



# FUNDACIÓN MERCED

# 2021

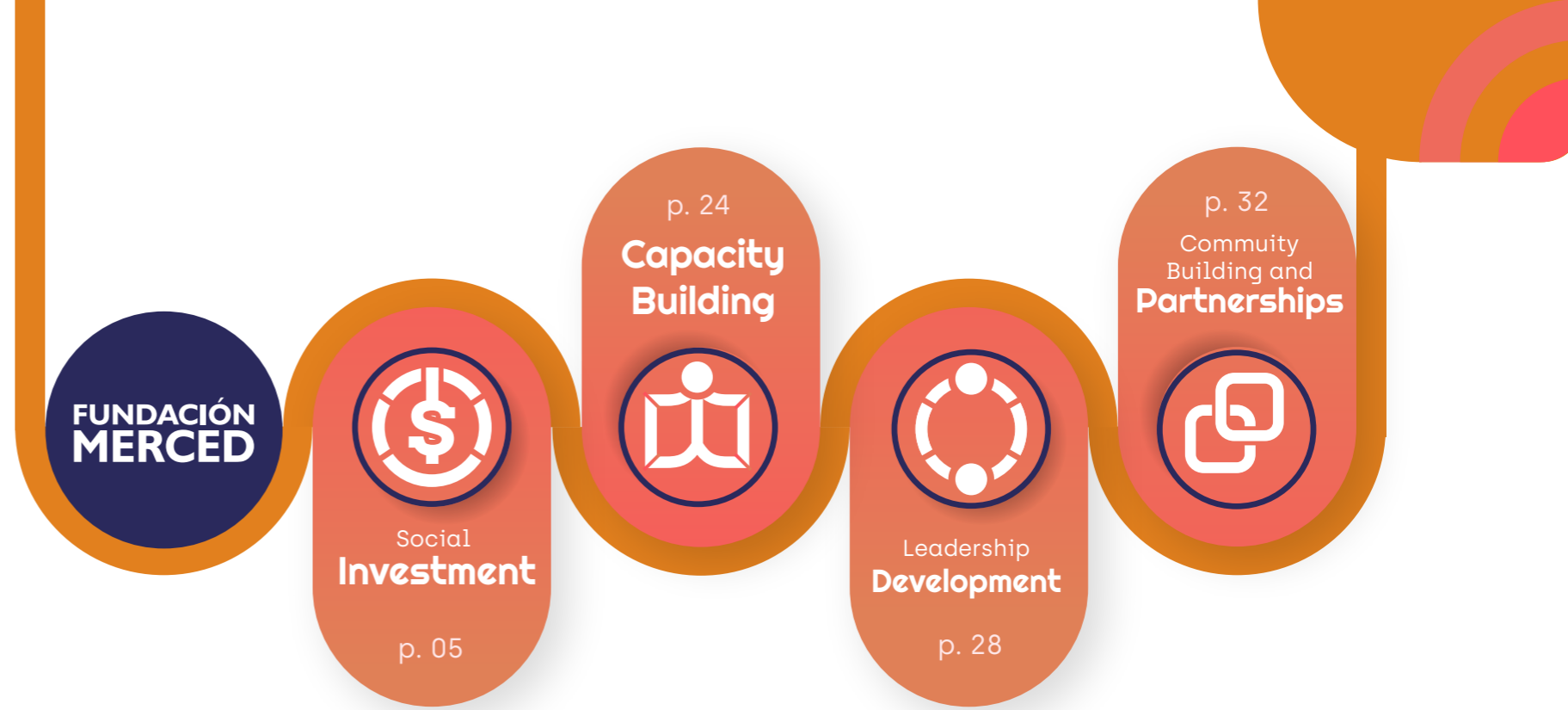
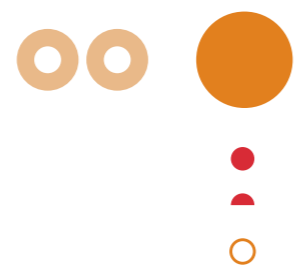
## ANNUAL REPORT

INVEST, STRENGTHEN, RECOGNIZE





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Throughout this report, videos and links to complementary web pages and social media will broaden your view of our work.

 Click on the indicated icon to access the digital content.

 Press the button to start video playback.



# Messages from the Presidency

*Adaptability* is a word that, much like neon, highlights and appears on every journey, particularly in the last years, given that it is the balance between stability and change, security and adventure. It is, after all, an essential part of resilience, since it requires flexibility, perspective and attitude.

At the Merced Foundation we assume as a culture the chosen changes, and the evolution that the last years have presented to us within internal and external contexts. We are a living institution that questions and incorporates traditions to its culture, with the intent of sharing best practices to nurture a healthy and inclusive society.

The health contingency that started in 2019 showcased ways to relate to one another, as well as the solid, resilient and fragile structures; it highlighted the value of collective perseverance and the strength of Social Civil Organizations (SCO's) to serve people, countries and democracies with temper and strategy.

Our vocation beckons us to renew the way we express our motto "Doing good well."

In 2021, we invested \$10, 026, 443 through 9 Calls for Proposals associated with the Sustainable Development Goals (SDG's), which in partnership with 41 CSO's, supported 121 communities throughout 15 states in Mexico. We also delivered different capacity-building workshops for more than 800 organizations and provided training to more than 400 people through our MerceDigital platform.

Additionally, we fostered and developed key relationships across sectors and actors in accordance with our mission to co-create and to collaborate in building a social sector ecosystem that is more resilient, relevant, more assertive and timelier in terms of a gender and non-discrimination lens, and active civil society, governance and leadership.

Facing a period of divisiveness, we ask ourselves "How do we promote unity? Who takes care of us as organizations?"

The answer to both questions is: listening, connecting with others in an inclusive fashion, because, although we face uncertainty today, we keep in mind that the meaning of what we do is strength, that the collective is a tool, and that people are at the center of our actions.

I close my period as the President of the Merced Foundation (FM) with a **BIG THANK YOU**: thank you! For the trust and effort of our financial allies, the commitment of our operational partners and the constant support from our governing bodies since 2019: council, assembly and committees. Thank you to the staff's dedication (aptly guided by our Director), and of course, to Gerardo Cándano's generosity, our current President. To everyone: THANK YOU for sharing and building a better today every day.

Finally, I would like to extend a warm invitation to celebrate this report with a hug that embraces us all.

## Gabriela Orozco Carrera

Term of Presidency 2017-2021



## Gerardo Cándano Conesa

Period 2022 - Onwards

After two years of critical challenges for all, Merced Foundation moves into this year, which marks our 60th Anniversary, strengthened and with greater institutional solidity. The Foundation has been faithful to the legacy of the Munguía Family in understanding who we are and where we come from. However, at the same time, it has had an excellent capacity for evolving and reinventing based on the various contexts and roles of civil society to remain current and as a benchmark in the Third Sector.

Today, the Foundation has a solid and participative governing body that goes hand in hand with a functional and capable staff focused on fulfilling the mission and vision of our organization. It has allowed us to overcome many obstacles, achieve the goals we have set, and develop new plans to consolidate the institution in the future.

This year, 2022, marks a year of transition that will bring continuity to many of the programs, initiatives, and efforts, continuously contributing to the professional and transparent attention to social problems in our country. Another objective will be to continue developing collaborative, horizontal, and solid relationships with our historical allies and to initiate new relationships to increase our role in initiatives promoting citizen participation.

With commitment and spirit of co-building, and in partnership for the common good, we will continue to invest, recognize and strengthen the sector!



# We Are Merced Foundation

## Mission

We promote sustainable development and transformation through partnerships with diverse stakeholders.

## Vision

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

## Our Intervention Model



### •Fundamental Themes•

- Gender Perspective and Non-Discrimination
- Sustainable Development Goals
- Active Citizenship
- Human Rights Approach

### The Principles of the Merced Experience

-  Confidence
-  Commitment
-  Quality
-  Warmth

Thanks to our partnerships,

**we achieve:**

Actions that catalyze  
**social change**

**Institutional Strengthening**

We strengthened  
**809 Civil Society Organizations.**

Resources Invested:  
**\$8,521,871**

**Training**

We trained  
**439 people through MerceDigital**

**Social Investment**

Resources invested: **\$10,026,443** through **9** calls for proposals to promote the work of **42 Civil Society Organizations** that implement projects in **15 Mexican states**, in **121 communities**, serving **30,964 people.**

We contributed to the following Sustainable Development Goals:



# Social Investment



# Alliances 2021

## Financial Partner

## Program



- Opening Fawcets
- Rolling to Help



- Flowing



- Conducting a Better Mexico



- IDEAS: Initiatives for Development and Social Action



- Comprehensive Construction Fund



- Resilient Communities Fund



- GlobalGiving + Ford



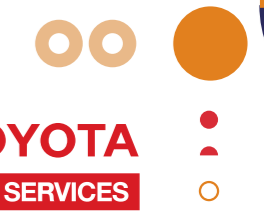
- Indigenous Food Sustainability

- Munguía Family Memorial Fund



- Merced Foundation Institutional Fund

#AlliancesThatMultiply



This program promotes the work of CSOs that **expand coverage or improve access to drinking water and sanitation and hygiene** systems to ensure the conservation of water sources and their associated ecosystems, all with an **innovative, inclusive approach** aimed at strengthening community development and sanitation.



2020 Call for Proposals  
(Implemented in 2021)

Organization



Morelos

Project

Improvement of Domestic Environments

Achievements

- Community workshops on safe water management at home, sanitation, and hygiene were held.
- Participatory processes sparked to learn about and choose dry toilets to be installed in the community, which strengthened local ties.

