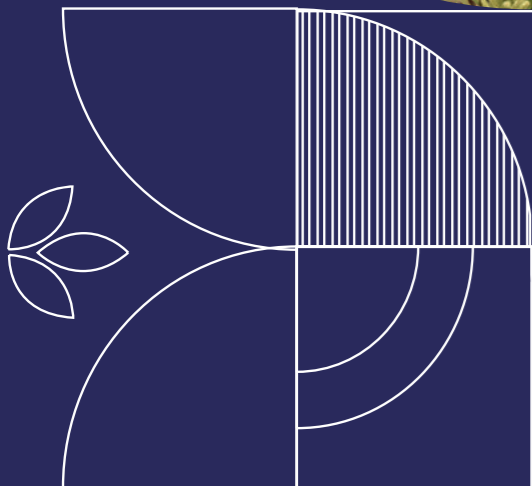


FUNDACIÓN
MERCED



2022 ANNUAL REPORT



INVEST • STRENGTHEN
DISSEMINATE • RECOGNIZE



Contents

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**Report
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digital content.



Letter from the President

In addition to being a year of transition for Fundación Merced due to the change in the Presidency, 2022 was a year brimming with many challenges that encouraged us to develop our creativity while listening more closely to our allies, intending to address the context and contribute from our experience to the social environment that we have nurtured, renovated, and reinforced over the past 60 years. Our mission has always been to build community, in other words, to contribute to Mexico's civil society, which, while heterogeneous in terms of actors and social approaches, also has common causes that add up and contribute to more people fully exercising their rights and gaining access to better living conditions.

At Fundación Merced, we forge this social community working with our financial and strategic partners who see our institution as a steadfast ally that supports their intentions, desires, and ambitions to be allies towards change; and with the social organizations, which are our operational allies, who have managed to create solid projects to contribute to the sustainable development of Mexico in their search for solutions.

Along with various social organizations, we have faced many challenges amid a context somewhat unfavorable for civil society and, in general, for citizen participation, where it has become more necessary than ever to protect our right to free association and organization, which is why, jointly with other institutions, we have prioritized this struggle and the establishment of strategic objectives towards a common agenda.

We also continued to promote our strategic lines, jointly launching with our financial partners, five calls for social investment aimed at social issues, such as access to water, early childhood, STEM education, mobility, and seed investment for emerging nonprofit organizations. Moreover, we diversified partnerships and created spaces for collaboration and co-creation with our counterparts, ranging from advocacy issues to corporate social responsibility actions.

Throughout this year, corporate volunteering has also become a more robust and more evident tendency among our partners, and we have jointly developed projects ripe with experiences for the volunteers, as well as useful and significant ones for the organizations; of course, our leadership and capacity-building axes continue to be synergies that contribute to the sustainability and transcendence of civil society organizations (CSOs). Lastly, we were able to zero in on mainstreaming our model on gender equity, human rights and citizen action.

During 2022, we returned to on-site activities with some of our training offerings, which, in addition to virtual events, allowed us to generate different dynamics for meaningful learning. Likewise, we reunited again at the 2022 Reconocimiento Razón de Ser ceremony, where we gathered and honored the organizations that set an example for the sector and discussed and shared ideas and feelings of hope and collaboration.

We are an organization that not only actively listens to the social environment of which it is a part to know how to renew itself but also does it internally with its operational team, providing training that promotes their skills and creating working spaces which are collaborative, respectful, and safe for day-to-day endeavors.

For this reason, I would like to invite you to read this report not only as an exercise of transparency and accountability of our institution but also as an element of inspiration to keep collectively acting when we see the positive results generated jointly by the sum of many parts.



Gerardo Cándano Conesa

Annual report 2022

WE ARE MERCED FOUNDATION



Mission Statement

We promote sustainable development and transformation through diverse partnerships.

Vision

We generate and strengthen co-creation spaces for the innovative construction of sustainable communities.

The principles of the
MERCED EXPERIENCE



Confidence



Commitment

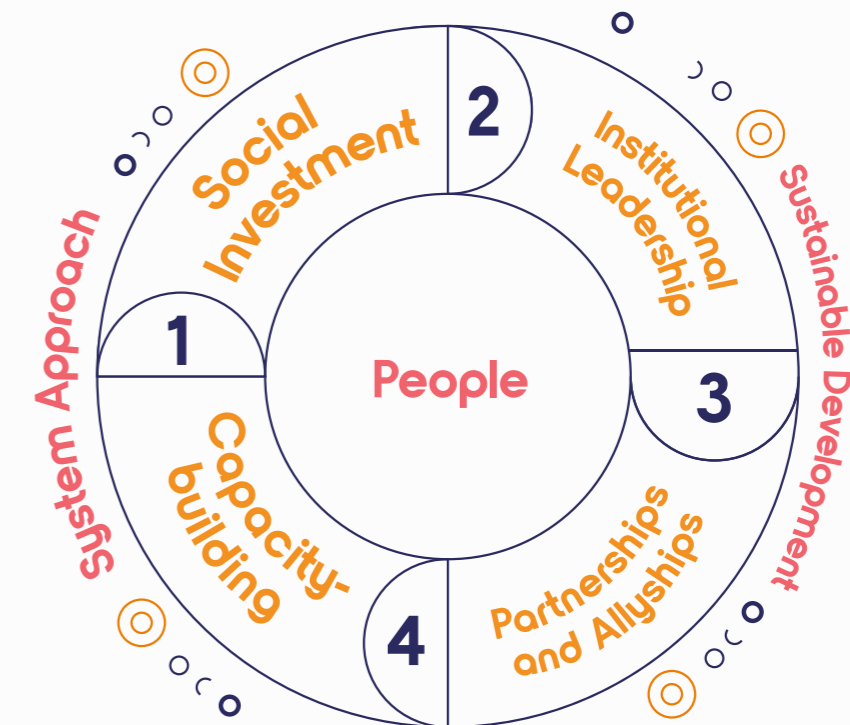


Quality



Warmth

Our cross-cutting themes



• Cross-cutting themes •

Gender-based perspective - non-discrimination

Sustainable development goals

Citizen action

Human rights approach

Report

SUMMARY 2022

Social Investment



- 5 Calls for proposals
- 7 Financial partners
- 20 Organizations
- 16 States
- 9,940 Individuals served
- 1,2,4,6,8,10,11,12,16

\$8,662,083 Resource investment

Leadership and capacity-building



- 2 Diploma courses
- 8 Pieces of training and workshops
- 1 Meeting
- 5 Partners
- 912 Trained individuals

Strengthening

- 7 Partnerships for institutional leadership
- 160 Strengthened organizations
- 20 States

\$3,721,094 Resources invested

Specialized Consultancies

- 1 Enterprise strengthened
- 2 Business foundations strengthened
- 6 Organizations strengthened
- 3 States

