businesses, including the creation of "champions", and scholarships to high potential youth from underprivileged groups.

Our Criteria: ***"All is allowed unless it is explicitly excluded"***

Exclusions:

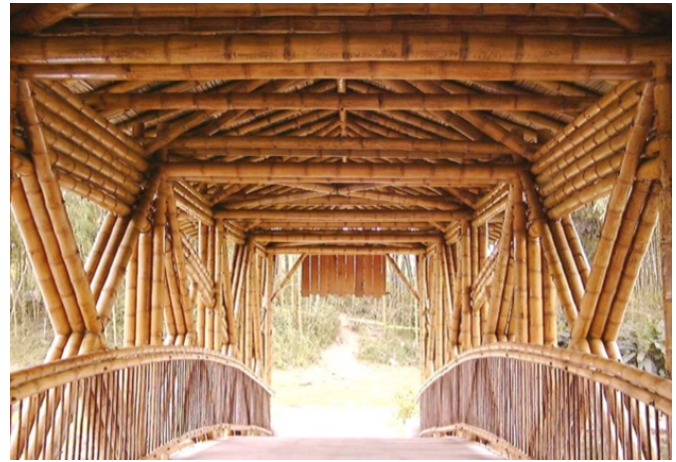
We do not work with organizations that...

1. Receive funds from the government for their project
2. Show lack of transparency or do not share satisfactory financial information
3. Do not demonstrate an open mind to the flow of ideas from outside their organization
4. Are in financial distress
5. Are not of a "Compatible Scale" (they are either too large or too small) for PdC

We do not contribute for:

1. Assistance/gift-based projects
2. Expenses related to the NUT
3. Efforts to gain government funding

We define two types of projects:



"Support Project" receive a monetary donation and require periodic progress reports as well as two meetings per year with the client organization to monitor the progress, ask questions and offer suggestions toward the intended *"Transformative Leap"*. An evaluation report of the *"Yeast Effect"* is expected, twelve months after project completion.

"Consultative projects": In addition to the economic contribution, we participate actively in the steering committee, offering our experience in the design, execution, management and evaluation of results, including attendance to quarterly meetings, workshops and other requests by the client foundation. An evaluation report of the *"Yeast Effect"* is expected, 12 months after completion.

Why "Puentes de Caña"?

"Puentes" (*Bridges*) are used to cross obstacles or chasms, connecting two points located at a short distance, and permit us to reach the other side and to continue making progress in our journey.

"Caña" (*Bamboo Cane*) is a natural, light, strong, flexible material and of moderate cost which is abundant in Colombia and used for construction.

"Caña" comes from fields of cane, which in Spanish "cañaverales" = "cañizares" word that evokes the family that provides the Fund's financial support.

We selected **"Puentes de Caña"** because it is a graphic representation of our mission to provide a short push to enable organizations to traverse to the other side and take their performance journey to another level.



¿ Do you believe your organization has projects that could benefit from this type of Support ?

¡ CALL US !



Fondo Puentes de Caña

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Curriculum Vitae

LCM - BS in Social Work (Universidad Javeriana, Bogotá), won Fulbright Scholarship for Master en Education (University of Arkansas) with broad experience & International leadership roles in NGOs & socio-educational projects, including Colombia.

MEA - BS in Social Work (Universidad Javeriana, Bogotá) y Master Degree in Sociología of Development, (University de Louvain, Belgium), with extensive experience in NGOs, investigation y university teaching en Colombia.

RCM - BS in Engineering Physics (Cornell University), MS Applied Economics (University de Louvain, Belgium), MBA (Johnson, Cornell University) with broad senior managerial & leadership roles in global multinationals, in 4 continents.