2021 Call for Proposals  
(currently operating)

Organization



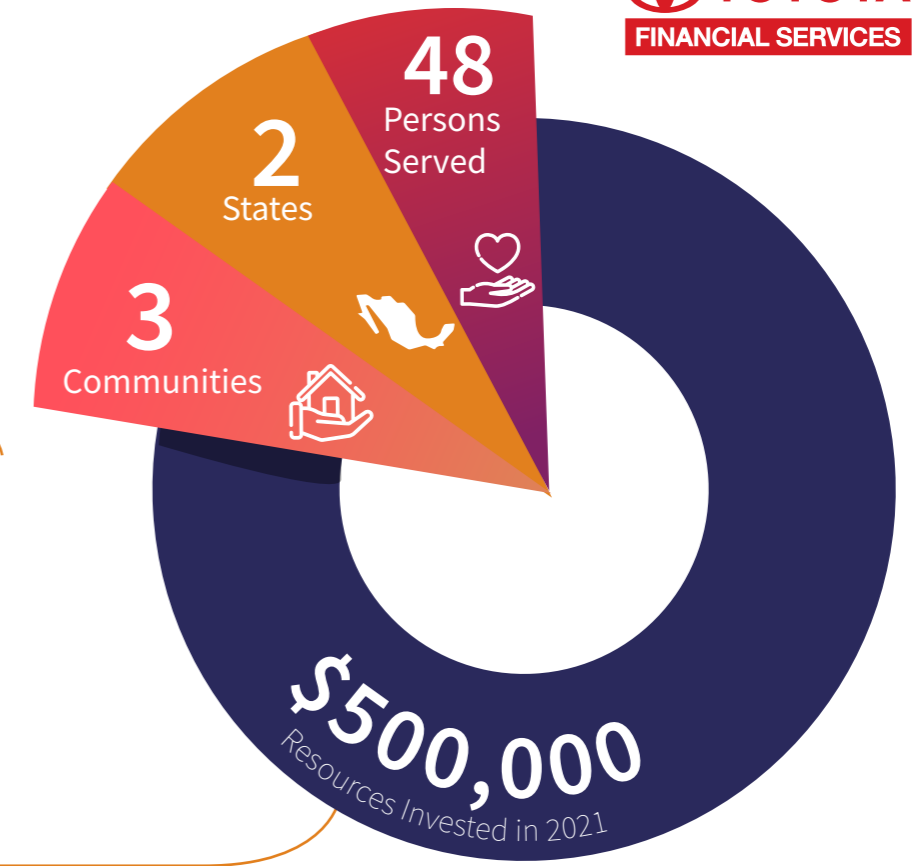
Oaxaca

Project

Safe Water and Environmental Sanitation

Objective

- Improve access to safe water and household environmental sanitation through the development and implementation of local ecotechnics.
- To carry out a training program on micro-watershed management, the generation of community organizations, and gender equity in two localities of the Santa Catarina Estetla micro-watershed, Oaxaca.



\$500,000

Resources invested for project implementation in 2022:







# Rodar *para ayudar*

Rolling to Help

This program facilitates the **mobility** of CSOs **that serve vulnerable populations** through different assistance or development models that generate positive changes in the community and require using a **vehicle** for passenger transportation.



Call for Proposals  
(Implemented in 2021)

Organization

Objective of the CSO

Use of the Van



Veracruz

To give life hope to children with cancer by providing them with medicines, laboratory and imaging studies, nutritional supplements, treatments, prostheses, and food.

Transfer of patients and their families, as well as their food support.



Baja California

To reduce cancer-related morbidity and mortality rates through sustainable programs of prevention, diagnosis, timely treatment, education, and scientific research.

Transport of women with cancer (with diverse economic difficulties) to have mammograms, radiotherapy, and chemotherapy treatments or surgeries.



### Organization

### Objective of the CSO

### Use of the Van



Baja California Sur

To assist senior citizens in conditions of neglect, violence, and discrimination, satisfying their basic needs such as health, clothing, and food.

Transport of people to their consultations, therapies, and studies with the collaboration of laboratories and of people involved in food and health sessions.



Chihuahua

Promote human and family development through comprehensive training activities to enhance social cohesion.

Efficient and safe transportation for families that attend the community center for social, recreational, and risk prevention activities.

2021 Call for Proposals  
(currently operating)

### Organization

### Description of the CSO

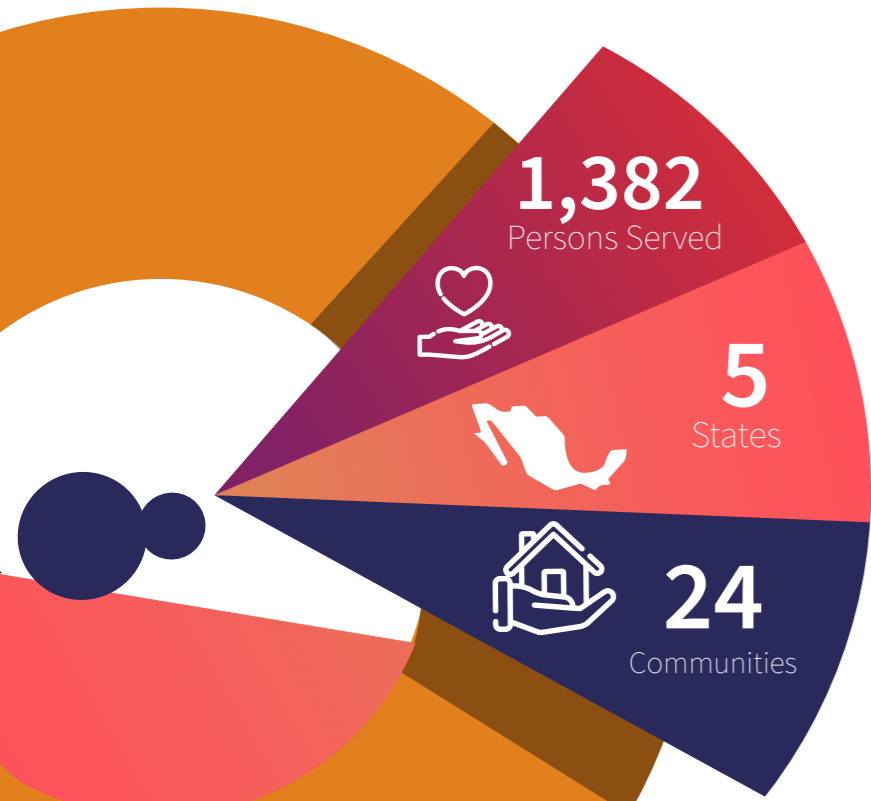
### Use of the Van



Tlaxcala

Support of people with people with hemophilia and Von Willebrand disease to develop healthily in their immediate context and society.

Transport of medical equipment and groups of people for physical rehabilitation and to obtain preventive, timely, and emergency home care to hospital centers.



**ODS**

6



# a fluir

## Flowing

This program promotes CSO projects that contribute **to reducing the lack of access to water** for the use of people who live in localities with a high degree of Institutional disenfranchisement through the equipment and installation of Rainwater Harvesting Systems (RHS).



Operational Ally	Project	Project Objective	No. of RHS Installed
 <b>FONDO PARA La Paz</b> Veracruz y Oaxaca	<b>Children for Water: Education and Future</b>	Raise awareness about the importance of water resources and information about the rights related to it.	<b>10</b>
 <b>Puentes</b> a la salud comunitaria A. C. Oaxaca	<b>Water for Agroecology</b>	Manage water efficiently in the shared plots and use these as demonstration systems for neighboring farms.	<b>12</b>



<sup>1</sup> A RHS is an eco-technology designed to intercept, collect and store rainwater. This system has several components allowing collection of water that naturally precipitates, as well as filtration of impurities that the collected water may contain, the transportation of the water to the collection infrastructure, and the storage of water for later distribution and use in different activities in the home.





**Operational Ally**

**Project**

**Project Objective**

**No. of RHS Installed**



Niños Totonacos A.C.  
Puebla

**Limakxtum Kin Khuchutkan (Water for Everyone)**

Implement rainwater harvesting and storage systems in 32 homes to improve water availability, accompanying them with informative workshops on the benefits of consuming rainwater.

**12**



Grupo Ecológico  
Sierra Gorda IAP  
Querétaro

**Adopting a Culture of Water Care and Utilization**

Promote community awareness through sanitation campaigns, dissemination of land conservation, and citizen participation, in addition to spreading community reforestation.

**38**



Santo Desierto del Carmen A.C.  
Estado de México

**San José Community Center**

Install RHS for an ecological classroom, a orchard, and nursery garden, to which 30 families and three schools will have access.

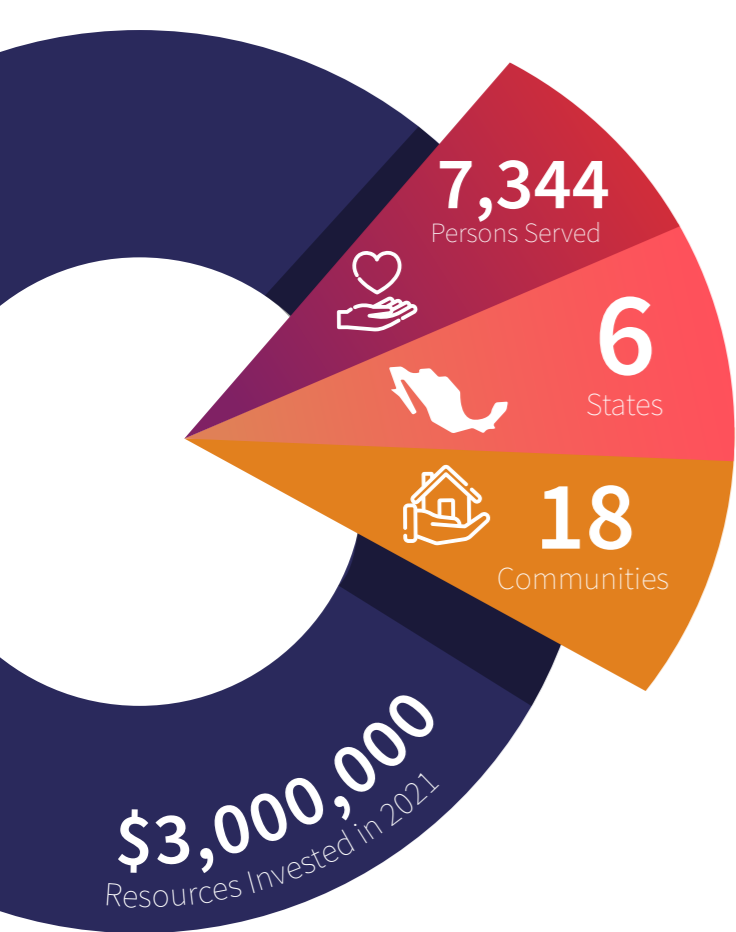
**39**



Fondo para la Paz I.A.P.