\$440,352 Resources invested

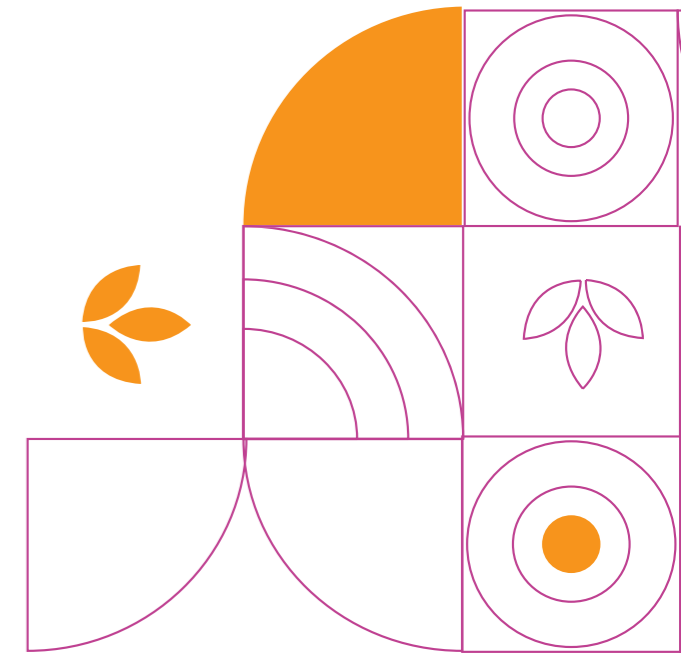
Partnerships & Allyship

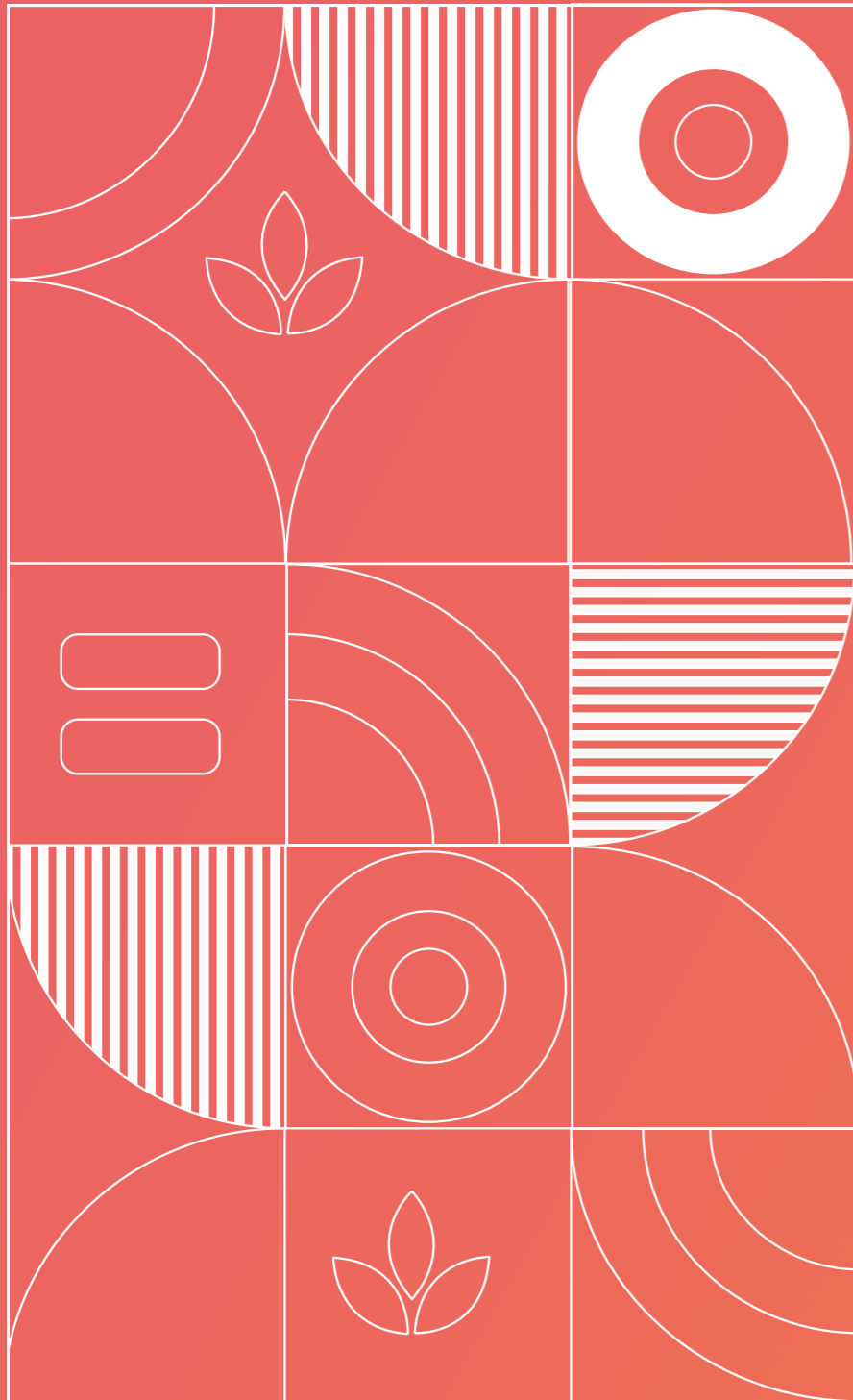


- ▀ Fundación Merced initiatives
- ▀ Collaborative spaces

Networks

- ▀ Civil Society Organizations
- ▀ Impact oriented
- ▀ Incidence focused



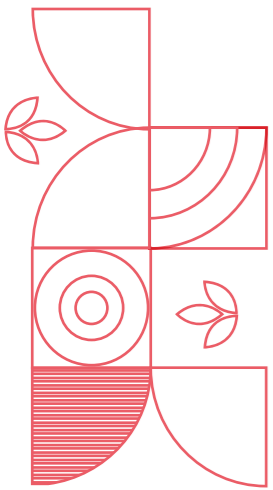


**SOCIAL
INVESTMENT**

SOCIAL INVESTMENT MILESTONES

-  **5** Calls for proposals
-  **7** Financial partners
-  **20** Organizations
-  **16** States
-  **9,940** Individuals served
-  **1,2,4,6,8,10,11,12,16**

\$8,662,083
Resource investment



PARTNERSHIPS 2022

Financial partner

VOLKSWAGEN
DE MÉXICO

TOYOTA
FINANCIAL SERVICES

TOYOTA

**FUNDACIÓN
MERCED**

TOYOTA
FINANCIAL SERVICES

FUNDACIÓN ADO

**FUNDACIÓN
DIEZ MORODO**

Henkel

Ford

Programme

▪ Accelerating Change

▪ Turning on the Tap
▪ Rolling to Help

▪ Driving a Better Mexico

▪ IDEAS. Initiatives for Development and Social Action

▪ Institutional Funds
▪ Merced Foundation Institutional Fund
▪ Munguía Family Memorial Fund

▪ Reason for Being 2022 Recognition
▪ Reason for Being TV

▪ Corporate volunteering

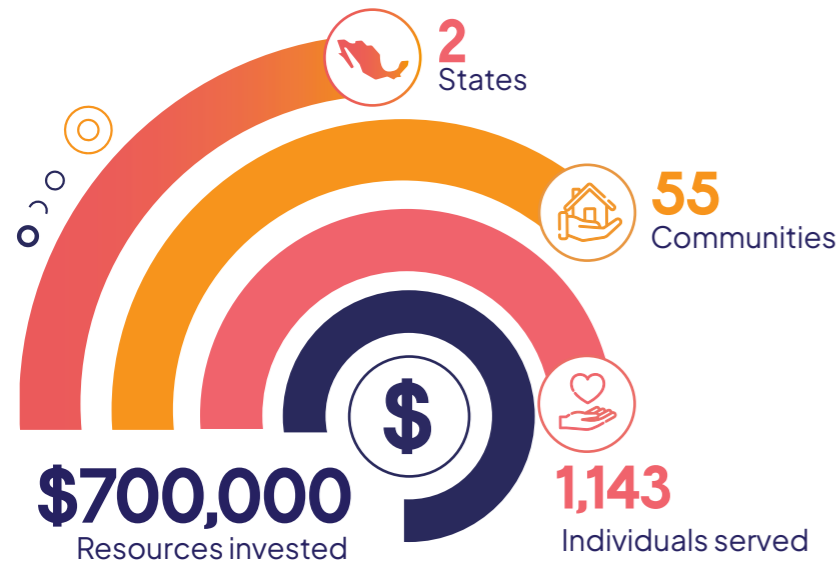
#AlliancesThatMultiply



Programme objective

To focus efforts on boys, girls, adolescents, young people, and their families towards building a society where the exercise of rights is guaranteed, through the promotion of STEAM Education as a strategy to close the educational gap that exists in the country and ensure they enjoy the opportunity to access early and quality learning.

Scope



Organization



Guanajuato



Puebla



Puebla

Project

Safe and adequate spaces for the development of recreational, cultural, and sports activities for children

Walking Together in the State of Puebla

PAUTA Science Clubs for STEAM skills development

Achievements

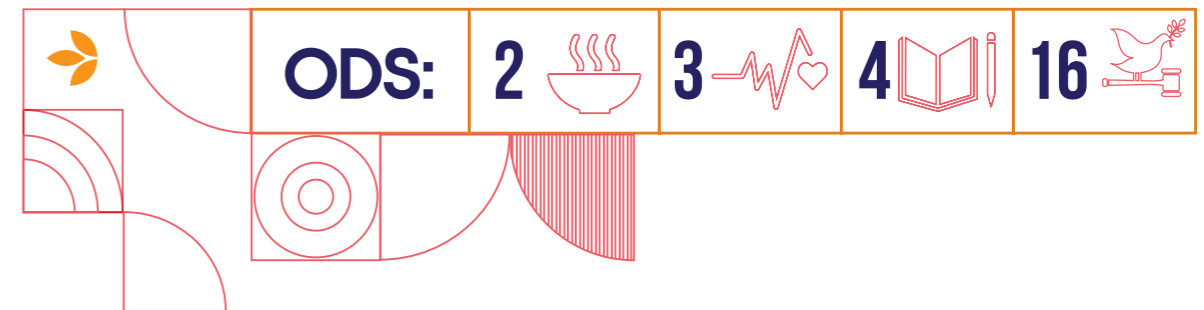
- Comprehensive care was strengthened to favor the healthy development of boys and girls by increasing their caregivers' preparation and knowledge of childhood and positive parenting.
- Spaces were created in optimal conditions for children's well-being, development, and care.
- The capacities, learning, and integral development of children were expanded.

- Twelve new patients have been received, 6 of whom have already completed phase 1 of foot correction with casts.
- Out of 103 patients, 47 have received a follow-up medical consultation or virtual consultation.

- STEAM (Science, Technology, Engineering, and Mathematics) skills were developed in 1,175 children and adolescents participating in the PAUTA (Adopt-a-Talent Program) science clubs in the 2022–2023 school year.
- At the end of the 2022–2023 school year, 100 science research or outreach projects were generated by the right holders participating in the project.
- At the end of the 2022–2023 school year, a state-wide event was organized and carried out for the public exhibition and feedback of the research and outreach projects generated by science-clubs participants. This also allowed for the selection of state representatives for the national fair.

VOLKSWAGEN
DE MÉXICO

Financial partner





Cooperación Comunitaria A.C.



Programme objective

To expand coverage or improve access to drinking water and provide for access and operation of sanitation and hygiene systems to ensure the conservation of water sources and their associated ecosystems with an innovative, inclusive, and oriented towards strengthening community development.



Financial partner

Selected organization 2022



Organization	Project	Achievements
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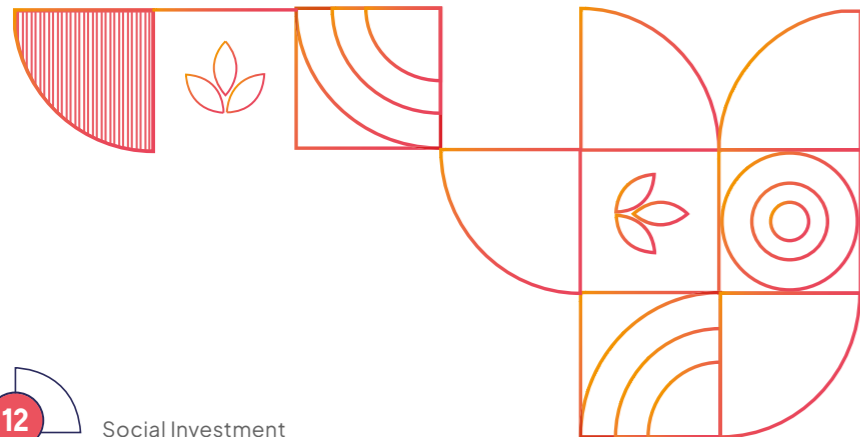
Chiapas

■ Promote water sovereignty of Tsetsal communities by improving access, sanitation, hygiene, and environment

- To strengthen access to water, health, and a healthy environment through social awareness and education.
- To promote the co-design and social production of technological solutions and eco-systematic regeneration adapted to local needs, ecosystems, and culture.


ODS:
6


Scope



Operating projects

2021 Call for proposals

Organization



Oaxaca

Project

Safe water and environmental sanitation

Achievements

- Participants were trained in workshops on gender equity and the construction and maintenance of ferrocisternas, useful for the storage and distribution of community water.
- 53 out of 75 community members were trained during the 3 workshops in the towns of Corral de Piedra (Arroyo Cangrejo) and Río Hondo (Arroyo Grande) to improve their domestic and community environment for the improvement of their home and community environment.
- Two masonry walls with a total area of 19 m³ and two gabion walls with a total area of 47 m³ were built, exceeding initial plans.
- Reforestation of 6 hectares of degraded land was carried out to promote and conserve water conservation through a micro-watershed approach.
- Three of the nine water sources in the two localities were conserved.
- Two community water storage and distribution systems were built to supply water to different families in both localities. 18 home water purification filters were delivered as an implementation of eco-techniques for water conservation.

2020 Call for proposals



Morelos

Improving domestic environments

- The capacities of 15 girls who were trained as health and hygiene evaluators at home were strengthened.
- 20 sanitary modules with container-based agroforestry systems and trained users to treat and reuse excreta were installed.
- The use of natural materials for construction and offering a sustainable tourism scheme was promoted.
- Fundación Merced provided support for resource mobilization.**

Rodar *para ayudar* Rolling to Help

Programme objective

Facilitate the mobility of CSOs that serve vulnerable populations through different models of assistance or development that generate positive changes in the community and require the use of a vehicle to transport passengers.



Financial partner

Vehicles allocated in 2022

Organization



Voluntad Contra el Cáncer A. C.

Tamaulipas

Truck use

- Transportation of patients and their companions (from other cities and with greater vulnerability) to receive treatment and to laboratories for tests and recreational activities.



Jalisco, Nayarit, Colima, Michoacán, Guerrero y Oaxaca

- Transportation for people with disabilities and people at risk who receive water sports treatment in clinics on the beaches of Jalisco, Nayarit, Oaxaca and Baja California Sur, as well as for employees and their work tools (surfboards, wheelchairs and amphibious chairs).

