

# Quality of **education**

Developing pedagogical, leadership and management capabilities among teachers and academic directors by implementing pertinent, effective and sustainable initiatives that have an impact on the improvement of learning and boost competitiveness in the community in order to contribute to the reduction of inequality.

## Strategy

[GRI 103-2]

**Developing leadership and school management capabilities in the direction, academic, administrative, community and co-existence departments.**

## Progress

[GRI 103-3]

- > The academic improvement processes of 408 education institutions were developed established and supported in Colombia.
- > The school climate was measured in 162 schools with the participation of almost 65.000 teachers, directors, students and parents, evidencing a satisfaction level of 68,4% among the school community.

**Strengthening the digital capabilities of the school communities.**

- > The technological capabilities of 444 teachers and 46 academic directors were reinforced. The teachers and directors belong to 19 education institutions from the Colombian departments of Antioquia, Bolívar, Cauca, Cundinamarca and Valle del Cauca.
- > 243 classroom projects involving digital tools were designed and implemented.

**Developing pedagogical and management capabilities focused on the promotion of healthy lifestyles.**

- > The Organization delivered school kits containing 18 elements that favor and promote the learning process of 5.925 kids. The kits also include the "Una aventura para crecer feliz y más saludable" (An adventure for growing happy and healthy) booklet.
- > The Healthy Lifestyles promotion methodology was implemented focusing on the development of capabilities in 41 education institutions. This effort benefits 1.461 students.



Fundación Nutresa supports several communities in Colombia to strengthen the pedagogical, leadership and management capabilities of teachers and academic directors.

## Risks and opportunities

[GRI 103-1]

To mitigate the risks associated with low competitiveness among the human capital and insecurity in the strategic region where Grupo Nutresa operates, the Organization promotes education as an opportunity to strengthen the country's human talent with the purpose of increasing the competitiveness and improving the well-being. Furthermore, the Company intends to create a strengthened social capital capable of efficiently addressing the inherent risks of poverty and inequality in the economic and social contexts.

Striving to improve the quality of education constitutes an opportunity to strengthen the countries' human capital and to boost their economies, as it ensures the availability of competitive, participative and innovative people.

The signing of the Peace Agreement is a first moment that engages the entire society to keep on contributing in order to make it a lasting and sustainable peace. However, traces of insecurity and distrust can still be found, which is why Grupo Nutresa is getting prepared in aspects such as diversity management, conflict resolution, Human Rights, education for peace and the promotion of inclusive projects, which are necessary capabilities for the new challenges that Colombia faces.



The Healthy Lifestyles strategy strengthens the capabilities of both the kids and the school community to ensure an adequate decision-making process regarding a healthy diet.

The Company delivered school kits containing 18 elements that favor and promote the learning process of **5.925 kids.**

## Outlook

In order to fulfill its goals for 2020 and through Fundación Nutresa, the Organization will continue to develop projects that allow to reinforce the leadership capabilities in education institutions throughout the entire country, as well as the technological and digital capabilities in education environments. Lastly, the "Nutresa Quiere a los Niños en Colombia" (Nutresa cares for children in Colombia) program will be the platform used to support education institutions in boosting the capabilities of more students regarding healthy lifestyles.

In the light of the results from the education line impact assessment, there are short-term actions that allow to adjust the strategies, programs and projects intended to ensure a greater efficiency and a deeper impact of said actions. These actions will be focused on ensuring, in an increasingly improved fashion, a reinforcement of school leadership as an element that boosts a sustainable improvement which can be observed in an increased learning level among the students.

Moreover, the Organization will organize the first experience focused on strengthening peace and co-existence capabilities in post-conflict territories. The education institutions, and particularly the youth, will be the focal point of this intervention.

## Success stories and acknowledgments [GRI 103-3]

**As a success story, Grupo Nutresa highlights the work performed by Fundación Nutresa in alliance with the Cavalier Lozano Foundation and the Education Secretariat of Cajicá (in the Colombian state of Cundinamarca).** The work consisted in supporting the development of leadership and school management capabilities in six education institutions, benefiting more than 8.000 students. Thanks to this effort, all the municipality's public schools ranked high in the Saber 11 (state-organized) tests and in the Education Quality Synthetic Index.

The 21st Century Leaders program contributes to the achievement of the Sustainable Development Goal No. 4 by strengthening the quality of the school management in Colombia.





