ICSI

MANAGEMENT REPORT

2025



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1. Institutional Statements

In a global context marked by multiple environmental and social transitions that demand urgent responses, it also becomes necessary to pause, observe, and rethink our paths. It is from this balance between action and reflection that the work of Insuco Center for Social Innovation (ICSI) takes shape. Throughout 2025, we reaffirmed our commitment to advancing initiatives that place social concerns at the center of decisions and territorial development processes.

This period was an opportunity to consolidate our capacity to engage with diverse stakeholders in order to promote solutions built from the territories and geared toward generating sustainable impacts. Through dialogue, applied research, and capacity building, we continued to foster spaces for exchange and collaboration that contribute to more inclusive, participatory, and sustainable transitions.

The lessons gathered during this time show that today's challenges call for collaborative approaches, active listening, and a deep understanding of the social dynamics that run through the territories.

At ICSI, we understand social innovation not only as the development of new tools or methodologies, but also as the capacity to strengthen ties, build trust, and create collective value among diverse stakeholders.

We reaffirm our conviction that sustainable social transformation does not depend solely on institutional frameworks or technical solutions, but also on the ability to align efforts, sustain collective processes, and build relationships of trust over time. This management report accounts for the work carried out together with our partners and in the territories, as well as for our institutional commitment to promoting processes that integrate knowledge, participation, and coordination, in order to contribute to stronger, more resilient, inclusive, and sustainable territories.



Guillén Calvo
Director Ejecutivo



Jeanette Moreno
Directora de Alianzas Estratégicas y Gestión del Conocimiento

2. INTRODUCTION

ICSI is a **think-and-do tank** that is part of the Insuco ecosystem. We seek to understand and **support the social, environmental, and economic transformations of territories** in order to generate applied knowledge and contribute to informed decision-making.

We were founded in 2024 as a space to bring together research, social innovation, and collective learning, with a territorial approach that recognizes the importance of understanding local dynamics in order to address global sustainable development challenges. In this sense, we promote the generation of evidence, the exchange of experiences, dialogue among stakeholders, and the building of practical solutions that respond to the realities and needs of the territories.

We contribute to **sustainable territorial development** by designing and implementing training and leadership methodologies, facilitating multi-stakeholder dialogue spaces, and generating action-oriented knowledge. Through our initiatives, we seek to produce information, facilitate collective learning, strengthen collaboration networks, and promote collective action processes in the territories. In this way, we aspire to foster a culture of multidisciplinary innovation in the social sciences and support the growth of a network of leaders in sustainability and territorial development.



3. ORGANIZATIONAL STRUCTURE



Image: ICSI

Our Mission and Vision

We promote knowledge management and multidisciplinary innovation, as well as multilevel advocacy among a diversity of social actors. Within this framework, we foster systemic reflection and exchange across disciplines and create accessible, high-value content to share lessons learned, mobilize change agents, and strengthen territorial processes.

Our mission is to contribute to territorial transformation through the production and mobilization of knowledge, the coordination of stakeholders, and the strengthening of capacities.

Institutional Objectives

1. Articulate reflections and exchanges grounded in evidence

We promote the connection between theoretical and empirical knowledge in the fields of social management, sustainability, and territorial development. Through a systemic approach, we foster spaces for interdisciplinary reflection and exchange, identify new research agendas, and develop tools that link global challenges with territorial dynamics.

2. Consolidate local research networks

We drive the creation and strengthening of coordinated, inclusive, and diverse networks that connect research with local initiatives and territorial processes. These networks seek to close the gap between theory and practice, foster collective learning, and contribute to sustainable development in the territories.

3. Strengthen capacities through training cycles

Drawing on our experience in territorial development, we design and implement training cycles aimed at exchanging knowledge, lessons learned, and good practices. These processes address innovative topics and are linked to a network of learning territories, promoting the ownership and application of knowledge in real-world contexts.

4. Mobilize social change agents

We generate and disseminate content of high social value, striving to make it accessible and inclusive, in order to strengthen capacities and mobilize change agents. By activating networks and circulating knowledge, we help drive people-centered processes of territorial transformation.