Scope



Water Adaptive Sports, A. C. (Surfeando Sonrisas)

Biannual call for proposals



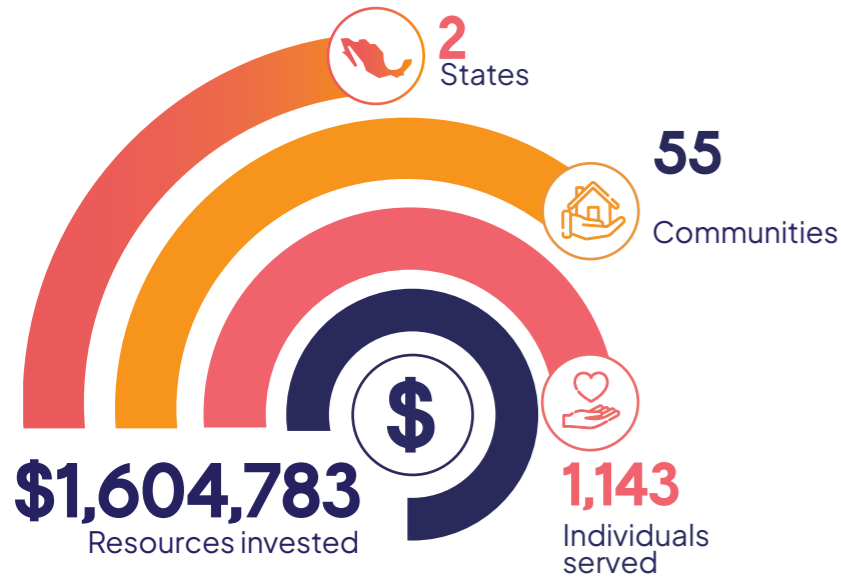
Driving a Better Mexico

TOYOTA
Financial partner

Programme objective

To contribute to the sustainable and resilient development of communities affected by the COVID-19 health contingency through the operation of comprehensive local projects that foster recovery and transition to the new post-pandemic reality falling under education, environment, and road safety categories.

Scope



Operating projects






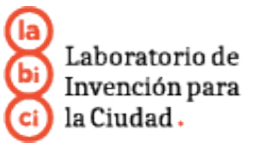
2021 Call for proposals

Category	Organization	Project	Achievements
<p>Education</p>	<p>VIENTOS CULTURALES</p>	<p>“Kuxlejal” - comprehensive campaign for the prevention of suicidal behavior among indigenous youth in the highlands of Chiapas</p>	<ul style="list-style-type: none"> 24 events were held to screen the film Kuxlejal for adolescents in 10 municipalities in the highlands of Chiapas, which included places for listening, dialogue and reflection on suicide prevention. 1,328 suicide incidence diagnoses were applied. 72 spaces were provided for participation, capacity building and the promotion of rights through cultural development and the promotion of rights through cultural belonging as a tool. 1 youth cultural festival was created with workshops and artistic activities representing Tzotzil culture with the participation of 58 young people.
	Chiapas		
<p>Environment</p>	<p>PASO verde</p>	<p>Medicine Women: recovery of Huastecan nature and culture</p>	<ul style="list-style-type: none"> 55 people were trained in safety processes and work workspaces maintenance. The 1st Regional Meeting of Medicine Women with enterprises was held; knowledge was exchanged and workshops on Human Rights and socio-environmental issues were held. The production of plants for botanical products increased, as well as knowledge on this topic by enabling 175 m² of land for production and establishing 3 laboratories for processing medicinal plants in 3 communities.
	Hidalgo y Puebla		
<p>Safety road</p>	<p>MOV</p>	<p>Safe School Zone</p>	<ul style="list-style-type: none"> Road audits (public space analysis and risk mapping) were carried out with the school community of elementary schools in San Nicolás de los Garza and Monterrey. Two tactical urban planning activities were carried out to promote road safety and the safety of children and adolescents. Road signs in 2 schools in Monterrey were placed with the support of municipal authorities. A web page and didactic material on road safety were created and disseminated to 3,538 students in the schools attended. 167 teachers and authorities from 3 schools were trained in road safety, with an increase from 7% to 27% in road safety knowledge. The knowledge of attending students increased from 20% to 34%.
	Nuevo León		

Operating projects

2020 Call for proposals



Category	Organization	Project	Achievements
 Education	 FUNDACIÓN DE ARTES MUSICALES DE BC Baja California	<ul style="list-style-type: none"> Carisma App. Dance, vibrate, and invent 	<ul style="list-style-type: none"> An Android app was launched with display and downloading range with users from 3 countries. A link was established with educational centers and a CSOs in Tijuana for the use of the app as a didactic tool.
 Environment	 Ciudad de México	<ul style="list-style-type: none"> Community program for the rehabilitation and reforestation of the Xochimilco wetland: chinampas and canal system 	<ul style="list-style-type: none"> Produced 10,000 ahuejotes (endemic trees) in San Gregorio Atlapulco for the chinampa zone of Lake Xochimilco reforestation. 7 cleaning and maintenance days were carried out on 5 km of chinampas during the first year of operation. 5 hectares of the production area adjacent to Lake Xochimilco were rehabilitated. 45 people from the community were trained in environmental education, eco-techniques, human rights, and gender equity.
 Safety road	 Baja California	<ul style="list-style-type: none"> Route P: Safe Passages for the Puebla Valley 	<ul style="list-style-type: none"> 4 tactical urbanizations in Los Pueblas, Mexicali were carried out; there was a participation of more than 60 neighbors. Increased road safety awareness among residents of Los Pueblas from 15% to 30%. Traffic accidents were reduced by 15% in the areas intervened by tactical urbanism. Identity and collaborative work among neighbors was strengthened with the creation of four road safety committees in the Valle del Pedregal and Valle de Puebla neighborhoods. Compared to the first year, the use of bicycles increased by 5% in the areas intervened.



Cooperación Comunitaria A.C.



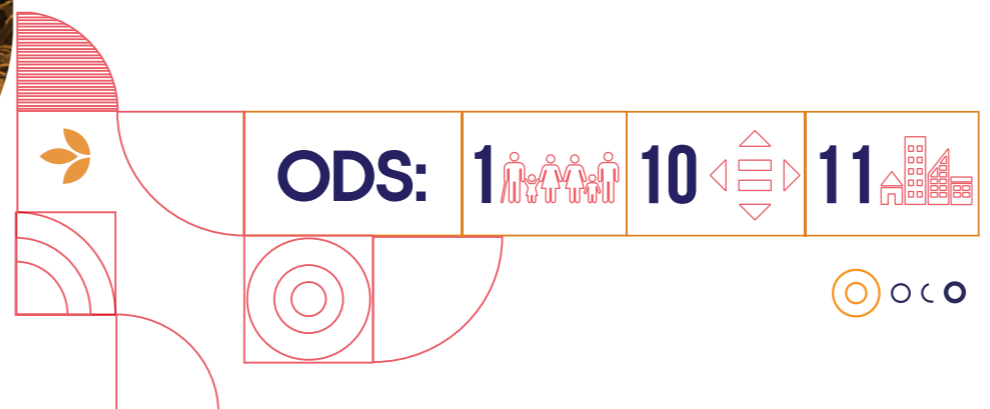
IDEAS. Initiatives for Development and Social Action

Programme objective

To boost newly lawfully constituted CSOs, using seed investment, that have projects aimed at improving the quality of life and promoting the direct participation of the community's inhabitants that contribute to the fulfillment of the Sustainable Development Goals.

Selected organizations 2022

Organization	Project	Achievements
<p>Albergue Sagrada Familia</p> <p>Mexico City</p>	<p>Health for the poorest</p>	<ul style="list-style-type: none"> The procedures of the community dining room shelter were both strengthened and streamlined. The shelter's administrative processes were implemented. Internal and external operating and communication policies were defined.
<p>ECQUI EDUCACIÓN COMUNITARIA QUIEGOLANI A.C.</p> <p>Oaxaca</p>	<p>Adaptation and implementation of three workshops for high school students and parents</p>	<ul style="list-style-type: none"> Workshop spaces were adapted and improved to provide an adequate space for the school community. The high school educational community was trained in functional vocations.



Programme by
FUNDACIÓN MERCED

Scope



\$91,666
Resources invested
in strengthening

Operating projects

2020 Call for proposals

Organization

Project

Achievements



Morelos

- Digital language lab "Girls changing the future"

- Information was collected to determine the level of knowledge and skills of girls from 12 to 16 years old from the Escuela Secundaria Técnica No. 1 "Internado Palmira", prior to the beginning of their digital training.
- One digital education classroom was set up.
- The training and promotion of the creation of a life project, professional development and digital rights began for 100 boarding school students, as well as for 10 of their teachers.
- A link was established with the Center for the Re-education of Men who Practice Violence against Women, where content is provided to raise awareness about face-to-face and digital violence with a gender focus.



Chihuahua

- Promotion of the traditional Rarámuri indigenous normative system (southern region) Chinatú, Guadalupe y Calvo, Chihuahua, Mexico

- 30 Rarámuri governors on indigenous human rights were trained.
- Certain cultural practices (uses and customs) were recovered in order to combine them with the contemporary governance practices of local authorities.
- An advocacy plan was developed to improve indigenous political representation.
- A link was created between the Rarámuri governors and the Municipal Office of Indigenous Affairs to work with indigenous representation in the municipality.

2019 Call for proposals



Baja California

- Community Groups for Savings

- 70 workshops of the Financial Education Program (PEF) were created and delivered to 8 groups in rural communities of Baja California. The latter is to transfer the methodology of the Community Savings Groups and generate local sustainability capacity, increase coverage and disseminate the experience in the medium term.
- 8 groups graduated from the Community Savings Groups Program and the Financial Education Program.
- 100% of settlements (savings) were delivered to participants.
- The number of active participants in the groups increased from 10% to 100%; they all maintain their savings habits.

INSTITUTIONAL FUNDS



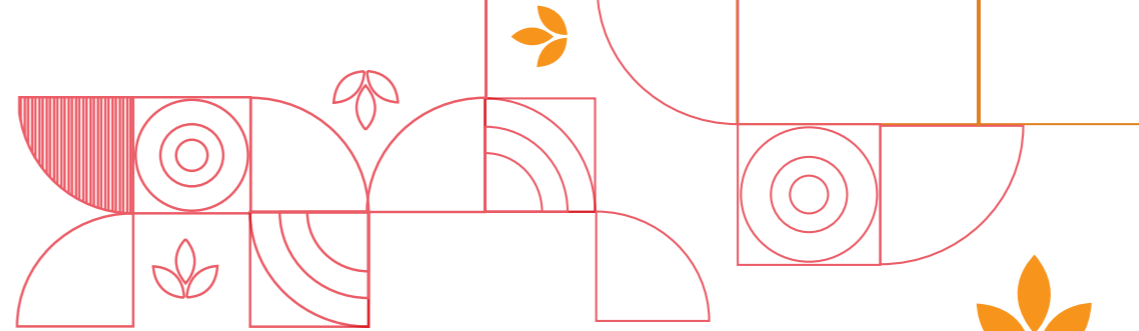
Institutional Funds Fundación Merced

This fund aims to collaborate in the financing and strengthening of organizations in order to promote their sustainability and support the passion from which they develop; therefore, two of them are integrated into the fund every year for a period of three years.





Period	Organization	Strengthening topic	Achievements
2022 - 2024		<ul style="list-style-type: none"> Governance 	<ul style="list-style-type: none"> Based on the institutional diagnosis, it was decided to work on the issue of governance and defined the profiles and integration, as well as the roles and functions of the governing body.
			