**ODS**






TOYOTA  
CONDUCIENDO UN  
**MÉXICO**  
*mejor*  
SEGURIDAD VIAL • MEDIO AMBIENTE • EDUCACIÓN

Conducting a Better Mexico

This program contributes to the sustainable and resilient development of communities affected by the COVID-19 health contingency through the operation of comprehensive local projects that promote recovery and transition to the new post-pandemic reality in the following categories: **education, environment, and road safety.**

2020 Call for Proposals  
(Implemented in 2021)

	Organization	Project	Achievements
Education	 <b>fam</b> FUNDACIÓN DE ARTES MUSICALES DE BC Baja California	<b>Charisma App.</b> <b>Dance, Vibrate and Invent</b>	<ul style="list-style-type: none"> <li>Development and launch of the first stage of an application that promotes children's human development and comprehensive awareness through music and dance.</li> <li>Creation of a feedback platform on the app's contents available to the public.</li> </ul>
Environment	 Ciudad de México	<b>Community Program for the Rehabilitation and Reforestation of the Xochimilco Wetland: chinampas and canal system.</b>	<ul style="list-style-type: none"> <li>Establishment of a native forest species propagation center to reforest Xochimilco.</li> <li>Production of 3,000 <i>ahuejotes</i> (native trees) for reforestation.</li> <li>3 forestry production sessions for inhabitants of the <i>chinampa</i> zone.</li> <li>4 days of rehabilitation and reforestation in canals and <i>chinampas</i>.</li> <li>1 human rights workshop for the community.</li> </ul>

Organization	Project	Achievements
<p><b>Category: Road Safety</b></p>  <p>Laboratorio de Inversión para la Ciudad.</p> <p>Baja California Sur</p>	<p><b>Route P: Safe Passages for the Puebla Valley</b></p>	<ul style="list-style-type: none"> <li>Design and implementation of 3 tactical urban planning interventions in 2 high-risk areas.</li> <li>Cycling workshop with community participating in interventions.</li> <li>Design of a Safe Routes Network plan executed with the collaboration of the community.</li> <li>Creation of road safety committees in two sectors of the intervention area.</li> <li>1 bike ride on a safe route designed together with the community.</li> </ul>

		Objective	
2021 Call for Proposals	<p><b>Education</b></p>  <p>VIENTOS CULTURALES</p> <p>Chiapas</p>	<p><b>Kuxlejal - Comprehensive Campaign for Preventing Suicidal Behavior among indigenous youth in the highlands of Chiapas.</b></p>	<p>To reduce the rate of suicidal behavior among indigenous youth in 10 municipalities in the highlands of Chiapas.</p>
	<p><b>Environment</b></p>  <p>PASO verde</p> <p>Puebla e Hidalgo</p>	<p><b>Women Medicine: Recovery of Huastecan Nature and Culture</b></p>	<p>Contribute to the recovery of already degraded soils in the Huastec karst region by restoring the affected ecosystems and offering opportunities for economic development.</p>
	<p><b>Road safety</b></p>  <p>MOV</p> <p>Nuevo León</p>	<p><b>Safe School Zone</b></p>	<p>To promote road safety in school environments in 4 polygons of the state of Nuevo León to guarantee safe transportation of children and adolescents to public spaces.</p>

Resources Invested in 2021

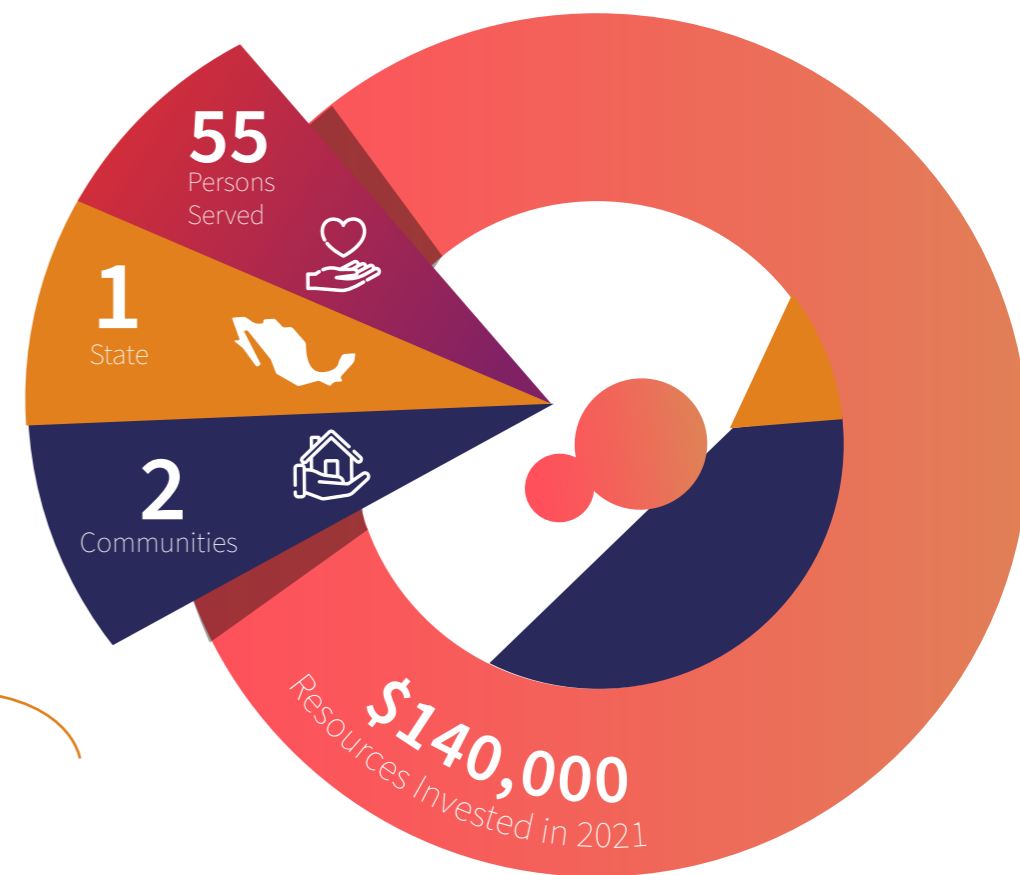
\$1,500,000



### Program of FUNDACIÓN MERCED

IDEAS. Initiatives for Development and Social Action

With seed capital, this program promotes **innovative and creative initiatives** to strengthen the community or grassroots development through actions that contribute to achieving the Sustainable Development Goals.



#### 2020 Call for Proposals

#### Project

#### Community Savings Groups

#### Achievements

- Identify social risk zones in South Baja California as a diagnostic for implementing financial education.
- 3 informative talks about the program for communities in rural areas.
- Setting up 3 new savings groups to which the Savings Groups course was given.
- 6 settlements (community savings) were given to groups that participated in the financial education courses.



#### ODS





2021 Call for Proposals

Project

Achievements



Morelos

Digital Language Lab Girls Changing the Future.

Strengthen 200 students from the Technical High School No. 1 Palmira Boarding School, as well as the teaching and management staff, in terms of promoting their digital skills, consolidating a life project, professional development, and the exercise of their digital rights.



Chihuahua

Promotion of the Traditional Rarámuri Indigenous Normative System

Promote the knowledge and application of the Raramuri rights by establishing a protection mechanism against violations in the community of Chinatú, Chihuahua, to improve the quality of life of the indigenous population.



Inspira A.C.

Resources Invested in 2021

\$360,000





# Fondo de *construcción* integral

Comprehensive Construction Fund

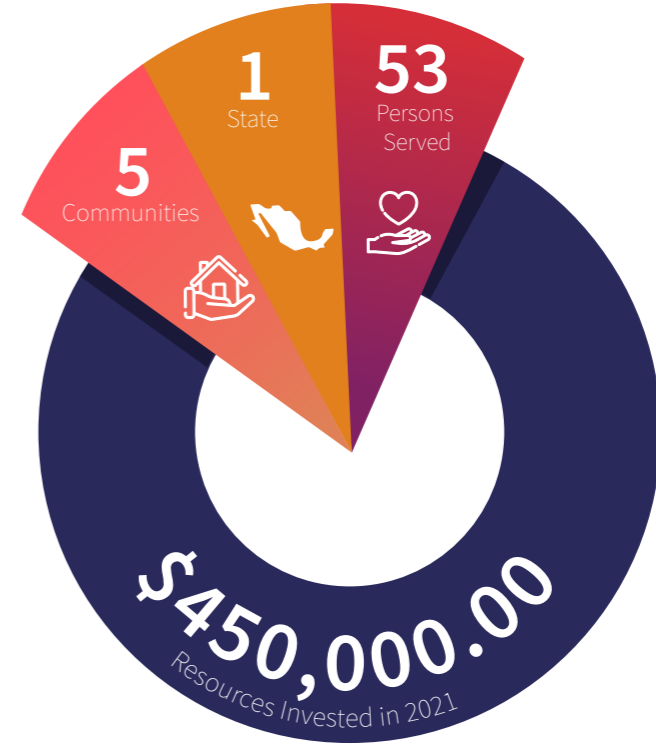


## Project Closing

This program, created by Merced Foundation, was supported by various allies in response to the emergency in Mexico after the 2017 earthquakes. It lasted four years.



Find out more here



## Virtual Meeting

To close this learning cycle and experiences, we met with operational, strategic, and financial partners to generate documents, evidence, and spaces for reflection and deep collaborative analysis.



**FOCOIN Systematization**



**Executive summary of the complete systematization of the Fund**

**Social Investment Funds for post-disaster recovery**

### 2021 Call for Proposals

#### Project

#### REDCOMÚN: Community Resilience Recovery and Strengthening Program

- Diagnosis in 7 communities to define topics of interest of the population (traditional medicine, production of totopos, traditional weaving and hand embroidery, agroecological output of vegetables, canning, hook weaving).
- Alliance with 3 organizations to strengthen handicraft producer groups.
- Forming 6 groups of handicraft producers for improving processes.
- Ten strengthening processes provided to six groups of handicraft producers on organizational structure, commercial strategy, biofertilizers preparation, the establishment of costs and prices, and systematization of production manual (topics defined based on each group).