Lines of Action

Capacity Building

We support public and private organizations in strengthening their capacities for sustainable territorial development management. We design and implement training processes in territorial development, governance, and sustainability, aimed at promoting the exchange of experiences, systematizing lessons learned, and facilitating the practical application of knowledge in the territories. These processes incorporate the development of transformational leadership as a cross-cutting component in all training programs, aimed at driving changes in the approaches and practices of the actors involved.

Territorial Exchange Network

We facilitate spaces for meeting, exchange, and collaboration among diverse stakeholders, strengthening learning networks and promoting collective learning and innovation around the dynamics that transform territories.

Mobilizing Communication

We generate and disseminate applied knowledge on priority challenges of territorial development, promoting its ownership by different stakeholders and contributing to more informed, inclusive, and timely decision-making.

4.
ECOSYSTEM OF PARTNERS



Image: ICSI

PARTNERSHIP ECOSYSTEM

During 2025, we strengthened our work in coordination with strategic partners in different territories, consolidating a collaboration network aimed at enhancing applied research, capacity building, and advocacy in territorial development processes. These collaborations have contributed to the development of training processes, the creation of multi-stakeholder dialogue spaces, the production of applied knowledge, and institutional strengthening.

Ford Foundation

Funding and implementation of the project "Observatories of Territorial Transformations (OTT) for a Just Energy Transition."

NIR International Council of Swedish Industry
NÄRINGSLIVETS INTERNATIONELLA RÅD

Coordination for the development of events and multi-stakeholder dialogue spaces on territorial development.

EITI Extractive Industries Transparency Initiative

Collaboration in the development and funding of the "Narrative on a Just Energy Transition in the Cesar Corridor."

UTEC UNIVERSIDAD DE INGENIERÍA Y TECNOLOGÍA

Development and implementation of training programs in social management and territorial development.

CREER
Centro Regional de Empresas y Emprendimientos Responsables

Coordination in training processes and capacity building in energy transition and territorial development.

TRANSFORMA

Collaboration on initiatives linked to sustainability, training, and territorial development.

pdpcg PROGRAMA DE DESARROLLO Y PAZ DEL CESAR Y LA GUAJIRA
Dignidad Humana y Desarrollo Integral en armonía con la naturaleza

Coordination for the development of territorial initiatives and the strengthening of local actors.

HORIZONTE EUROPA cnrs

Participation in the PAGENS project (Pathways, Ages, Generations in the Global North and South) for knowledge generation and applied research.

5.
INSTITUTIONAL ACHIEVEMENTS

INTERNATIONAL SUPPORT TO KEEP DRIVING INITIATIVES

Recibimos la aprobación de financiamiento We received funding approval from the Ford Foundation to implement the binational project Observatories of Territorial Transformations (OTT) in Colombia and Peru, which we will carry out during the 2025–2027 period.

EXPANSION AND TERRITORIAL PRESENCE

We are moving forward with the implementation of the OTTs, consolidating a territorial liaison network in Colombia (Cesar, La Guajira, and Putumayo) and Peru (Southern Road Corridor).

ACADEMIC AND TRAINING PARTNERSHIPS

We established partnerships with institutions such as UTEC Posgrado, driving the development of the first joint training program.



6.
ICSI IN 2025



During 2025, through our initiatives, we promoted spaces for dialogue, training processes, evidence generation, and the strengthening of collaboration networks. In this way, we contributed to the understanding and management of territorial transformations.

In this regard, we made significant progress across our three lines of action:

Capacity Building

Territorial Exchange Network

Mobilizing Communication







Images: ICSI

Generation and Dissemination of Applied Knowledge: **Cuadernos ICSI**

Cuadernos ICSI is our editorial initiative focused on generating and disseminating applied knowledge on territorial development. Through this initiative, we bring together strategic reflections, practical experiences, and tools that seek to strengthen transformation processes in the territories. The different editions are developed in collaboration with experts and partner organizations, integrating technical analysis with knowledge drawn from practice.

In April 2025, we published the **first edition, titled "Development Agencies as Instruments of Territorial Development Policy," prepared in collaboration with Raúl Molina Martínez**, an expert in territorial governance. In this notebook, we analyze the role of development agencies as public policy tools to promote innovation, coordination, and territorial competitiveness.