2021 - 2023		<ul style="list-style-type: none"> Strategic planning 	<ul style="list-style-type: none"> Organization planning was carried out with a 5-year projection.
		<ul style="list-style-type: none"> Model of attention 	<ul style="list-style-type: none"> The organization's theory of change was created.
2020 - 2022		<ul style="list-style-type: none"> Gobernanza Equipo operativo 	<ul style="list-style-type: none"> Diagnosis of the governing body for decision-making was based on the structure of the organization.



Munguía Family Memorial Fund



In order to honor the Munguía family's vocation, which focused on helping their society, this fund contributes to the work carried out by the four founding organizations.

Organization	Mision
 <p data-bbox="187 751 363 787">Mexico City</p>	<ul style="list-style-type: none"> ■ The center contributes to the education of low-income children and those in need due to family circumstances, providing them with a loving and warm home environment to promote their integral, harmonious and transcendent development.
 <p data-bbox="187 974 363 1010">Mexico City</p>	<ul style="list-style-type: none"> ■ The foundation helps to improve the well-being of people living in poverty, promoting their physical, mental, emotional and spiritual health so that they can live and die with dignity. The donation is focused on Hogar San Vicente, which provides a permanent home for elderly women over 65 years of age, with little or no financial resources.
 <p data-bbox="163 1188 391 1224">State of Mexico</p>	<ul style="list-style-type: none"> ■ The home provides comprehensive care to the elderly who require it, offering them a home with quality service in both physical and spiritual aspects, focusing all services on them and respecting their rights and dignity.
 <p data-bbox="187 1385 363 1421">Mexico City</p>	<ul style="list-style-type: none"> ■ The hospital provides care with professionalism and passion for service to sick people who need it, regardless of their economic position and taking care of their integrity, as well as respecting their human dignity through trained personnel.

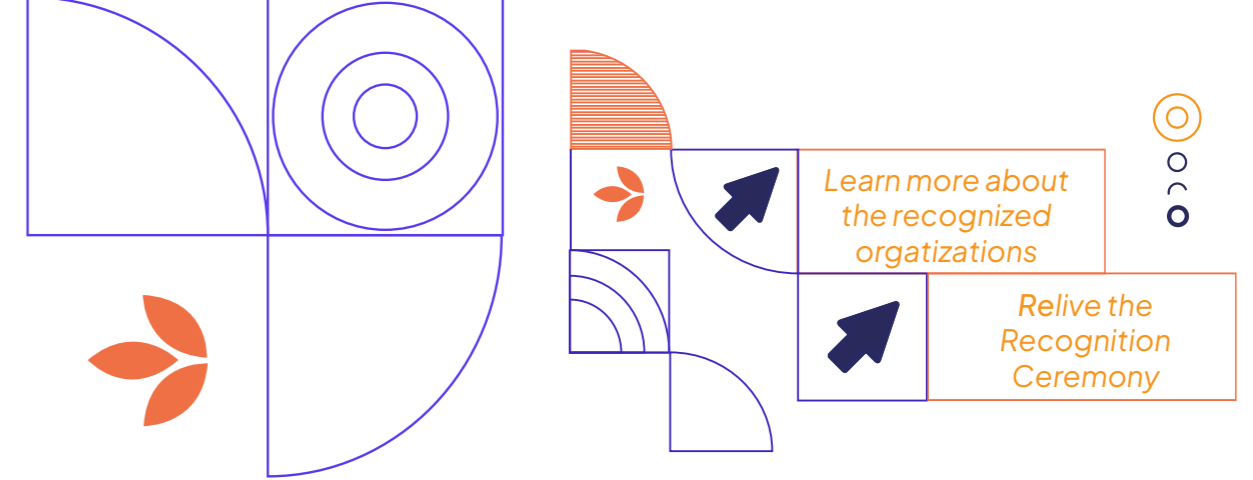


Hogar Marillac A.C.












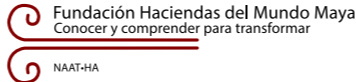


XXIII EDITION
WE GIVE MEANING TO CHANGE

We recognized four CSOs that have created alternatives to transform reality.



Reason for Being 2022 Recognition

Partner	Category	Renowned CSOs	Project or description	Award
	 <p>Institutionality Coherence for consolidation</p>		<p>Civil society organization with 47 years of experience as a nonpartisan nonprofit that contributes to social transformation by promoting citizen participation</p>	<p>\$400,000</p>
	 <p>Education The challenge for teachers in the new educational contexts</p>		<p>Being a Teacher in Times of Covid-19</p>	<p>\$350,000</p>
	 <p>Health Healthy communities</p>		<p>Early detection for a longer life expectancy</p>	<p>\$350,000</p>
	 <p>Women community leaders Promoting local development and gender equality</p>		<p>Kaambal Kuxtal™ handicraft workshop: learning how to live</p>	<p>\$350,000</p>



Reason for Being TV

With the purpose of dialoguing, celebrating, disseminating and recognizing the importance of civil society, we created this digital space with specialized content from and for CSOs, along with the voices of the members of the evaluation committees for each category of Razón de Ser.

Content

Participants

Info capsules

- Institutional soundness: current context and future scenario
- Strengthening women's collaborative productive projects: economic and social alternatives
- Educational poverty and its different approaches by CSOs

Roundtables

- The value of recognition: a form of social investment

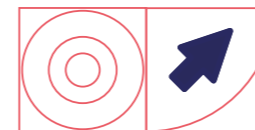
Ana María León
Institutional Advisor of Reason for Being 2022

Gabriela Toledo
Co-director of Fondo Semillas

Lorenzo Gómez
Education Advisor of Reason for Being 2022

Andrés Perez-Peña, Manager of Fundación ADO
Pilar Parás, President of Cemefi's Board of Trustees
and Guadalupe Maldonado, Director of APAC I.A.P.

Modera: Karla Jiménez, Executive Director of Fundación Merced



If you missed any of these contents,
please find them here



Corporate volunteering

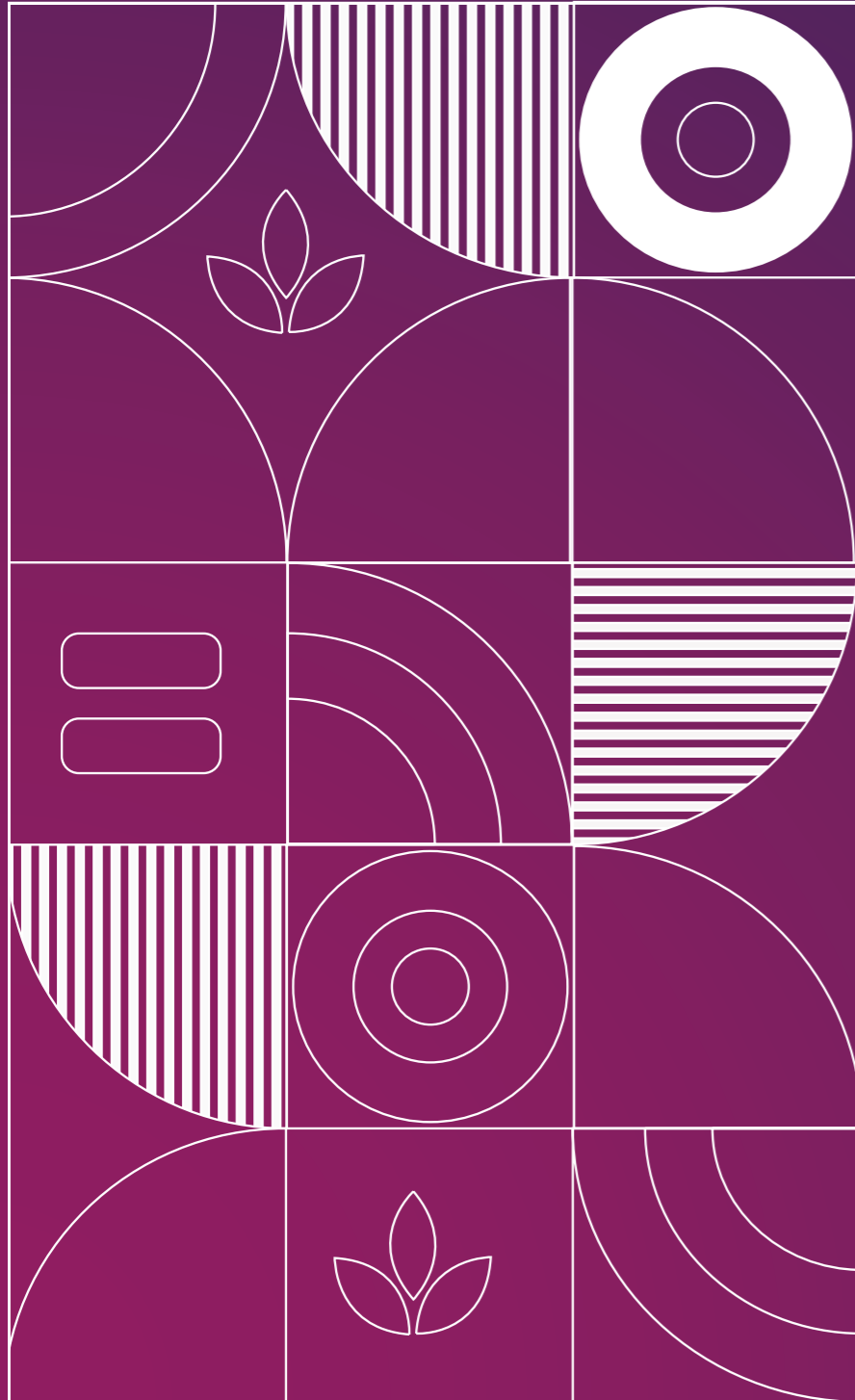


Fundación Merced seeks to develop corporate volunteering programs focused on the integration of CSR vision and organized CSOs, through:



Financial Partner	Name	Operating Partner
	<ul style="list-style-type: none"> HENKEL Volunteering. Strengthening and corporate linkage with visually impaired people Henkel product donation <i>Henkel Beauty care products to women's and transgender women's projects</i> 	 Ceguera y Baja Visión Fundación World Todo es posible A.C.
	<ul style="list-style-type: none"> Corporate volunteering <i>Delivery of uniforms, recreational activities and cleaning of community spaces</i> 	 las Mercedes ABRAZANDO EL ALMA HOGAR GONZALO · COSIO · DUCOING · I.A.P. PARA ADULTOS MAYORES