#### Achievements



FUNDACIÓN COMUNITARIA OAXACA

Oaxaca



Resilient Communities Fund



As part of the outcomes and lessons learned from the Comprehensive Construction Fund at Merced Foundation, we created the Resilient Communities Fund through a systemic and multi-actor work methodology to **collaborate in the implementation of projects that support community resilience and sustainable development.**

Stages

## First

Accompaniment to operational partners in co-design, participatory diagnosis, and capacity building.

## Second

Implementation, monitoring, and evaluation of projects.

# Main Lines of Action

01 Sustainable land management and bio-cultural heritage

02 Recovery and sustainability of livelihoods

03 Assistance in the face of natural phenomena

04 Conflict transformation: peacebuilding and reconciliation

**We believe in the transformative power of collective and community action for a better today and future for all.**

**Join us!**

This Fund is open to financial alliances



# GlobalGiving + Ford

As a result of the COVID-19 health emergency, GlobalGiving and Ford Fund support Civil Society Organizations to **contribute to food security** in the communities of Chihuahua and Hermosillo to promote economic reactivation through the work of organized women in Chiapas and Michoacán.

2020 Call for Proposals  
(Implemented in 2020)

## Operational Ally

## Project

## Achievements



Michoacán

### Sustainable, Productive Projects in the Monarch Butterfly Biosphere Reserve

- Capacity building of 311 people for producing organic vegetables, vegetables, and fruit canning, as well as rural entrepreneurship.

- Development of skills in indigenous women for the production of eco-technologies.

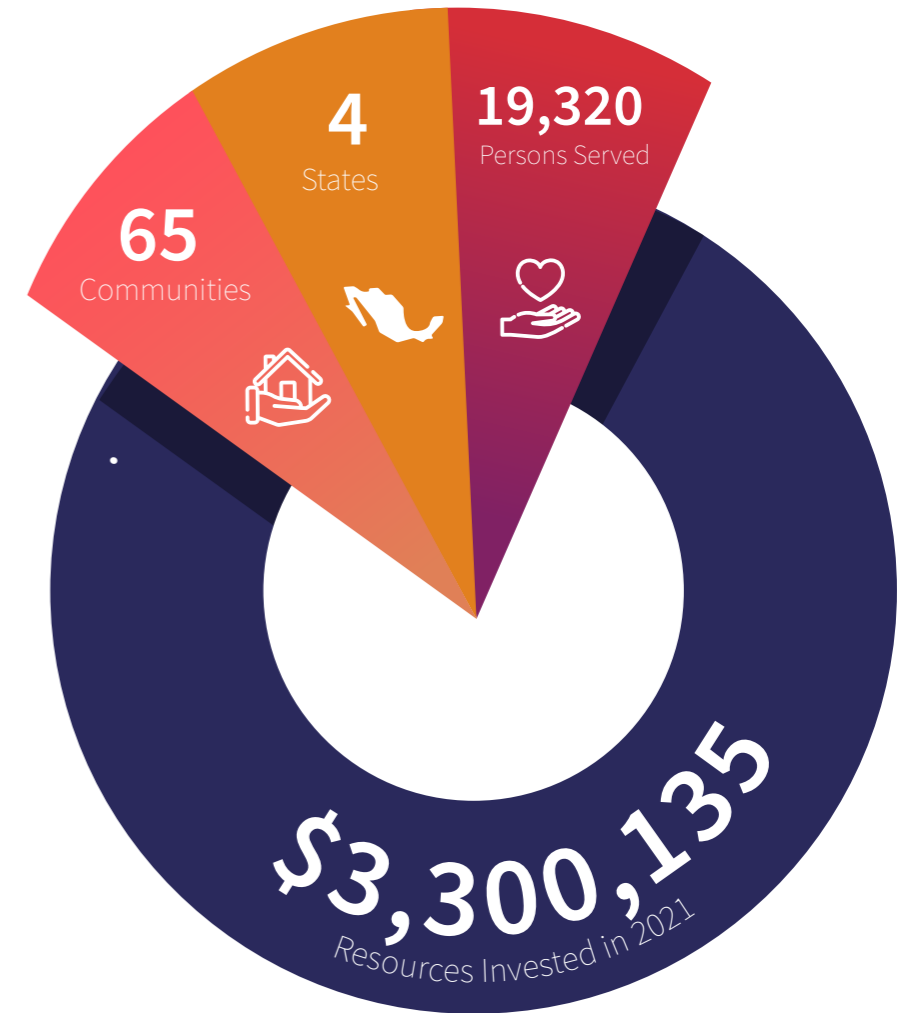
- 3 social and solidarity economy workshops were given to indigenous women conducted by the Business Innovation Node of the IDIT, of the Universidad Iberoamericana, Puebla, to reflect on the individual and collective goals for creating an economic enterprise and mapping all the resources to achieve it.

- Development of the business plan for the women's social enterprise focused on the commercialization of filters and greywater treatment systems.



Chiapas

### Cooperative for the Production of Eco-Technologies





## Project

### Food Support for Communities in Chihuahua and Sonora

## Achievements

### Sonora

- Assistance, during 3 months, to 10 humanitarian aid organizations, such as nursing homes, group homes, and community kitchens.
- Coverage of 3,178 people each month.
- Delivery of 2 pantries per month to 1,011 families in 17 communities in the state. Out of these, 100 are indigenous.

### Chihuahua

- Delivery of 700 food pantries in 6 communities neighboring the Ford plant.
- Delivery of 26,895 meals to 115 students at the Sisoguichi Technical Institute boarding school, located in the first zone of the Sierra Tarahumara.
- Delivery of groceries to 810 families in the Sioguichi Region.
- Delivery of food, for 3 months, to 187 families and 250 middle and high school students in the second zone of the Sierra Tarahumara.

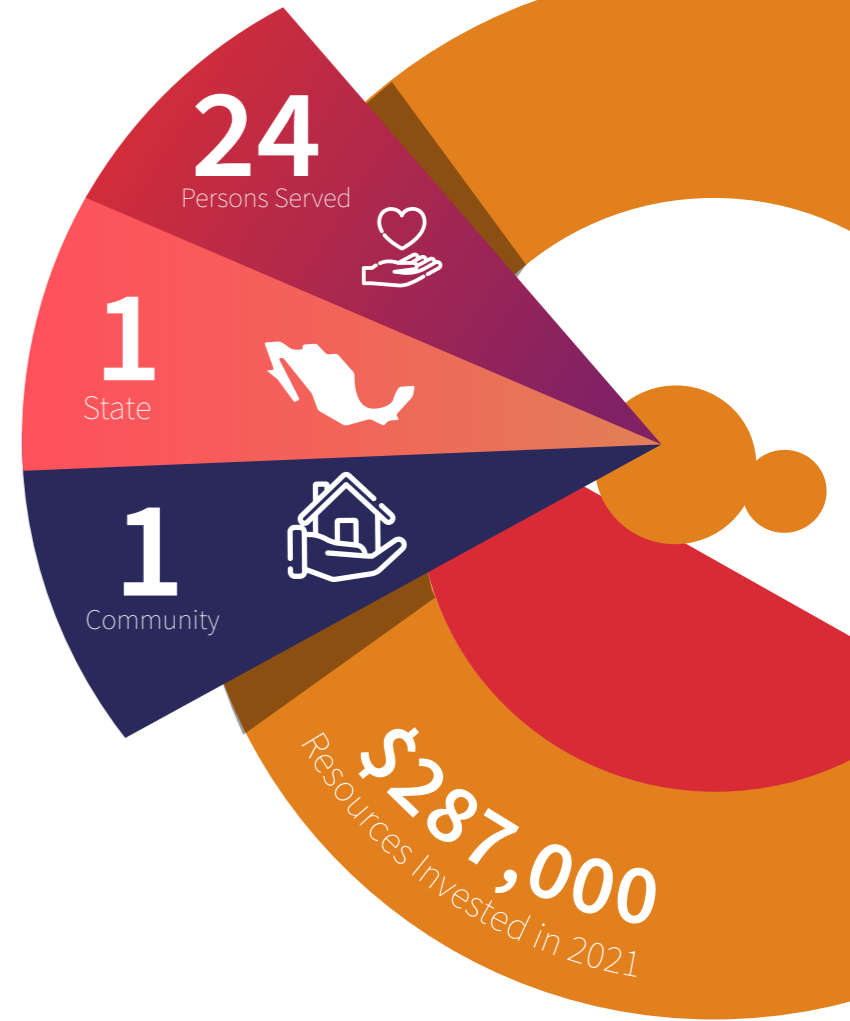


Cáritas de Chihuahua I. B. P.



# Indigenous Food Sustainability

With seed capital, this program contributes to promoting innovative and creative initiatives **aimed at strengthening community** or grassroots development through actions that contribute to achieving the Sustainable Development Goals.



## Operating Ally

### Description

Food support project for indigenous families of the community of Santa Ana Hueytlalpan, Municipality of Tulancingo, Hidalgo, through the implementation of poultry production modules with a dual purpose: obtaining meat and eggs and professional training for indigenous women in poultry production and marketing.

### Achievements

- Construction of 24 poultry modules.
- Training in poultry care and egg and meat production.
- Production of own food inputs for 24 indigenous families.
- Marketing surplus production in the community, achieving food sustainability through continuous egg and meat production.





# Munguia Family Memorial Fund

To honor the Munguía family's vocation, focused on helping society, this fund is responsible for contributing to the work of the four founding organizations.



Hogar Marillac A.C.



Ciudad de México y Chiapas

Its objective is to support the most vulnerable people in society to achieve better living conditions through four social projects: St. Vincent's Home, St. Vincent Children's Rehabilitation, Ramón Arbide Temporary Shelter, and St. Charles Hospital.



Ciudad de México

It contributes to the comprehensive education of girls and boys with limited resources and those who need it due to family circumstances by promoting their comprehensive, harmonic, and transcendent development.



Ciudad de México

It provides comprehensive care to older adults who require it, providing them with a home, focusing all services on them, and respecting their rights and dignity.