Based on a review of international experiences in Europe, Asia, and Latin America, as well as an analysis of cases in regions of Peru such as Cajamarca, La Libertad, and San Martín, we identified key lessons, enabling conditions, and challenges for strengthening the implementation of these agencies as multi-stakeholder governance platforms. In this document, we seek to contribute to the discussion on policy instruments for territorial development, offering useful inputs for public, private, and civil society actors involved in decentralization and economic development processes.

Subsequently, in November 2025, we published **the second edition of Cuadernos ICSI, titled "Multi-Stakeholder Dialogue Guide: Step-by-Step Formulation and Implementation," prepared in collaboration with Insuco.**

This edition presents a methodological proposal aimed at designing, facilitating, and monitoring multi-stakeholder dialogue processes in territorial contexts.

Drawing on Insuco's experience in Latin America, we systematized lessons learned and practical tools for the formulation, planning, and implementation of spaces for coordination among public, private, community, and academic actors. Organized into five stages, this document, which also serves as a guide, combines conceptual guidance with operational instruments that allow processes to be adapted to the dynamics and characteristics of each territory. With this publication, we seek to strengthen the capacities of actors who lead territorial governance processes, promoting dialogue as a tool for building agreements, aligning visions, and driving collective action.

Both editions were disseminated through our website, making them easily accessible to specialized audiences and actors involved in territorial development processes.

Access Cuadernos ICSI: https://icsi.insuco.com/publicaciones-y-herramientas/

Project "Observatories of Territorial Transformations (OTT) for a Just Energy Transition"

In May 2025, we began **the 2025–2027 binational project funded by the Ford Foundation for the implementation of Observatories of Territorial Transformations (OTT) in Colombia (Cesar, La Guajira, and Putumayo) and Peru (Southern Road Corridor).** This project seeks to strengthen territorial governance in contexts of extractive economies by **generating and analyzing strategic information that makes it possible to understand the dynamics of transformation in the territories and support decision-making.** The OTTs are conceived as a tool to promote long-term planning processes, facilitate dialogue among stakeholders, and contribute to more just and sustainable energy transitions from the territories.

The OTTs are a platform for the analysis and systematization of territorial information that seeks to understand, from a comprehensive approach, the social, economic, environmental, and institutional transformations associated with extractive activity and other structural dynamics of the territory.

As part of the implementation of the observatories in the prioritized territories, lines of analysis have been defined, territorial information has been collected and systematized, and coordination with key local actors has been established. This participatory process laid the foundations for monitoring territorial transformations and developing inputs to support decision-making.

In **Colombia**, the OTTs in Cesar and La Guajira have advanced in developing processes for monitoring and analyzing territorial transformations, while in Putumayo the observatory is in a preparatory stage, focused on territorial entry, the identification of stakeholders, and an understanding of the local context.

In **Peru**, meanwhile, implementation of the Southern Road Corridor OTT has begun, advancing the analysis of territorial dynamics linked to extractive activities and the energy transition.

In this framework, we have contributed to the development of recommendations aimed at a responsible phase-out of fossil fuel use, as well as the strengthening of governance of transition minerals and renewable energies, positioning the use of evidence as a key element for territorial management.

Como parte del proyecto, lanzamos la plataforma web https://ott.insuco.com/, *un espacio orientado a visibilizar* ***información****, aprendizajes y* ***herramientas*** *vinculadas a los observatorios.*

Stakeholder Coordination for **Territorial Development**







Through the event **"Connecting Leadership and Weaving Alliances for Territorial Development,"** held in Cajamarca, Peru, in June 2025 in coordination with MARS-NIR and Insuco Peru, we facilitated a space for meeting among actors from the public sector, the private sector, and civil society organizations from Moquegua, Cajamarca, Pasco, and Chumbivilcas (Cusco).

This gathering helped **strengthen dialogue, exchange experiences, and lay the groundwork for building partnerships aimed at sustainable territorial development.** Its main objective was to promote a space for mutual recognition, collective reflection, and the building of ties among actors from different sectors and territories.

Through participatory activities, the experiences and lessons learned from the territories were highlighted. The gathering also inspired new exchange processes among the actors from Pasco and Chumbivilcas.