Mobilized resources **\$1,108,313**



LEADERSHIP AND CAPACITY-BUILDING

LEADERSHIP AND CAPACITY-BUILDING MILESTONES

Capacity-building

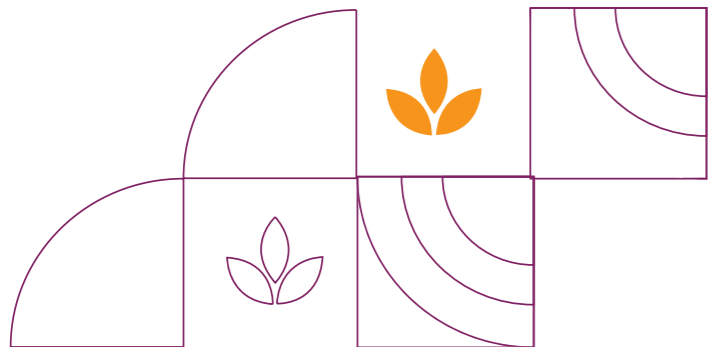


Strengthening



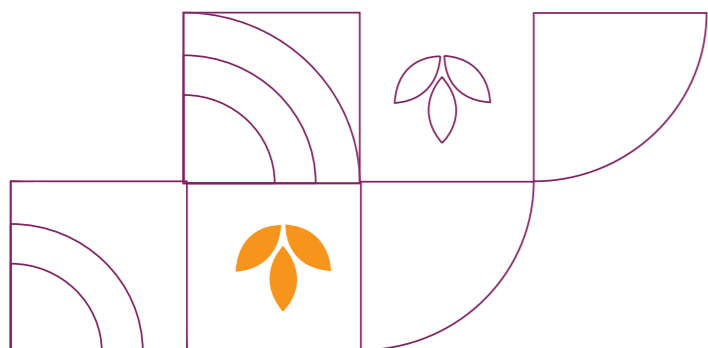
Specialized consultancies












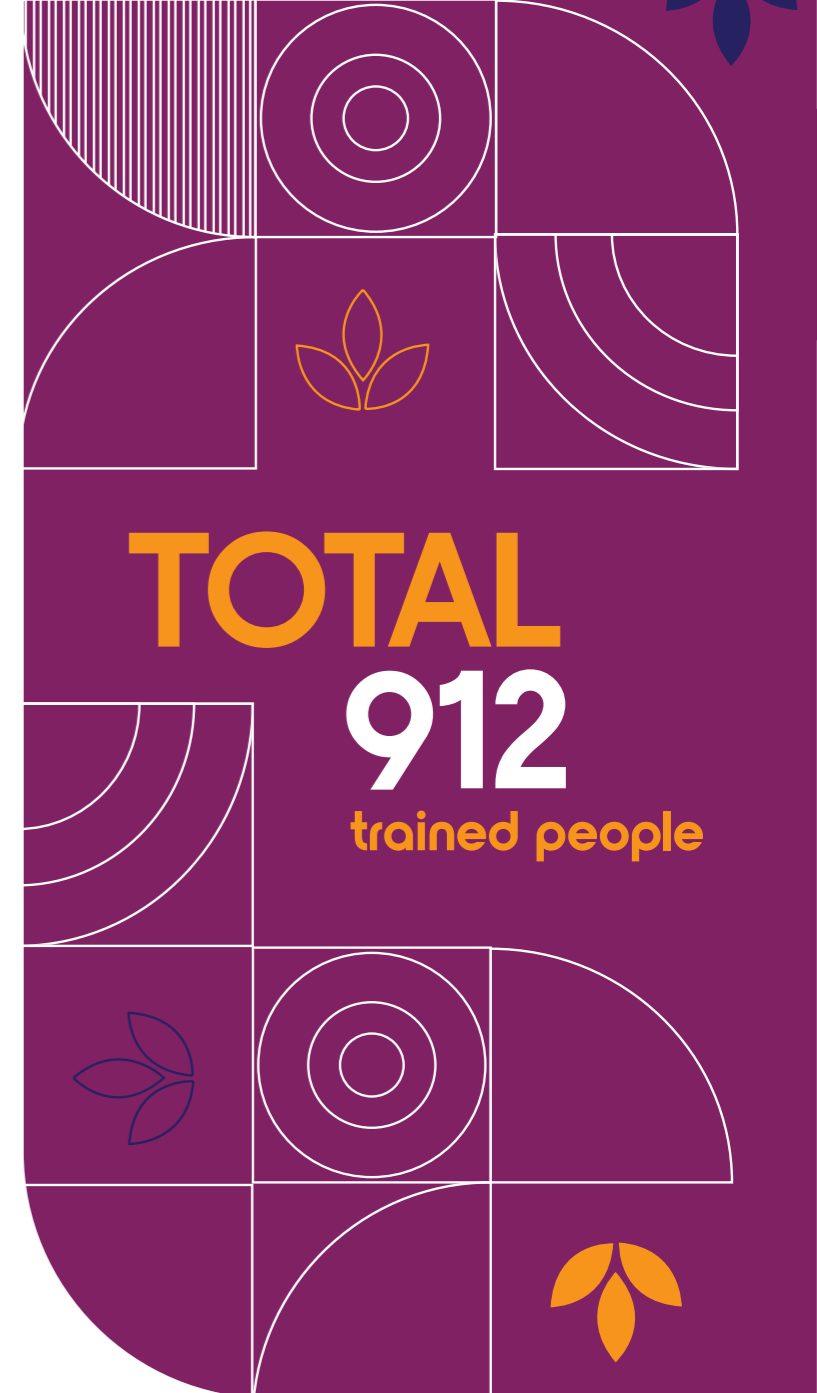
Capacity-building

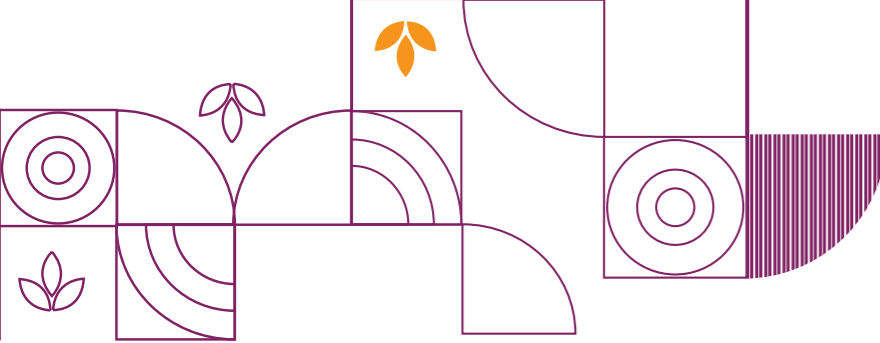
Throughout 2022, we strengthened our remote learning resources through the MerceDigital platform, providing dynamism, adaptability, and reach to our special training programs for civil society talent. We also resumed our face-to-face training activities, emphasizing the great importance and value of sharing knowledge and experiences physically.



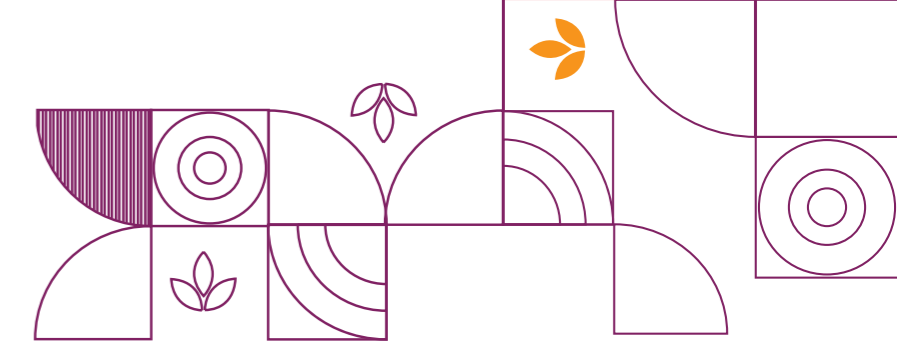
Offer	Strategic partner	Aim	No. of participants
Workshop: Tax Update		<ul style="list-style-type: none"> To impart the applicable regulations of 2022 for third sector organizations. 	75
Webinar: Social Entrepreneurship and Impact Models		<ul style="list-style-type: none"> To raise awareness of what social entrepreneurship is and what the impact models are. 	241
Workshop: Social communication campaigns		<ul style="list-style-type: none"> To show the process and fundamentals of the creation and development of social communication campaigns to generate political, social, cultural and behavioral changes around the various social causes for which organizations work. 	20
Diploma: Organizational Management for Social Transformation 2022	 	<ul style="list-style-type: none"> To contribute to the professionalization of CSOs through the development of key competencies for management and institutional strengthening, so that they can face current challenges and achieve better results in their social intervention, management and institutional strengthening, aiming to empower them to face current challenges and achieve better results in their social intervention. 	25
Diploma: Social Management and Sustainability 2022		<ul style="list-style-type: none"> To contribute to the professionalization of CSOs in the state of Querétaro through the development of key competencies for management and institutional strengthening, aiming to empower them to face current challenges and achieve better results in their social intervention. 	25
Workshop: Strengthening CSO governance		<ul style="list-style-type: none"> Strengthen governance in CSOs with theoretical and practical approaches, and based on the teaching of good practices. 	22




Offer	Strategic partner	Aim	No. of participants
<p>Bootcamp to access international cooperation</p>		<ul style="list-style-type: none"> ○ Strengthen the capacities of organizations and groups to manage projects for access to international cooperation resources. 	<p>20</p>
<p>Workshop: Strategic planning</p>		<ul style="list-style-type: none"> ○ Share tools for CSOs to carry out and update their strategic planning. 	<p>32</p>
<p>Workshop: Social entrepreneurship and cooperation for social development</p>		<ul style="list-style-type: none"> ○ Training on business development schemes to promote sustainable entrepreneurship in communities within the framework of the social economy. 	<p>19</p>
<p>Webinar: The gender approach in project design, monitoring and evaluation</p>		<ul style="list-style-type: none"> ○ To increase participants' knowledge of gender perspective (GEP) and its incorporation into CSO social projects. 	<p>118</p>
<p>CSO meeting for financial and fiscal strengthening</p>		<ul style="list-style-type: none"> ○ To provide relevant information for participants to reflect on the financial sustainability of CSOs in the face of complex and changing scenarios. 	<p>335 persons from 296 CSOs</p>





Institutional Strengthening

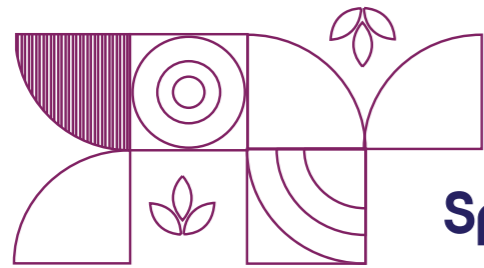


Partner Organization	Strengthening topic	Aim	Achievements	No. de CSOs
	<p>Programme for strengthening institutional rigor</p>	<p>Contribute to the development of organizational capacities through a process of institutional strengthening</p>	<ul style="list-style-type: none"> The third edition of the Institutional Rigor Strengthening Programme was implemented with a diagnosis of organizational needs (Rigor Index) and specialized consulting services for 10 organizations. 	<p>10</p>
	<p>Strategic planning</p>	<p>To accompany the strategic planning process of the Fundación de Apoyo a la Juventud I. A. P. (FAJ)</p>	<ul style="list-style-type: none"> FAJ's strategic lines were updated. Developed a 3-year strategic plan. Capacity building for the operational team for the development of operational planning. 	<p>1</p>
	<p>Tools for social programme replicability</p>	<p>To diagnose and strengthen the institutional capacities of Zorro Rojo A. C. for replicability in different states of the Republic with a children's literacy program</p>	<ul style="list-style-type: none"> A theoretical-practical work was produced that allowed the organization to refine its work processes, achieving the expansion of the project to 5 states of the Republic. 	<p>1</p>
	<p>Workshop on project development with a logical framework approach</p>	<p>Increase the capacities of collaborators in terms of methodologies for the formulation and evaluation of projects with a logical framework approach and social return</p>	<ul style="list-style-type: none"> The competencies of the attendees in terms of project design with a logical framework approach and social return on investment were increased through the implementation of workshops and group counseling. 	<p>33</p>