Ciudad de México

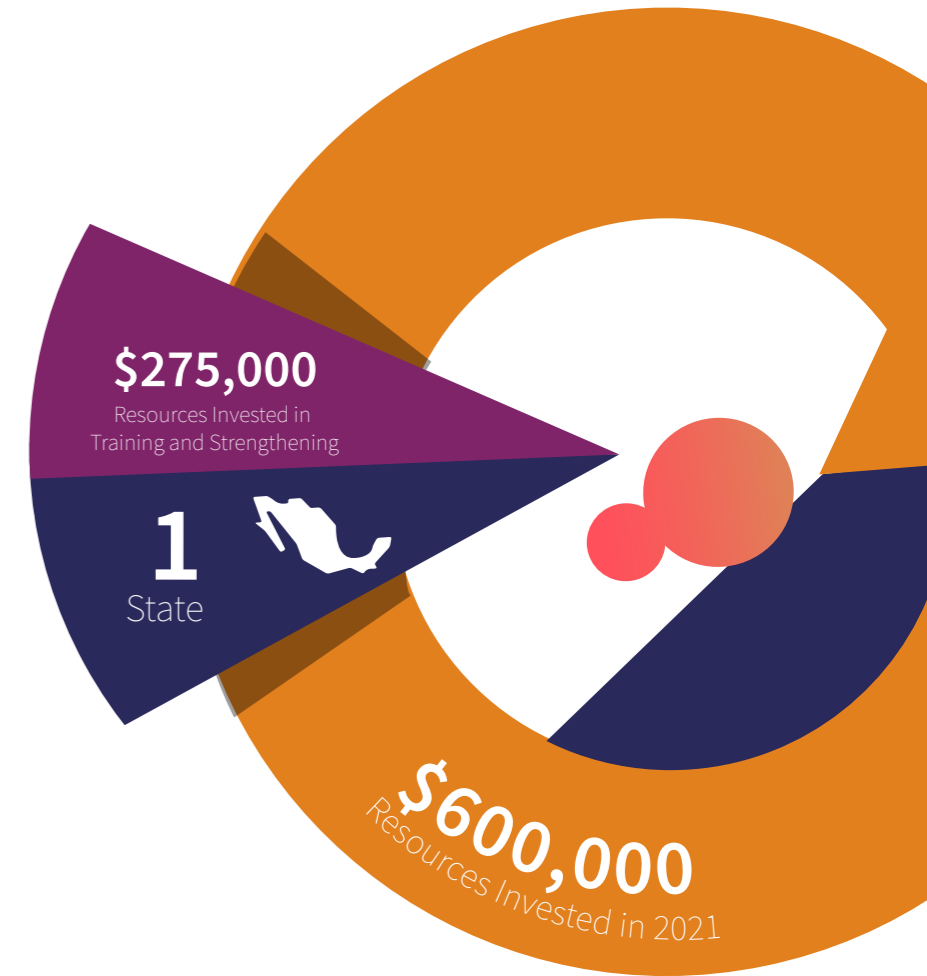
Provides care to the sick people who need it regardless of their economic position, taking care of their integrity and respecting their human dignity through trained personnel.

# Merced Foundation Institutional Fund



The Fund finances and strengthens organizations to promote sustainability and social action; they being the center of their own development. The initiative annually integrates two organizations that remain in the Fund for three years.

	Organization	Strengthening	Products
2021-2023 Period of Participation in the Fund	 <b>SEDAC</b> <small>SERVICIO EDUCACIÓN Y DESARROLLO A LA COMUNIDAD S.A.P.</small> Ciudad de México	<b>Diagnosis of institutional strengthening and detection of priority issues: care model, monitoring and evaluation, and sustainability</b>  One organization member attended the diploma course Organizational Management for Social Transformation.	<b>Strategy to strengthen the priority theme.</b>
	 <b>FUNDACIÓN origen</b> Ciudad de México	<b>Diagnosis of institutional strengthening and detection of priority issues: operational manuals, monitoring and evaluation, and governance.</b>  One organization member attended the diploma course Organizational Management for Social Transformation.	<b>Work plan for the revision of operating manuals.</b>





Period of Participation in the Fund

2019-2021

2020-2022

Organization

Strengthening

Products



Ciudad de México

Strategic Planning

One organization member attended the diploma course Organizational Management for Social Transformation.

Operational planning template



Ciudad de México

Leadership Workshop Strategic Planning

One organization member attended the diploma course Organizational Management for Social Transformation.

Operational Planning template

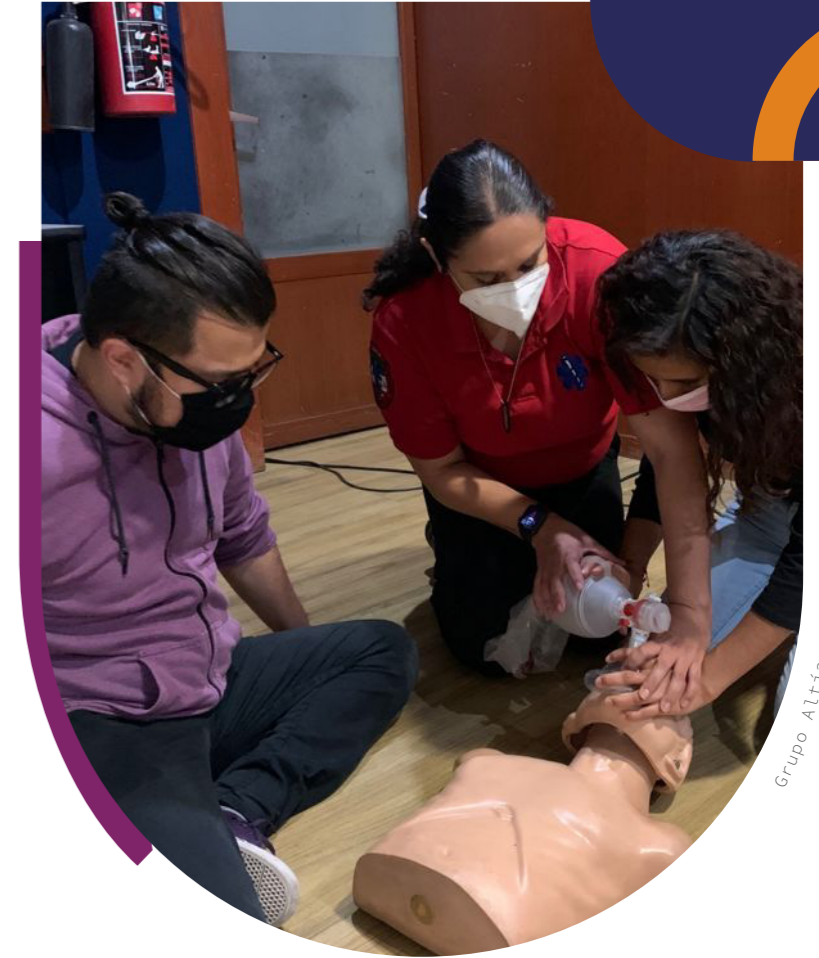


Ciudad de México

Resource Mobilization

Strategic planning and strategic plan

Institutional case



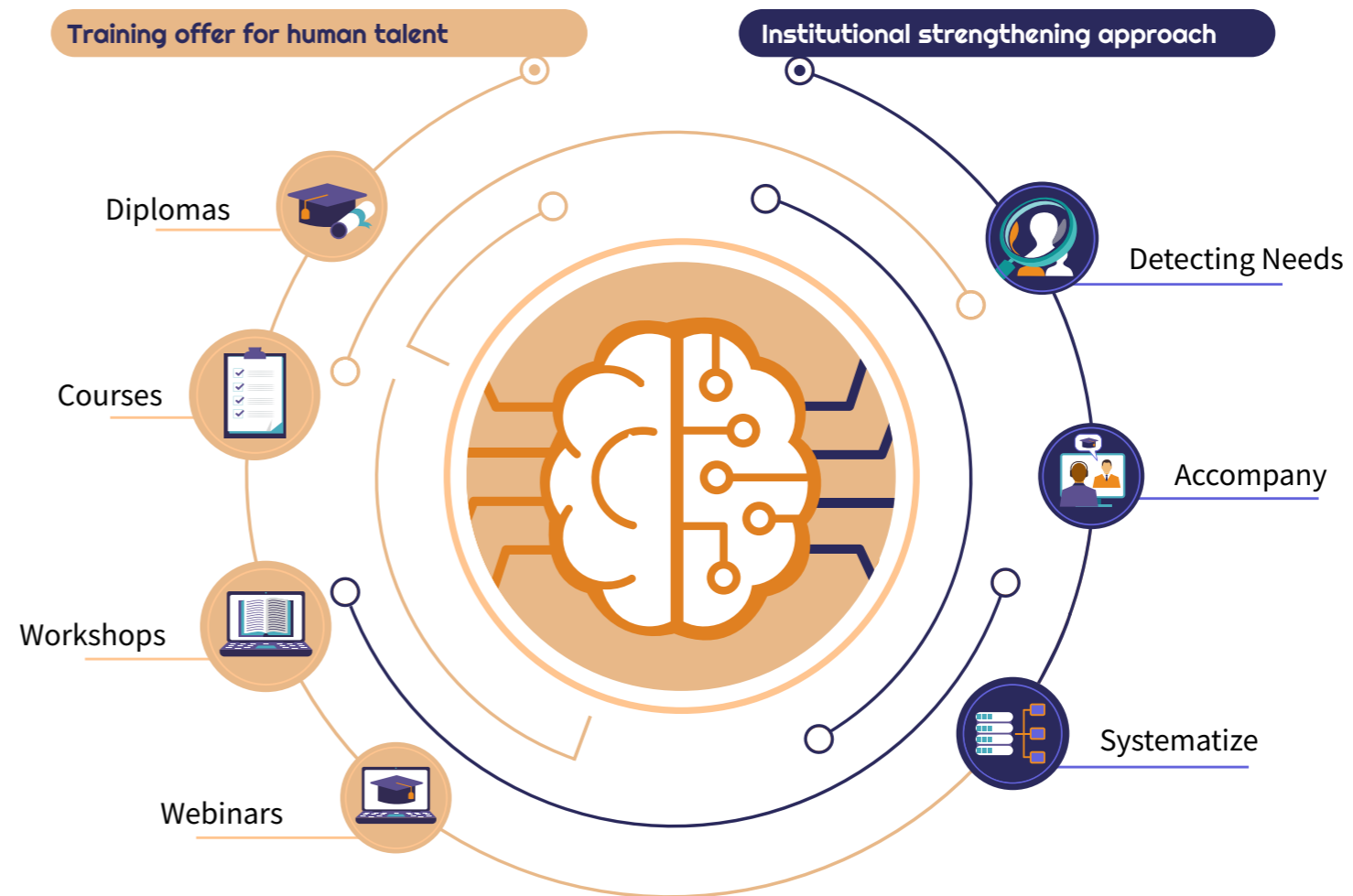
Grupo Altía



# Capacity Building and Leadership Development



At Merced Foundation, we believe that a solid, strong, resilient, and sustainable Civil Society Organization is one in which human talent and institutional structure work in synergy. Therefore, our model contemplates both: training the people who collaborate in the organizations and institutional strengthening.