The "Nutresa Quiere a los Niños" (Nutresa cares for children in Colombia) program has been providing school kits in rural education institutions in Colombia for 23 years.

## Progress achieved in 2017

[GRI 103-3]

Education is an essential element for enhancing the economic and social growth and development of the country, and for Grupo Nutresa it constitutes an investment that enables the productivity and competitiveness of people and communities.

The Organization, by means of its Foundation, intends to make a positive contribution to the fulfillment of the objectives set by the United Nations for the sustainable development goal No. 4: Quality Education. Grupo Nutresa specifically focuses on the objectives aimed at ensuring an equitable and high-quality education with per-

tinent and effective academic results; the embracement of reading, writing and arithmetic capabilities by both women and men; and the increase to the offer of qualified teachers.

To achieve the foregoing, the Company directs initiatives toward the strengthening of the capabilities of the teachers and academic directors in Colombian public schools. These two academic actors are the focal point of the initiatives because they have the possibility to directly transform their academic practices with the purpose of making them more competent and addressing the needs of today's world in a more appropriate way.



**Proyecto Educativo  
Líderes Siglo XXI**  
*Una ventana  
al futuro de Colombia*

**21<sup>st</sup> Century Leaders**

This program is aimed at developing leadership and school management capabilities in the direction, academic, administrative, community and cohabitation departments. It is a support and training process for academic directors and teachers, with an average duration of three years over which methodologies focused on improving the academic aspects and strengthening the institutional culture are taught in collective learning scenarios.



**408**  
education institutions benefited.



**1.224**  
teachers and academic directors in training.



**1.346**  
hours of training, assistance and collaborative work.



**77,4%**  
of the intervened schools obtained a satisfactory performance (Level B, A or A+) in the countrywide standardized tests.



**326.400**  
students indirectly benefited with the program.



**73,5%**  
was the average performance of the schools in the implementation of the academic improvement model.



**62,3%**  
of the schools maintained or improved the results in the Synthetic Index of Education Quality (abbreviated ISCE in Spanish) established by the Ministry of National Education.



**nutresa**  
**QUIERE A LOS NIÑOS**

**"Nutresa Quiere a los Niños"  
(Nutresa cares for children)**

This initiative promotes, by means of pedagogical and recreational festivals and with the delivery of school kits, healthy lifestyles based on four pillars: a balanced diet, an increase in physical activity, key hygiene practices and sharing quality time as a family.



**17**  
community festivals.



**713**  
volunteers registered.



**6.980**  
community festivals attendees.



**5.925**  
kids benefited with the school kits.

**Orientate**  
*El mundo a un clic*

**"Orientate, el mundo a un clic" (Find your way, the entire world just one click away)**

This program strengthens the digital capabilities of the school communities: teachers, academic directors, students and parents.



**46**  
academic directors trained.



**444**  
teachers trained.



**1.402**  
parents trained.



**243**  
digital projects in the classrooms.



**19**  
education institutions benefited.



**83%**  
of the teachers who were trained reached the desired technical capabilities level.



2nd Meeting of Education Secretaries in Medellín, Colombia.

### Regional education meetings

With the purpose of conducting a participative creation exercise, Fundación Nutresa developed a nationwide meetings cycle in which attendees had the opportunity to be an active part of the organization of the 16th National Education Congress. The event's program included a specialized technical conference on academic leadership, which is the thematic subject of the event in 2018. And it also included a collective ideation experience with the use of digital tools that allowed to identify the interests and expectations of the users regarding contents and methodologies, increasing thus the level of consistency and pertinence of the event's program.