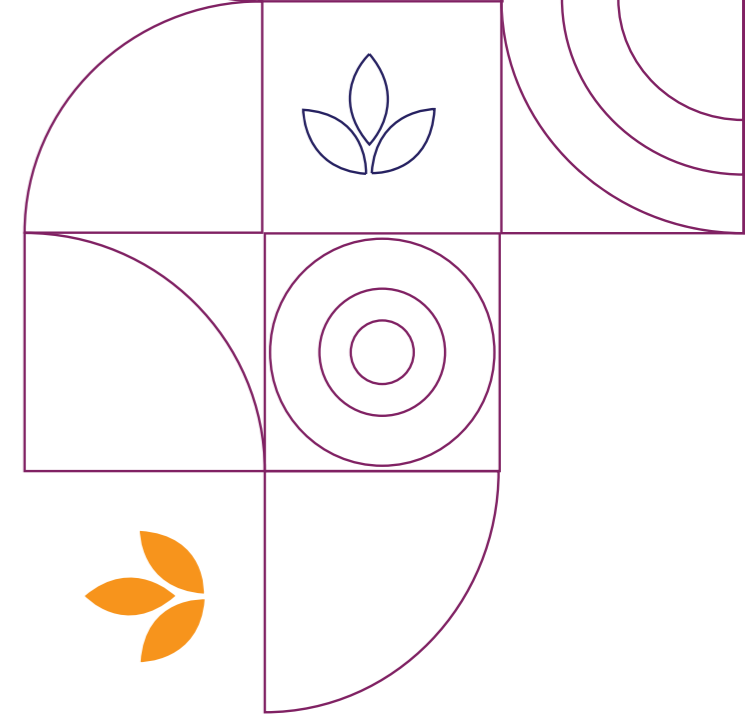
Partner Organization	Strengthening topic	Aim	Achievements	No. de CSOs
GrupoMéxico	Diagnosis of institutional maturity and the programmatic structure of the organization	Update the organization's intervention model	<ul style="list-style-type: none"> The institutional objectives were clarified and the structure of its intervention model was strengthened, based on an analysis of the social problem it addresses and the environment. 	1
Nacional Monte de Piedad.	Acciona: Strengthening for Social Change (2nd generation)	To contribute to the development of organizational capacities to increase the stability and performance of CSOs in the face of institutional challenges	<ul style="list-style-type: none"> The project contributed to increasing the capacities of the participating CSOs to be sustainable and resilient to external changes. Increased the knowledge of financial sustainability, talent management, monitoring and evaluation, and alliances and networks of the 90 participants through 60 hours of work in webinars, platform lessons, and product development (plans, manuals, etc.). 	45
Fideicomiso Por los Niños de México Todos en Santander	Social core: measure, decide and act. Organizational capacity building program	To strengthen the monitoring and evaluation processes of the projects supported by the FPNM of Santander through a training process that promotes institutional competencies	<ul style="list-style-type: none"> The competencies of the organizations for the design and development of social projects were strengthened, as well as the harmonization of the measurement instruments used with the indicators proposed by the FPNM for a more relevant communication of results. 	69







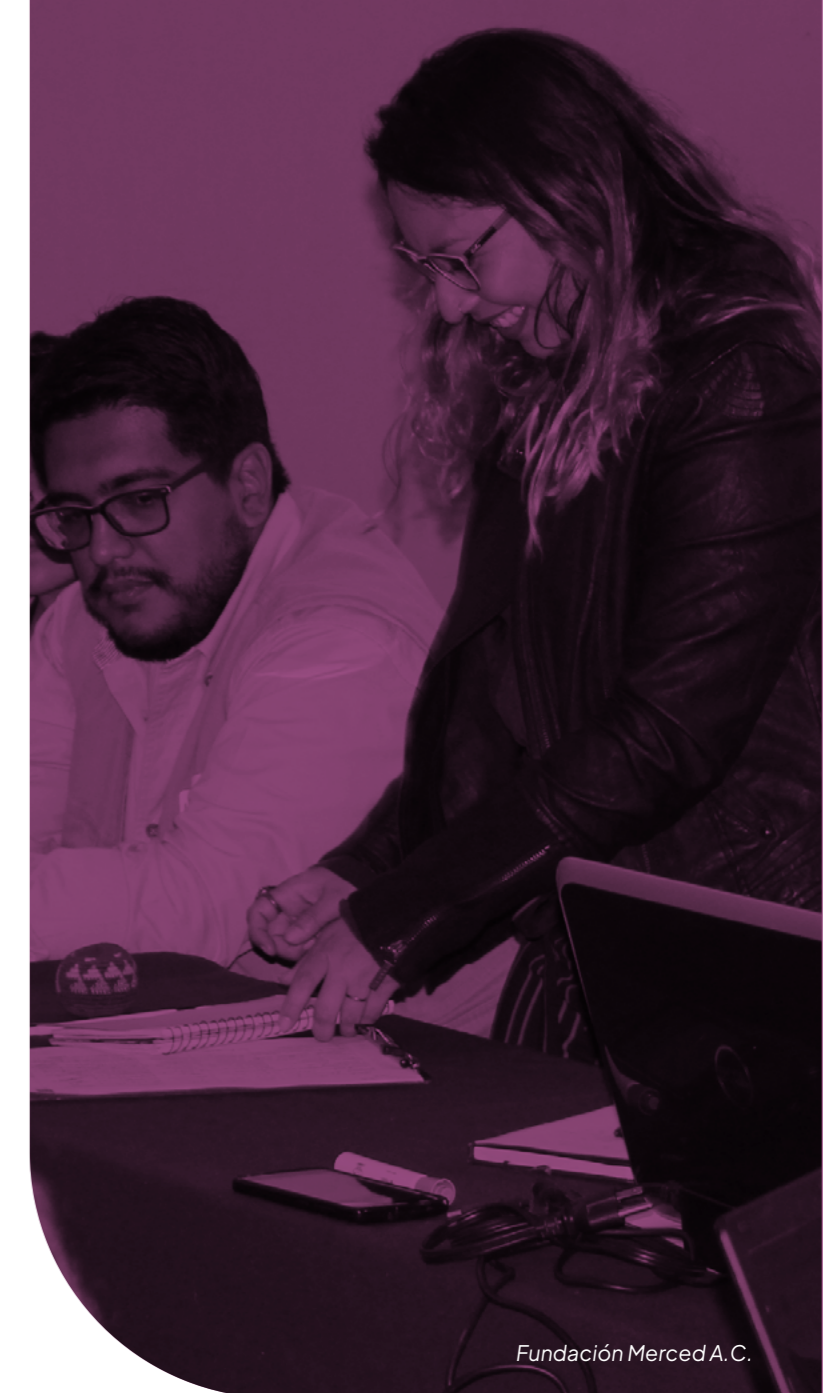
Specialized consultancies



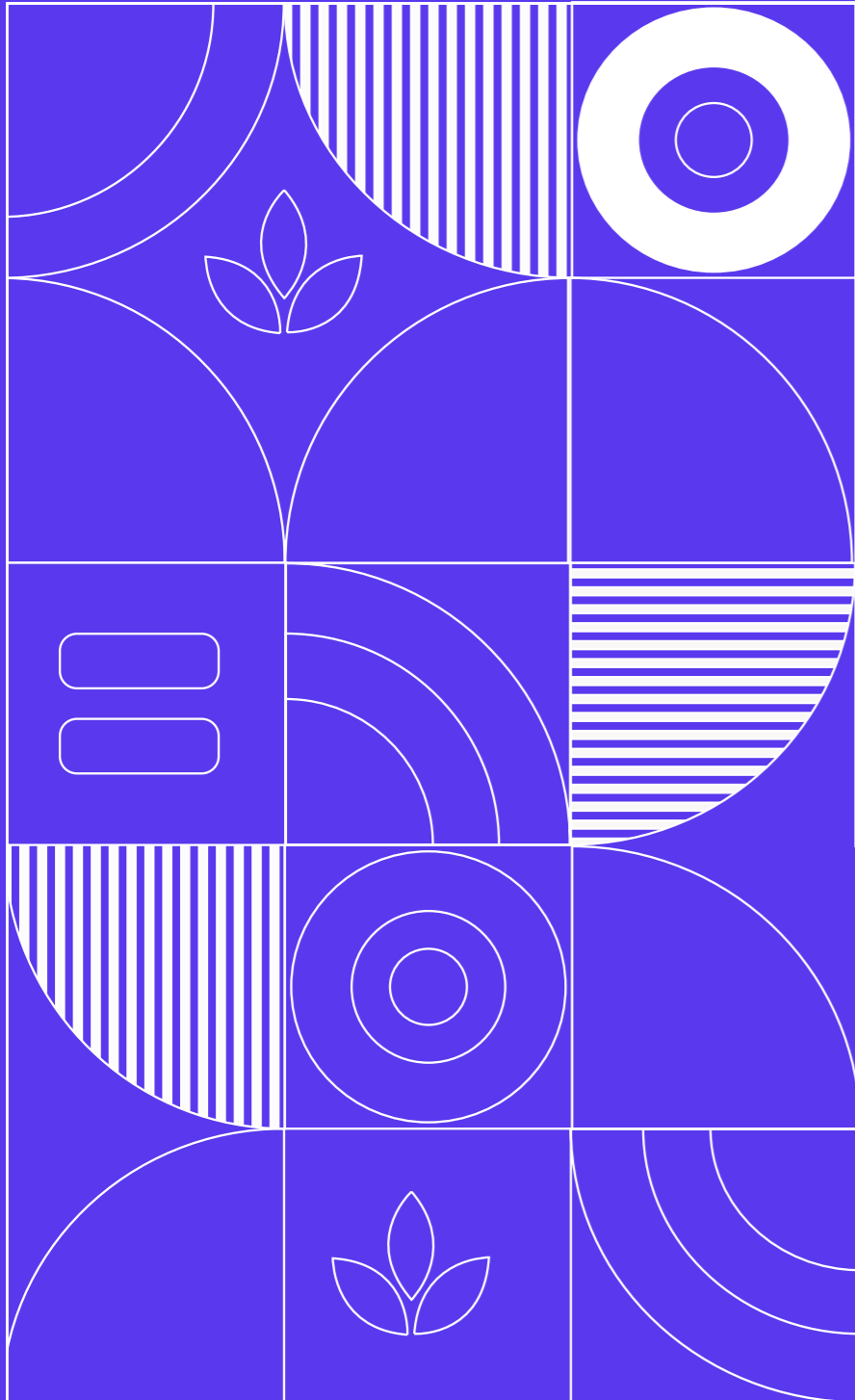
Organization	Strengthening topic	Aim	Achievement
<p>Comunal</p> 	Legal incorporation and obtaining status as an authorized tax-exempt	To assist in the legal constitution of an organization, as well as to obtain the status of authorized donor	<ul style="list-style-type: none"> The organization was legally incorporated.
	Social intervention model and knowledge management	To guide the organization in the design of an intervention model based on results and in developing competencies and knowledge in the team for the achievement of its institutional objectives	<ul style="list-style-type: none"> Methodological tools were developed for the design and approach of the results-based intervention model (in progress).
	Diagnosis of the organization's institutional maturity and programmatic structure	Update the organization's intervention model	<ul style="list-style-type: none"> The institutional objectives were clarified and the structure of its intervention model was strengthened, based on the analysis of the social problem it addresses and its environment.
<p>Padmavajra</p>	Legal incorporation and obtaining status as an authorized tax-exempt	To assist in the legal constitution of an organization, as well as to obtain the status of authorized donor	<ul style="list-style-type: none"> The organization was legally incorporated.