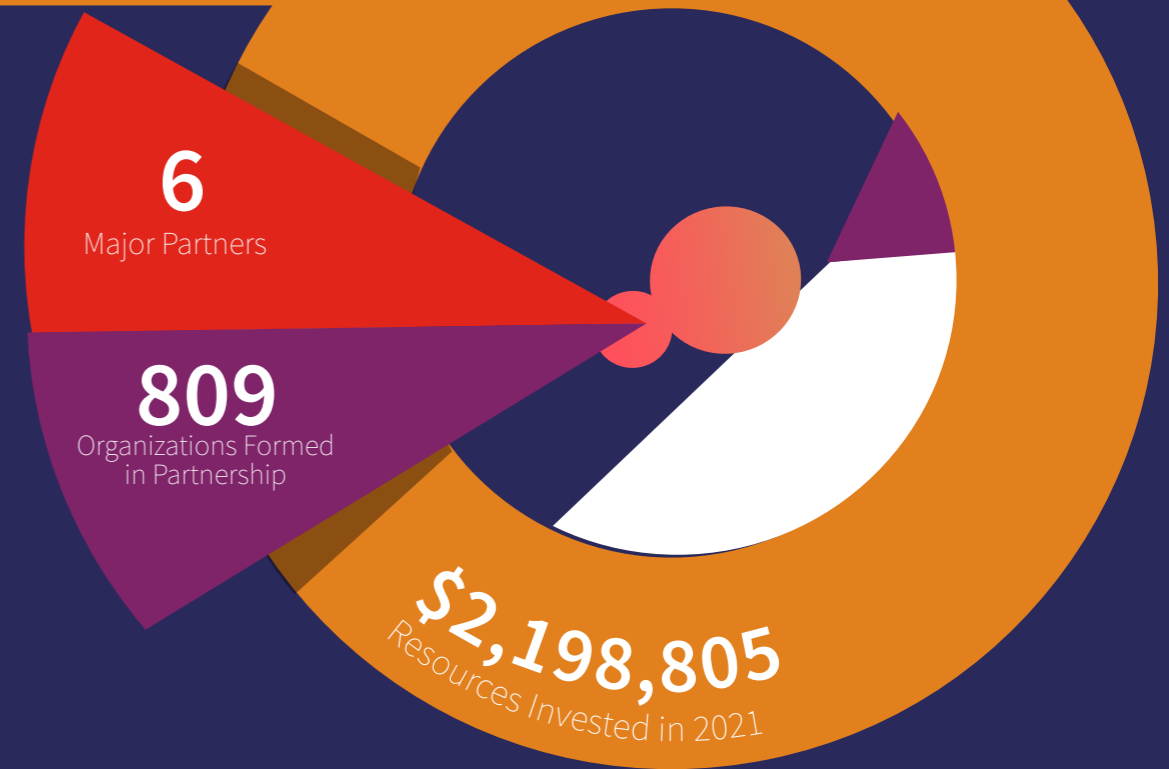
# Summary

## Capacity Building



- 10 Own and Alliance Training Activities
- 439 People Trained
- 3 Partners
- 525,008 Resources Generated

## Leadership Development with strategic allies



## Specialized Consultancies



4

Organizations



3

States

\$202,205 Resources Invested in 2021

# Capacity Building

Fundación Merced



In 2021, we increased our offerings through our MerceDigital platform, providing dynamism, adaptability, and scope to our unique training programs for civil society talent.

Activity	Number of Participants
<b>Workshop:</b> Legal and Fiscal Framework	58
<b>Workshop:</b> Governance for CSOs	35
<b>Course:</b> Intervention Model (Intermediate Level)	32
<b>Course:</b> Intervention Model (Advanced Level)	27
<b>Course:</b> Resource Mobilization (Basic Level)	17
<b>Course:</b> Resource Mobilization (Intermediate Level)	24
<b>Diploma:</b> Organizational Management for Social Transformation 2020-2021	20
<b>Diploma:</b> Organizational Management for Social Transformation 2021-2022	37
<b>Webinar:</b> Storytelling	57
<b>Workshop:</b> Social-Emotional Skills for the Improvement of the Work Environment	132



**Total**  
**439**  
trained people





# 5th. CSO Meeting for Financial and Fiscal Strengthening



A space aimed at reviewing the most relevant aspects of the current tax framework for CSOs in Mexico, as well as generating some tools that allow them to comply with their tax obligations and make their strengthening needs visible.

<b>Date:</b>	<b>November 25, 2021</b>
<b>Number of Attendees:</b>	<b>223</b>
<b>Number of Organizations:</b>	<b>115</b>

**Within this framework,  
attendees participated in the following activities:**



### **Conference:**

New Paradigm for CSO Operations in the Changing Environment



### **Panel:**

Reforms to the Regulatory Framework and Vision of Public Administration



### **Workshop 1:**

New Forms of Fundraising (A Disruptive Vision)



### **Workshop 2:**

Innovation in the Financial Management Model of Social Causes



### **Workshop 3:**

Integration of Tools for the Fiscal Management of CSOs



# Specialized Consultancies

Organization

Theme

Products

aval  
okíra

Morelos

Legal and Fiscal Advisory

Document for the notarization of the organization



San Luis Potosí

Internal Processes, Monitoring, and Evaluation/Fund Procurement

6 workshops



Club de Niñas y Niños  
Ciudad de México

Governance

Development of the Governance Manual



Ciudad de México

Governance

Development of the Governance Manual



## Leadership Development



4

Organizations



3

States

\$202,205

Resources Invested in 2021



# Leadership Development with strategic allies

Organization

Theme

Products

Organizations



**Financial sustainability for education networks of countries belonging to the Latin American Campaign for the Right to Education initiative.**

Working out 6 fundraising plans (one for each country network).

**6**

from Bolivia, Guatemala, Honduras, Nicaragua, El Salvador, Salvador, and Haiti.



**Institutional Maturity Diagnosis to Casa Hogar Estrellitas de Nacozari**

Application of the diagnosis, presenting the results, and obtaining the results document of the Institutional Maturity Diagnosis.

**1**



**Theory of Change and Formulation of Indicators / Preparation of Evaluation Instruments for the Cenyelitztli organization**

Working out the document the document with the theory of change, indicators, and evaluation instruments.

**1**

**809**  
organizations strengthened in alliance

**\$2,198,805**  
Resources Invested in 2021



Allied Organization

Theme

Achievements

Organizations



**Institutional Rigor Strengthening Program**

Professionalizing and strengthening strategies of first-tier associations in Mexico to support the attention to their priority causes through the active participation of all the organizations and appropriation of institutionalizing processes.

**10**



**ACCIONA: Program to Strengthen Social Change**

Forty-six webinars worked out through a participatory program together with the organizations.

**42**



**# WeInspireOrganizations**





Organization



R Í O A R R O N T E  
FUNDACIÓN

Theme

Products

Organizations

Course Topics

Administration for the online course contents for Gonzalo Río Arronte Foundation (GRAF)

620

Online counseling sessions for organizations participating in the Gonzalo Río Arronte Foundation online addictions course.

Delivery of 4 online sessions to organizations participating in the FGRA's addictions area online course.

88

Workshops and consultancies on project formulation and evaluation

Facilitation of 3 workshops and 3 consultancies to 3 groups of organizations.

41

Development of content on the topics of social return on investment and evaluation

Content development for 2 online courses.

To be implemented in 2022



# Community Building and Partnerships



We created alliances and links to generate events, networks, and collaborative publications to consolidate the CSO ecosystem for the creation of common goals.

- **Reason for Being 2021** p. 33
- **Events and Meetings** p. 34
- **Reason for Being TV** p. 36
- **Networking** p. 38
- **Active Citizenship Seminar** p. 42

Razon de Ser  
2021

Reason for Being

Transcend to Grow, Inspire to Create

In the XXII Edition of the Reason for Being Award, we recognized different CSOs that have created alternatives to transform reality.

Category	OSC Recognized	Project
 Institutional, Innovation and Permanence	 Ciudad de México	<ul style="list-style-type: none"> <li>An institution with more than 50 years of experience in providing care to low-income people with cerebral palsy.</li> </ul>
 Social-Emotional Education and School Retention	 Guanajuato	<ul style="list-style-type: none"> <li>Young People with Direction Second chance high school</li> </ul>
 Entrepreneurial Youth, Innovation For Social Change	 Estado de México	<ul style="list-style-type: none"> <li>Young Agents of Change. Bet for the new generations and their innovative ideas</li> </ul>

\$400,000.00

\$350,000.00

\$150,000.00



FUNDACIÓN MERCED

FUNDACIÓN MERCED

Ally



Relive the Recognition Ceremony!



Learn more about the recognized organizations and the projects for which they received the **2021 Reason for Being Award.**

# Events and Meetings



**Foro de Donantes Cemefi**

The Mexican Center for Philanthropy published "El Foro de Donantes del Cemefi ante el Covid-19" (Cemefi's Donors Forum facing Covid-19), a compilation of actions carried out in different areas by member institutions of the Forum to face the health contingency.