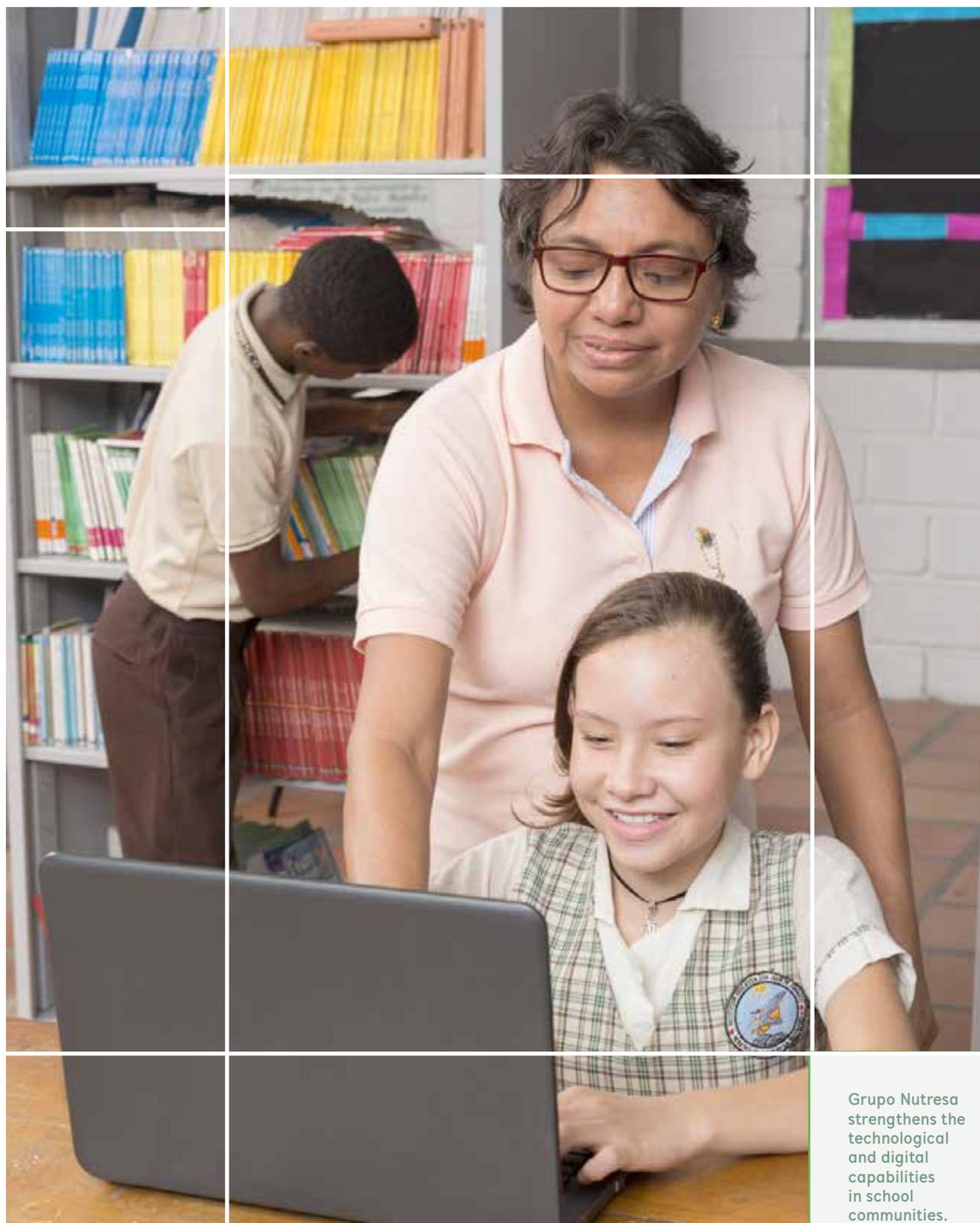
Six regional education meeting events were organized and held in the Colombian states of Valle del Cauca, Antioquia, Santander, Bolívar, Cundinamarca and Risaralda, with the participation of 558 teachers, academic directors, education secretariat representatives and regional allies.

**1.224 teachers** and academic directors received training through the "Líderes Siglo XXI" (21st Century Leaders) program.

### Development of academic capabilities in 41 education institutions for the embracement of healthy lifestyles

In 2017, Grupo Nutresa implemented an academic strengthening process that benefited approximately 1.500 kids from highly vulnerable rural areas in Colombia. This experience enabled: the practical appreciation of the contents and the didactic nature of the booklet titled "Una aventura para crecer feliz y más saludable" (An adventure for growing happy and healthy); the active involvement of the academic community (teachers, academic directors, students and parents) in the process of addressing an issue common to all; a higher level of practical appreciation and care for the school kit elements in the day-to-day pedagogical activities; and the identification of the education and management needs with regard to the healthy lifestyles at schools.

By means of this process, 41 education institutions succeeded in implementing institutional improvement plans focused on promoting the embracement of healthy lifestyles. The improvement plans were also focused on generating the necessary conditions to achieve it: intervention of the school food shops and cafeterias regarding their food product offer, improvement of the school's sanitary conditions, and increase in the assignments that enable the practice of physical activities, among other.



Grupo Nutresa strengthens the technological and digital capabilities in school communities.