Organization	Strengthening topic	Aim	Achievement
	Development of institutional policies	To accompany the organization in the development of 3 institutional policies for its operation	<ul style="list-style-type: none"> ○ A process manual was developed that covers the necessary aspects for the safe transportation and accompaniment of children participating in national and international competitions.
	Social responsibility strategy	To support the definition of the social responsibility strategy through spaces for reflection, decision making and development of materials	<ul style="list-style-type: none"> ○ A strategic alignment of Aserta's Social Responsibility Committee was carried out. ○ Aserta's Social Responsibility Model (vocation and cause) was defined.
	Strategy for project development and management. Fundraising	To assist the organization in identifying the basic elements for the elaboration of a project, culminating in a request for financial support	<ul style="list-style-type: none"> ○ Skills were strengthened for the preparation of projects and for the mapping of calls for proposals relevant to its mission. ○ An annual call for proposals plan was developed.
	Legal and tax support	To advise the organization in making decisions decision making in the operation and its corporate and fiscal relationship with the other entities of the corporate group to which they belong	<ul style="list-style-type: none"> ○ The foundation's management and administrative team received feedback on compliance with the legislation applicable to authorized grantees, making use of legal and corporate documents that helped the foundation to operate better as a foundation.

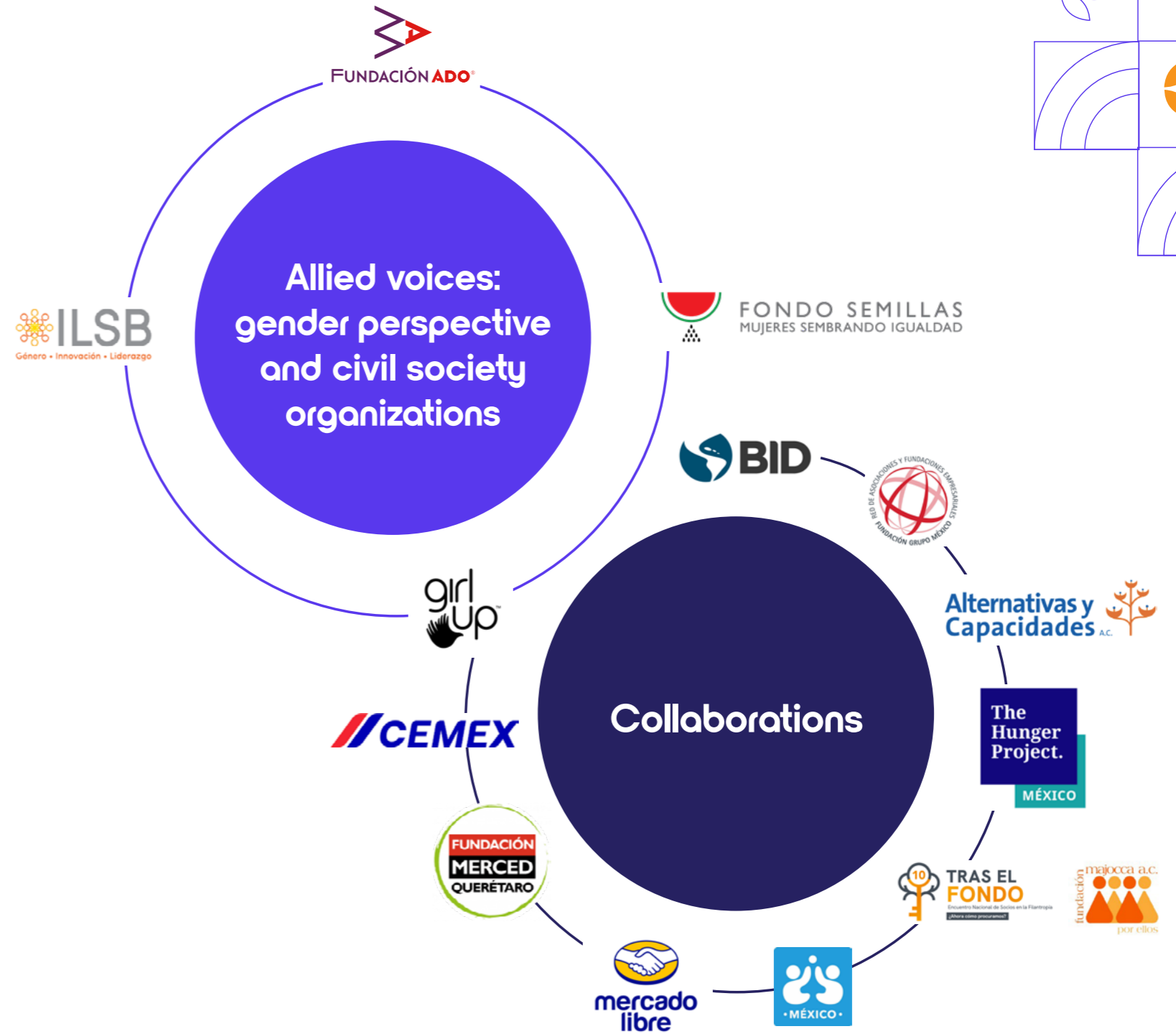


Fundación Merced A.C.



PARTNERSHIPS AND ALLYSHIPS

PARTNERSHIPS AND ALLYSHIPS MILESTONES



o o o ◎ **Allied voices:** ◎ o o o
civil society and gender perspective

Whitin the context of March 8th, International Women’s Day, and based on our strategic line of gender perspective, we conducted in partnership with Instituto de Liderazgo Simone de Beauvoir a series of interviews with women who collaborate in Civil Society Organizations and who are experts in gender perspective and sustainable development.

Interview series

- ▀ Entrepreneurship, decent work and women’s economic autonomy

Tania Turner
Co-Director of Fondo Semillas

- ▀ Feminist youth activism

Bitá Aranda
Representative of Girl Up Latin America and the Caribbean

- ▀ Social investment from a gender perspective

Carmina Galicia
Head of social investment and projects for Fundación ADO

- ▀ Gender approach and sustainable development

Friné Salguero
Managing Director of Instituto de Liderazgo Simone de Beauvoir



Nutre a un niño A.C.

➔ Re-live the interviews

Collaborations

Strategic ally



Global Evaluation Week “gLOCAL2022”
“Coffee afternoons: rethinking evaluation in the 21st century from the experience of multiple actors”



Virtual Association Network Expo 2022



Forum “Enabling environments for the sustainability of the nonprofit sector. Perspectives from Europe, Latin America and Mexico”



Gender-Sensitive Community-Led Development Summit “development happens at the local level”



CSO Congress Jalisco, “Organized Civil Society, panorama and opportunities”



Regional Congress “Building a sustainable future. Advances and contributions to the 2030 Agenda”

Venue

Merced Foundation Participation

- Session 2. Challenges and Innovations in Monitoring and Evaluation from a Civil Society Perspective.
Participation of Karla Jiménez, Executive Director

- Inaugural roundtable “Why is the professionalization of the social sector necessary?”
Participation of Karla Jiménez, Executive Director

- Participation in the horizontal exchange between donors, strengthening and implementing organizations.
Participation of Araceli Roldán, Deputy Director of Institutional Development

- Co-design and participation in 2 roundtables:
1) Sustainable investments in the framework of community-led development with a gender perspective;
2) Investors and their vision on exit strategies.
Participation of Araceli Roldán, Deputy Director of Institutional Development

- Panel “Foundations in the life of CSOs”.
Participation of Karla Jiménez, Executive Director

- Panel on Civil Society and the 2030 Agenda.
Participation of Araceli Roldán, Deputy Director of Institutional Development



Collaborations



Strategic ally



Venue

Project closing "Integral Recovery Program"

Merced Foundation Participation

○ Presence, in alliance with several financial institutions, at the closing ceremony and delivery of 77 homes for the benefit of 200 families in Ejido Villahermosa, Villaflores, Chiapas.
Participation of Araceli Roldán, Deputy Director of Institutional Development



"Behind the Fund." National Meeting of Partners in Philanthropy

○ Presentation "Alianzas que suman: convocatorias 2022 de Fundación Merced".
Participation of Araceli Roldán, Deputy Director of Institutional Development



National Convention "Club de Niñas y Niños de México A. C."

○ Informative capsule on the creation, management and maintenance of long-term strategic alliances.
Participation of Araceli Roldán, Deputy Director of Institutional Development



"Free Market Solidarity" Program

○ Co-creation and delivery of 3 webinars to raise awareness of the Mercado Libre Solidario program and contribute to fundraising for CSOs.



STEM Bootcamp for social good

○ Partnership and venue for STEM training event for 13 and 19 year olds in Mexico City.



PULSOosc

In 2022, we sought to collect and share information on general aspects of the nonprofit organizations that will help them make decisions about the current state of their work through reliable information, generated and shared by the sector itself.

Latimpacto

As of September 2022, we joined Latimpacto, a Latin American and Caribbean network that strengthens collaboration and interconnection between investors from across the region, committed to achieving greater impact in their territories and sectors.



3rd Annual Meeting of Volunteers 2022

The objective of the event is to give continuity to the two previous events as an opportunity to bring together organizations that promote volunteering and to bring attention to the different modalities adopted by this solidarity action.