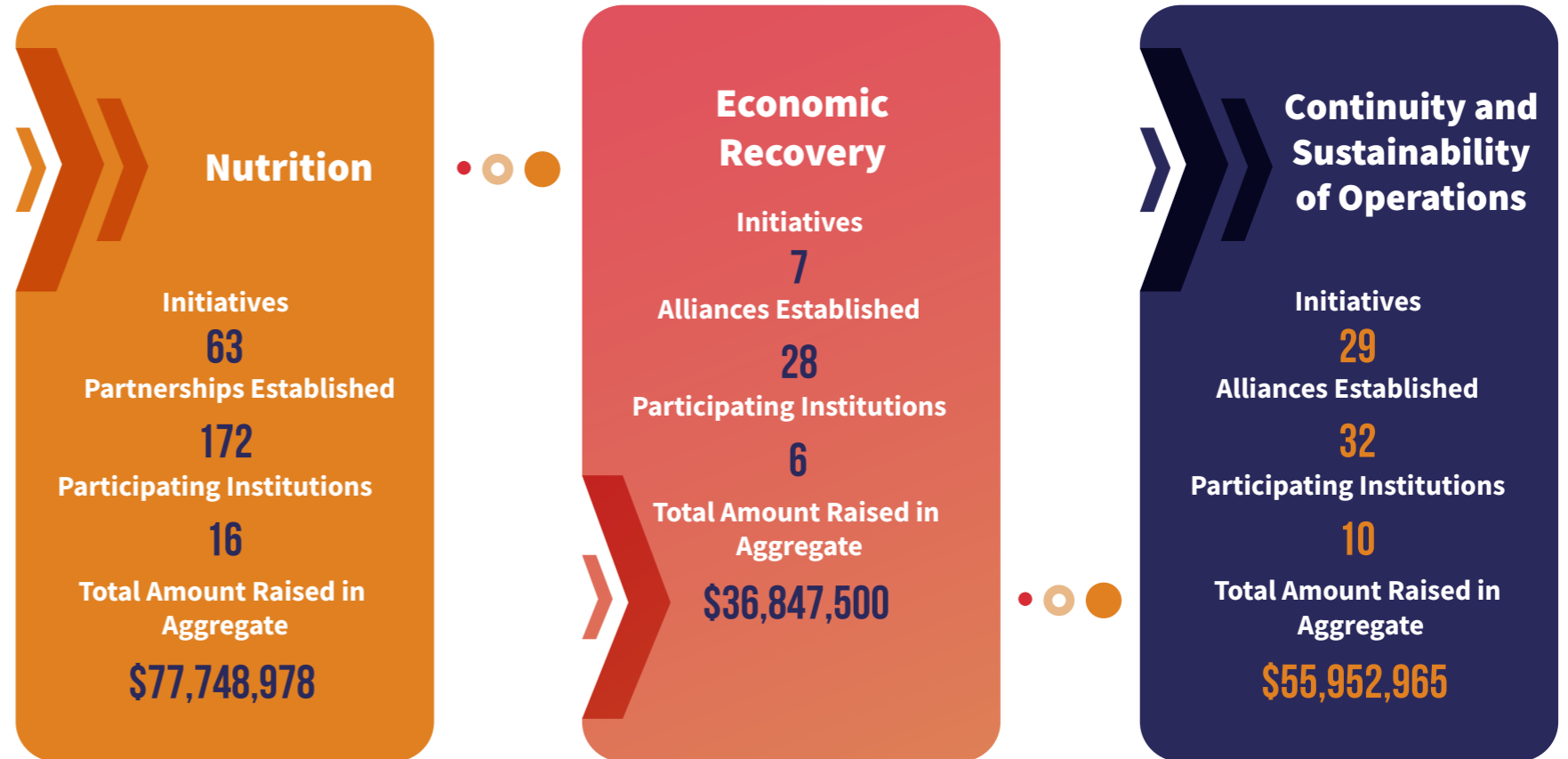
**Participating Institutions: 23**

**Initiatives: 168**

## Areas of Attention

- Food
- Health
- Economic Reactivation
- Continuity of Operations and Sustainability

**Merced Foundation, together with other institutions of the Donors Forum, joined the implementation of collective actions on three areas:**



Check the Compilation

**#AlliancesthatMultiply**

## Promotion and Dissemination of

# PULSO<sub>osc</sub>

This initiative visibilizes what is happening within the country's organizations and the social impact that COVID-19 has had on their work through reliable information gathered and shared by the social sector: information from the organizations for organizations.

In October we met to discuss, reflect on and exchange ideas on civic engagement as seen by different actors and spaces in Mexico to promote and encourage active participations through CSO's.



Learning Round. Gender Equity Within the Organizations and Outside in the Territories.

During the XII International RedEAmérica Forum, organizations belonging to the node like ADO Foundation, Cemex, Banco BDH León, and Merced Foundation held this roundtable to study in more detail the importance of promoting measures and actions within different companies, foundations, institutes, and outside territories for advancing gender equity in Latin America. It also sought to share experiences and lessons on this field's progress, tasks, and challenges.



## Monterrey Forum

During the Monterrey Forum, the section: Myths and Realities of Organized Civil Society, was dedicated to supporting the formation of participatory citizenship in Nuevo Leon (through the knowledge of best practices of CSOs and neighborhood groups). In addition, Merced Foundation participated with the capsule: Myth: Government and Civil Society Are Incompatible since we sustain that we must work collaboratively among all sectors.



Civil Society Dialogue RoundTable



## TRAS EL FONDO

Encuentro Nacional de Socios en la Filantropía  
¿Ahora cómo procuramos?

On August 30, Merced Foundation reflected on the importance of digital communication for social organizations to reduce the digital divide for the mobilization of resources and the reapprochement with with beneficiaries through effective communication and loyalty of donors.




Learn more about each event by clicking on the logo



Reason for Being TV

In order to dialogue, celebrate, communicate, and recognize the importance of civil society, we created this digital space with specialized content from and for CSOs, together with the voice of those who made up the evaluation committees of each Reason for Being category.

More than **1,500** people participated via Zoom and Facebook Live.

 If you missed any of this content, you can check it out here.

News Bulletin

Content

Participants

New Educational Contexts

**Lorenzo Gómez**  
Coordinator, Instituto de Alta Dirección Educativa (Institute for Higher Education Management)



Youth as Agents for Change

**Germán Santillán**  
Director, Oaxacanita Chocolate



The New Skills of CSOs

**Marisol Monroy**  
Consultant, Merced Foundation



Financial Challenges of CSOs

**Hatziri Recillas**  
Director of Development and Finance, Dakshina A. C.





**Reason for Being TV**

Likewise, Reason for Being TV had dialogue sessions to listen to voices of organizations recognized in other editions of Reason for Being, as well as to advisors of the recognition categories.

**#WeInspireOrganizations**

**Dialogue Roundtables**

**Content**

**Participants**

**Let's Talk About How to be a Winning CSO**

- Karla Jiménez**  
Executive Director, Merced Foundation
- Federico Arellano**  
Director, Mi Cochinito.com (My Piggybank)
- Lorenzo Gómez**  
Coordinador, Instituto de Alta Dirección Educativa (Institute for Higher Education Management)

**Our Alternatives are Our Strengths as CSO 1**

- Germán Santillán**  
Director, Oaxacanita Chocolate
- Karla Cruz**  
Director, Casa Alianza I. A. P.
- Jacqueline Ramírez**  
Director, Ecopil A.C.

**Our Alternatives are Our Strengths as CSO 1**

- Analí Cervantes**  
Institutional Development at Nutre a un Niño A.C.
- Evy Sofía**  
Fundraising at Construyendo Esperanzas A.C.
- Marcela Orraca**  
Director, Imaginalco A.C.

- Reason for Being 2019**  
**Category:** Young Entrepreneurs: Innovation for Social Change
- Reason for Being 2019**  
**Category:** Migration. Unaccompanied Children and Adolescents
- Reason for Being 2020**  
**Category:** Young Entrepreneurs: Innovation for Social Change
- Reason for Being 2020**  
**Category:** Institutionality, Adaptability and Resilience
- Reason for Being 2020**  
**Category:** Women Leaders Promoting Local Development
- Reason for Being 2020**  
**Category:** Inclusive and Quality Education in Times of Crisis



# Networks

## FUNDACIÓN MERCED

### CSO Networks | 01

### Networks for Social Responsibility | 02

### Advocacy Networks | 03



Pacto Global Red México



Colectivo Cuidado del Espacio Ciudadano



Facultad de RSE



Escuela Nacional de Trabajo Social



To learn more about our networks, click on the logos below.

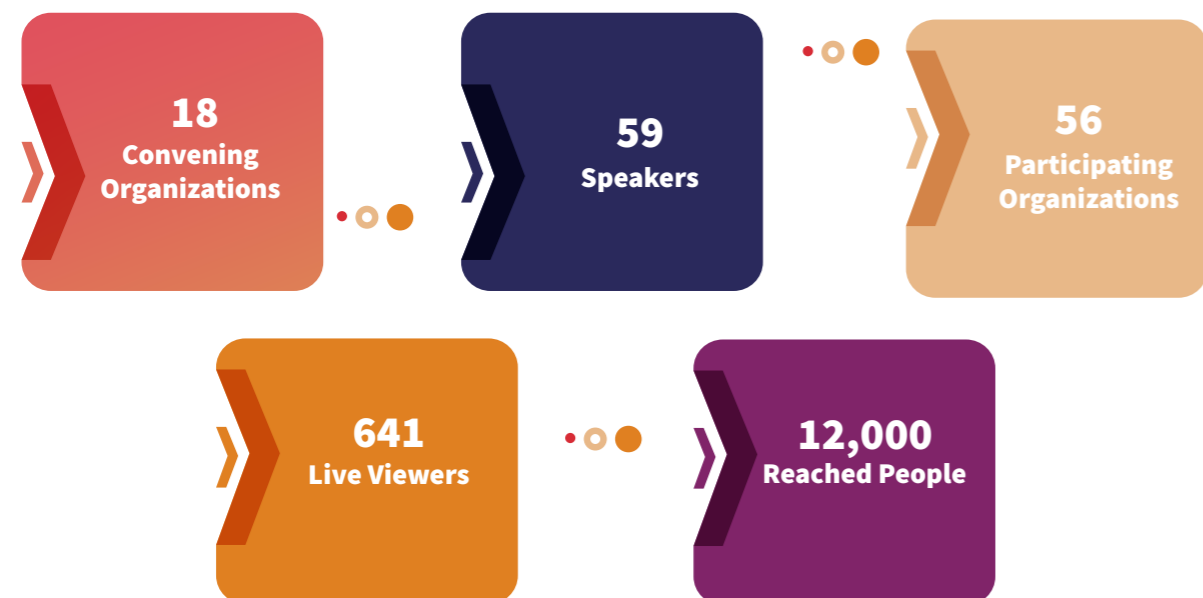




## Second Annual Volunteer Meeting (virtual)

PLAMEXVOL is an initiative that seeks to make visible, encourage, strengthen and promote volunteering in the country within the framework of a collaborative effort between civil society organizations, companies, academia, and government.