We promoted the exchange of practices, challenges, and approaches among the participating actors, and explored opportunities for sustained interregional collaboration on territorial development issues.

Images: ICSI

Capacity Building in Communication for the **Energy Transition**





We implemented the course **"Energy Narratives: Journalism for a Just Transition in La Guajira" in Colombia,** in coordination with strategic partners such as the Regional Center for Responsible Businesses and Entrepreneurship (CREER), Transforma, the ANDI Más La Guajira Roundtable, and the University of La Guajira.

This training process was aimed at **strengthening skills in analysis, strategic communication, and territorial understanding around the Just Energy Transition (JET)**. Through it, we contributed to building the capacities of local journalists, leaders, and communicators, promoting a more comprehensive understanding of the energy transition and its social, economic, and territorial implications.

We also sought to add to the conversation, promote more informed and well-argued debates, and encourage the co-creation of knowledge from the territory. In addition, we fostered less polarizing narratives and language around the energy transition, as well as communication practices in different formats that help reduce the existing information asymmetries in La Guajira regarding the JET.

*This initiative is part of the project **"Observatories of Territorial Transformations (OTT) for a Just Energy Transition,"** funded by the Ford Foundation.*

Images: ICSI

Participation in Strategic Regional **Dialogue Spaces**

We joined the conversation at **SEPIA XXI in Oxapampa, Peru, a key space for dialogue on territorial development in Latin America.**

We organized and presented the Special Panel "Experiences in Monitoring and Analyzing Territorial Transformations and Challenges for Their Implementation in Territories with High Levels of Violence, Illegality, and Informality."

We contributed to the exchange of lessons learned, strengthened collaboration networks, and positioned reflections on sustainability and territorial dynamics.



Training for Governance and **Territorial Development**

In Peru, through the **program "Territories in Dialogue: Capacities for Sustainable Development," implemented in Chumbivilcas and Pasco in coordination with Insuco Peru**, we promoted capacity building in governance, sustainability, and territorial development, facilitating the exchange of knowledge among local actors.

This process sought to strengthen the effective participation of authorities, companies, and civil society in consensus-building and decision-making spaces, through the development of conceptual and practical tools related to understanding territorial dynamics, active listening, participatory assessment, and the formulation of proposals. We contributed to strengthening trust among actors and to recognizing dialogue spaces as key forums for building agreements and shared territorial management.

Images: ICSI

Design and Implementation of the **Course on Social Management and Territorial Development in Mining Contexts**

We successfully designed and implemented the course "Social Management and Territorial Development in Mining Environments" together with Insuco, the Institute for Social Research in Africa (IFSRA), and the University of Engineering and Technology in Peru (UTEC Posgrado), as a space aimed at strengthening capacities and bringing practical lessons and territorial evidence to professionals from Colombia, Ecuador, and Peru.

Through the analysis of practical cases and the use of tools adapted to the extractive context, the 15 participants strengthened their capacities to design and implement strategies for social management, stakeholder coordination, and territorial planning.

This 42-hour program, delivered between October and December 2025, helped professionals gain the tools needed to incorporate approaches that place the territory at the center of decision-making, promoting more comprehensive and sustainable interventions oriented toward building more cohesive and resilient territories.

Throughout the course, international experts shared their experiences in the region. Among them:

- Guillén Calvo – Executive Director of ICSI and Director General LAC at Insuco
- Raúl Molina – Consultant and specialist in governance and territorial development
- Maritza Burbano Melo – Communities and Social Performance Manager for South America at Rio Tinto Mining and Exploration
- Juan José Herrera – Director of Business Sustainability at Lundin Gold Ecuador
- Jónnathan Osorio Pineda – Country Manager at Antioquia Gold LTD
- Alejandra Huamán – Project Coordinator at ICSI
- Jeanette Moreno Torres – Director of Strategic Partnerships and Management at ICSI



Meeting **“Weaving Energy Communities: Coordination, Knowledge, and Follow-up”** in La Guajira, Colombia

In this meeting, **we promoted the exchange of experiences and knowledge among actors involved in energy transition processes, strengthening networks and territorial collaboration dynamics.** Participants contributed from their own experiences and roles, identifying information gaps, regulatory challenges, and the conditions needed for these initiatives to move beyond the infrastructure installation phase and become sustainable social, economic, and environmental projects over time.