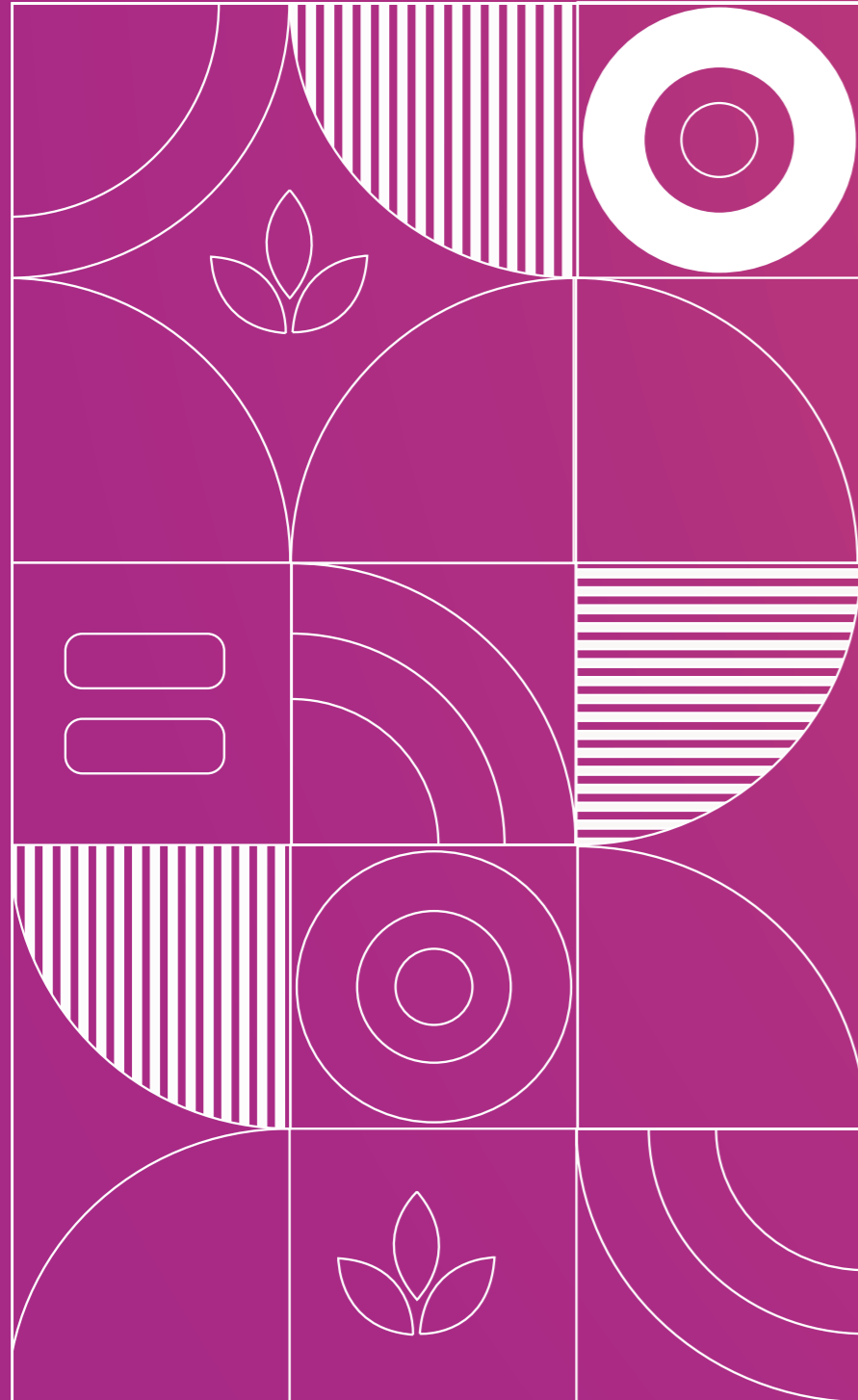


5D Party

As part of the International Volunteer Day, on December 5 we open a space for reflection from PLAMEXVOL to celebrate and commemorate the volunteering actions that strengthen CSOs as an exercise for citizens to make a great social contribution.

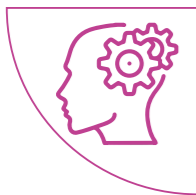


Throughout the year, we joined forces with the ADO Foundation and the Network team to create the Gender Affinity Group, whose objective is to create strategies for the promotion of gender equity, focused to be implemented by the Network's member entities. Fundación Merced is one of the founding organizations of RedEAmérica, an articulation space that promotes the transformation of investment and social practices of companies and foundations in Latin America for the development of sustainable communities.



**HUMAN
TALENT**

It is an internal and horizontal space where we celebrate the thinking, creativity and talent of the Merced Foundation team. In this way, we promote reflection and analysis of social issues that result in the strengthening of the social fabric of the foundation and the definition of strategies created from the community.



The citizenship that we are

Guest speaker: Daniela Dorantes, General Director of Youth Services (SERAJ)

- A space where we reflected on citizen participation and how each member of the team exercises it, as well as what we want to promote from Fundación Merced in this sense and where we are going with our transversal axis of active citizenship.



Merced Radio

Guest speaker: Laura Sarvide, author of the book *Caleidoscopio Ciudadano* (Citizen Kaleidoscope)

- In a dynamic radio program, Laura Sarvide presented her book *Caleidoscopio Ciudadano*, in which she dedicated a chapter to Merced Foundation and its origins with the chocolate factory together with the Munguía family. In the team, we reflected on our capacity as citizens, inspired by the author's mini stories and the diversity of exercising citizenship.





Operational team training



Merced Foundation is an organization committed to its operational team, which is why in 2022 it provided leadership and capacity-building workshops on various topics to ensure their physical, emotional and professional well-being.

Capacity-building:



Legal, tax and accounting strengthening



Standard 035



Gender perspective



Civil protection



Volunteer Fundación Merced



Thanks to APAC I. A.P., an organization selected in Reason to Be 2021 (Institutional category), as a team of Merced Foundation we carried out a volunteer work that had as an objective to capture in its walls our cultural identity through the origins of chocolate to make its facilities an even more joyful space for the children and adolescents who receive rehabilitation and training there.





RESOURCES MOBILIZED

Resources Mobilized

Resources received from the real estate operation	\$17,042,289
Resources invested from financial partners	\$11,177,050
Income for Training and Strengthening programs	\$5,766,158
Transfer to restricted assets	(\$16,486,842)
Pro bono volunteering	\$261,900
Total resources mobilized	\$17,760,555

Resources Invested in the Sector

Grants awarded	\$12,345,874
Transfer from restricted assets	\$17,328,711
Social investment/ institutional strengthening	(\$16,937,072)
Total resources exercised	\$12,737,513

Figures based on the 2022 combined financial statements of Fundación Merced, A. C. and Hermun A. C., audited individually by **Deloitte.**

Thanks to all our partnerships Merced Foundation continues to create an ecosystem that adds every day to the work of CSOs.

Financial Partners



Operational Partners



Strategic Partners



Thank you!



Thank you!

... to the associates, volunteers, advisors and committee members who, with conviction and commitment, safeguard our mission.

...to **Hermún A. C.** for being our partner organization, with whom we have been able to continue working. ...for the support it provides us annually for the operation of programs and services of Merced Foundation, since with its help we contribute significantly to the achievement of our mission.

...to our **human talent**, who every day contribute not only to our mission, but also to the creation of a better organized civil society. Their time, talent and dedication are key to continue promoting projects.

Professional support

Pro bono

GALICIA
ABOGADOS

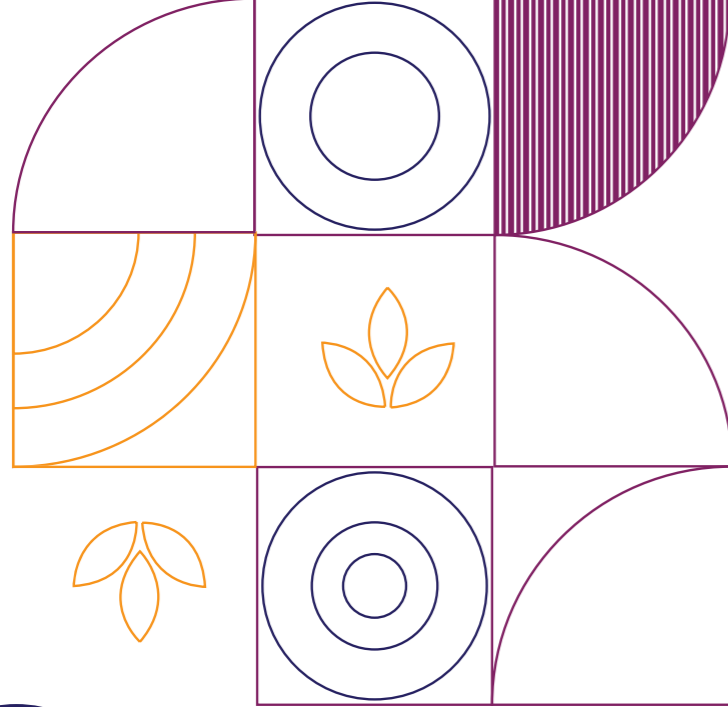
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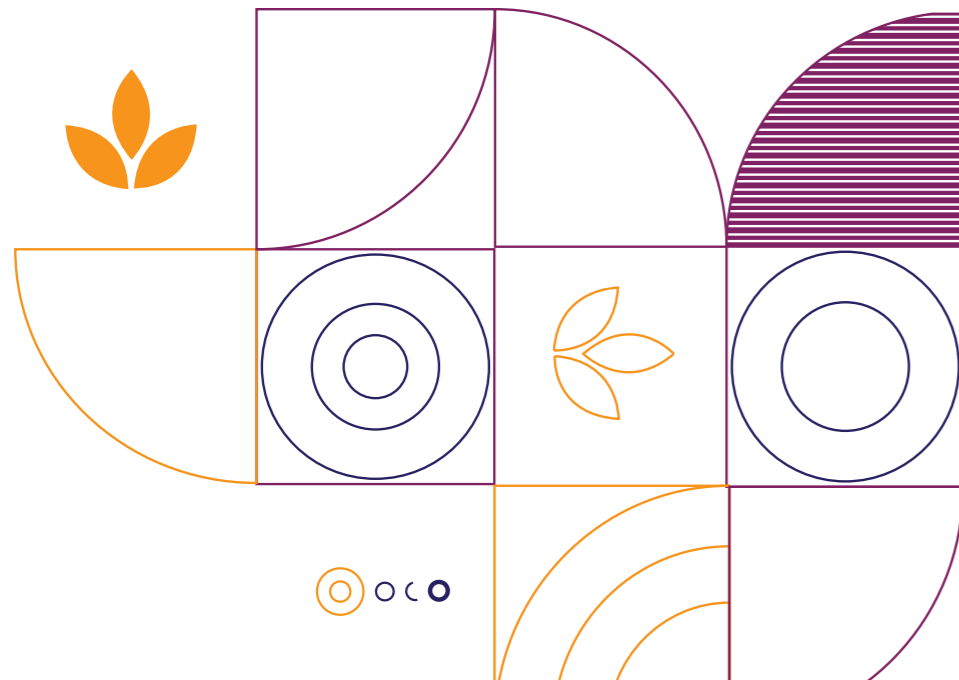
Sponsorship

BLN
BODEGAS LA NEGRITA

MOBILITY ADO



Governing Body from Merced Foundation



Presidency

Gerardo Cándano Conesa

Treasury

Enrique Arturo Nava Escobedo

Secretariat

Arturo Perdomo Jiménez

Former presidents

Alberto Parás Pages
 Alberto Núñez Esteva
 Juan Orozco Gómez Portugal
 Olga Ramírez Campuzano
 Margarita Olmedo Badía
 María del Pilar Parás García
 Gabriela Orozco Carrera

Merced volunteers

Abraham Fuentes Leyva
 Alberto de Icaza Bravo
 Bruno José Newman Flores
 Constanza Linares Luna Parra
 Erika Liliana Enríquez Montaut
 Guadalupe Elizabeth Romo Gil
 Jorge Landa Portilla
 María del Pilar Servitje Montull
 María Elena Juárez Allende
 María García Flores-Chapa
 Natasha Núñez González
 Pilar Mariscal Servitje
 Rodrigo Villar Gómez
 Santiago Gil Ramírez
 Suhayla Bazbaz Kuri

Honorary volunteers

Esther Carrera de Orozco
 Martha González de Núñez

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INVERTIR • FORTALECER
DIFUNDIR • RECONOCER

ANNUAL REPORT



2022

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