*This initiative is part of the project **“Observatories of Territorial Transformations (OTT) for a Just Energy Transition,”** funded by the Ford Foundation.*







Images: ICSI

7.
FINANCIAL MANAGEMENT

At ICSI, we carry out activities aimed at promoting the social well-being of the community at large, creating spaces for knowledge, training, research, and advocacy on issues of social and environmental impact, with a focus on social innovation and the strengthening of leadership.



NGOsource
Equivalency Determination on File

In 2025 we obtained the **NGO equivalency seal granted by NGOSource**, an international validation that certifies compliance with the standards required to receive international philanthropic funding.

This recognition strengthens our positioning with international foundations and donors, facilitates access to new funding opportunities, and reinforces the transparency and robustness of our management processes.

During the year, our funders enabled us to achieve a positive result, as reflected in the 2025 Statement of Operations.

Ingresos Operaciones	2025
Donaciones	620.729
Costos de operación	(19.390)
Utilidad Bruta	COP 601.339
Gastos de administración	(414.151)
Resultados de actividades de operación	COP 187.188
Ingresos financieros	7.953
Otros ingresos	1
Gastos financieros	(12.698)
Otros gastos	(5.223)
Resultado antes de impuestos	COP 177.221
Impuesto a la renta	(3.113)
Resultado Integral	COP 174.108

In terms of costs and expenses, we operate under principles of efficiency and resource optimization, ensuring the fulfillment of ICSI's objectives.

Funding Partners

Fundación Ford
EITI
NIR
UTEC
Horizonte Europa + CNRS



8.
INSTITUTIONAL COMMUNICATION



Imagen: ICSI

During 2025, we strengthened our organizational communication strategy with the aim of **positioning applied knowledge on territorial development, sustainability, and energy transition, as well as increasing the visibility of the processes driven in the territories.**

Within this framework, we designed and implemented a content strategy to support our main lines of action, prioritizing the dissemination of territorial learnings, research results, strategic reflections, and coverage of events and training processes. **Communication was channeled through institutional platforms such as LinkedIn, Instagram, and ICSI's website,** allowing us to reach both specialized audiences and the general public.



- During the year, **we generated content focused on training processes, multi-stakeholder dialogue spaces, and initiatives linked to the Observatories of Territorial Transformations (OTT),** helping to showcase local experiences and promote a better-informed understanding of territorial dynamics.

- Likewise, **we consolidated the Cuadernos ICSI series as a key knowledge communication product,** making it possible to systematize and disseminate analyses of territorial policy instruments and tools for development management, and facilitating their adoption by public, private, and social actors.

- In terms of digital presence, during 2025 we **prioritized the quality, relevance, and strategic alignment of our messages.** These posts supported key milestones such as events, meetings, and training programs, helping to amplify their reach, strengthen institutional visibility, and encourage the participation of diverse actors.

9.
PROJECTIONS



In line with the progress achieved during 2025, we focused our work on strengthening our contribution to territorial development, placing the social dimension at the center of our interventions and seeking to generate positive impacts in the environmental, social, cultural, and economic spheres of the territories.



In this framework, we have identified the following challenges for 2026:

Ensure the continuity and sustainability of training and territorial support processes, making sure that the initiatives developed in 2025 (courses, programs, and dialogue spaces) are consolidated as long-term processes in the territories.

Expand and consolidate the Observatories of Territorial Transformations (OTT) as platforms for analysis and coordination in priority territories, strengthening their implementation in La Guajira, Cesar, and Putumayo (Colombia) and in Peru, through the Southern Road Corridor, promoting the use of evidence for decision-making and the continuity of territorial processes.

Strengthen the production and dissemination of applied knowledge, consolidating products such as the Cuadernos ICSI and other strategic content that contribute to informed decision-making.

Enhance institutional communication and the reach of its content, improving the systematization, dissemination, and positioning of learnings, results, and reflections generated from the territories.

Consolidate strategic partnerships with key stakeholders, promoting more sustained collaboration with organizations, academia, and the private sector to scale initiatives and strengthen territorial influence.



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