The event was held on August 24 and 25, aiming once again at opening a space for organizations to make known to volunteers and the general public the different modalities adopted by solidarity action to make visible, promote and spread the impact of volunteer activity. 59 speakers and 56 organizations attended it.



## 5D Party

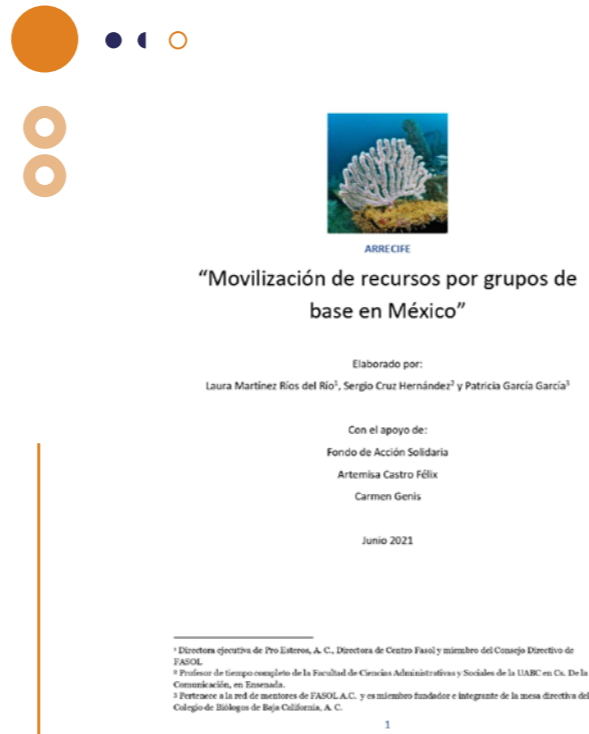
Within the International Volunteer Day framework, on December 5, PLAMEXVOL opened a space for reflection to celebrate and commemorate volunteer actions that strengthen CSOs, as a civic exercise with significant social contribution.





# Resource Mobilization by Grassroots Groups in Mexico

This study estimates the volume and mechanisms of resource mobilization that grassroots organizations carry out when they receive donor support. It was elaborated with a qualitative descriptive approach to determine established relationships between donors and organizations.



**ARRE CIFÉ**

**“Movilización de recursos por grupos de base en México”**

Elaborado por:  
Laura Martínez Ríos del Río<sup>1</sup>, Sergio Cruz Hernández<sup>2</sup> y Patricia García García<sup>3</sup>

Con el apoyo de:  
Fondo de Acción Solidaria  
Artemisa Castro Félix  
Carmen Genís

Junio 2021

<sup>1</sup> Directora ejecutiva de Pro Estrés, A.C., Directora de Centro Faso! y miembro del Consejo Directivo de FASOL.  
<sup>2</sup> Profesor de tiempo completo de la Facultad de Ciencias Administrativas y Sociales de la UABC en Cd. De la Comandación, en Ensenada.  
<sup>3</sup> Perteneció a la red de mentores de FASOL A.C. y es miembro fundador e integrante de la mesa directiva del Colegio de Biólogos de Baja California, A.C.

# Community Philanthropy Framework

This framework is intended to contribute to and spark dialogue among funders on how to promote support for community philanthropy in Mexico; it was designed to suggest elements funders might consider in outlining their approach to community philanthropy.



**FASOL**  
Fondo Acción Solidaria, A.C.

**Marco para la Filantropía Comunitaria**  
(Febrero 2022)

**Introducción**

**¿Cuál es la necesidad de este marco?**

Hablar de filantropía comunitaria no es sino reconocer la práctica de actuar en conjunto movilizando los recursos necesarios para alcanzar un bien común dentro de la comunidad misma que se viene realizando en América Latina desde hace muchísimos años y que ha recibido este nombre bajo el paradigma actual del encuentro entre instituciones financiadoras y comunidades de base. A partir de años recientes se le ha asignado este término dado el interés de estudiarla más a fondo,<sup>1</sup> pero la hemos encontrado en la forma de distintos nombres como el *sequio*<sup>2</sup> proveniente del México prehispánico, *pinahú*<sup>3</sup> desde Ecuador o el *minga* o *minga*<sup>4</sup> en las comunidades precolombinas, etc. Se basa en las lecciones y la experiencia de financiadoras y otras organizaciones que buscan apoyar, fortalecer y asociarse con las comunidades para alcanzar las prioridades de éstas. Se diferencia de la práctica filantrópica tradicional, en que busca conscientemente *“trasladar el poder”*<sup>5</sup> desde las prioridades del desarrollo, hacia las comunidades locales (Knight 2019). La manera y experiencia en cómo se vive el apoyo a la filantropía comunitaria varían de una organización a otra y dependen en gran medida del contexto, las culturas, las historias y el compromiso de las comunidades para incidir en su propia transformación. ¿Qué podemos aprender de estas prácticas para colaborar con quienes quieren transferir su propio apoyo hacia los enfoques “dirigidos por la comunidad”? ¿Y cómo puede este apoyo marcar la diferencia en una amplia variedad de retos sociales, ambientales, económicos, políticos y culturales tan complejos? Este marco busca integrar la experiencia actual para que sea adaptada y utilizada por las organizaciones de financiamiento en México para guiar su propia práctica. No es un manifiesto ni una autoridad en la práctica de la filantropía comunitaria, y responde a un vacío en nuestro conocimiento para estimular la discusión y proponer definiciones, ideas y principios que puedan ser un trampolín para desarrollar y fortalecer las prácticas de la filantropía comunitaria misma.

<sup>1</sup> Organizaciones de apoyo filantrópico como la *Global Fund for Community Foundations (GFCF)* han facilitado el desarrollo del concepto. Este marco utiliza muchos de los artículos e informes publicados por la GFCF que pueden encontrarse en el apéndice.  
<sup>2</sup> Faena o trabajo colectivo que toda persona debe a su comunidad indígena, y que se hace en beneficio de la propia comunidad, razón por la que no es un trabajo remunerado.  
<sup>3</sup> Forma de colaborar, compartir, de ayudar en el objetivo que uno de los miembros de la comunidad se ha trazado.  
<sup>4</sup> Trabajo comunitario o colectivo voluntario con fines de utilidad social o de carácter recíproco actualmente vigente en varios países latinoamericanos.  
<sup>5</sup> #ShiftThePower

www.fasol-ac.org info@fasol-ac.org

# Publications in Alliance

Arrecife (Reef) is a learning network integrated by philanthropic organizations in Mexico that emerged after national discussions among Mexican foundations at a meeting in 2014 as a group seeking to better understand and promote community philanthropy in the country.

# Private Philanthropy for Development Second Edition

This Second Edition aims to meet the growing demand for open, reliable and comparable data on philanthropic giving. Compared to the First Edition, it collected more data from large foundations and other organizations based reflect on, and developing countries to gain a more complete understanding of cross-border funding and domestic giving.



# Institutional Strengthening of Civil Society Organizations in Mexico: Strategies for their Effectiveness

Together with the Center for Research and Studies on Civil Society (CIESC) and the Universidad ORT Mexico, we carried out this study to understand the progress of strengthening in the country and present an x-ray of the current situation. We also mapped the strengthening agents and their service offerings, analyzing the weight and characteristics of the strengthening processes among CSOs.





# Seminar

## Active Citizenship

On three consecutive Mondays in October, we met to discuss, reflect on, and exchange ideas on citizenship as seen by different actors and spaces in Mexico to promote and encourage active citizenship through CSOs.

**We had 17 speakers** from various organizations and academic institutions and **233 attendees** through the Zoom platform and Merced Foundation's Facebook Live broadcast.

Check the systematization of the learning process 



Check the sessions

Content	Participants
<b>Roundtable 1. Participative Citizenship</b>	<b>Miguel de la Vega / UnidOSC</b> (Moderator) <b>Ernesto Isunza Vera / CIESAS Golfo</b> <b>Daniel Martin / Centro de Colaboración Cívica A.C.</b>
<b>Roundtable 2. Current Context of Participatory Citizenship in Mexico</b>	<b>Karla Jiménez / Fundación Merced A. C.</b> (Moderator) <b>Manuel Canto Chac / Universidad Autónoma Metropolitana – Xochimilco</b> <b>Roberto Baeza / The Hunger Project México A.C.</b> <b>Mara Hernández / UNAM</b>
<b>Roundtable 3. Institutional Mechanisms for Citizen Participation, Existing Spaces, and Their Impact</b>	<b>Araceli Roldán / Fundación Merced A. C.</b> (Moderator) <b>Sandrine Molinard / Consejo Cívico A. C.</b> <b>Carlos Chávez Becker / Universidad Autónoma Metropolitana - Lerma</b>
<b>Roundtable 4. Non-Formal Spaces for Citizen Participation, their Construction, and Impact</b>	<b>Juana Acosta / Acción Ciudadana Frente a la Pobreza A.C.</b> (Moderator) <b>Pablo González Ulloa / UNAM</b> <b>Johanna Cilano / Gobierno y Acción Política A. C.</b> <b>Daniela Dorantes / Servicios a la Juventud A. C.</b> <b>Beatriz Camacho / Alianza Cívica Nuevo León A. C.</b>



## Dialogue Roundtable

## Participants

**Roundtable 5. Lessons Learned from Successful and Unsuccessful Cases of Citizen Participation Spaces Promoted by Organized Civil Society in Mexico and the World**

**Mauricio Escalante / PNUD**  
(Moderator)  
**Diana Chávarri / FICOSEC Juárez**  
**Ana Vicencio / Alianza Contra la Desigualdad A.C.**  
**María Elena Morera / Causa en Común A. C.**

**Roundtable 6. The Current and Future Role of Participative Citizenship, its Creation, and Promotion by Organized Civil Society**

**Lorena Cortés / ARLENICA A.C.**  
(Moderator)  
**Rogelio Gómez Hermosillo / Acción Ciudadana Frente a la Pobreza A.C.**  
**Rafael Reygadas Robles Gil / Universidad Autónoma Metropolitana - Xochimilco**  
**Alicia Mateos / Ciudadan@s por la Transparencia A. C.**

# Convening Organizations

**FUNDACIÓN MERCED**

**SIMQ**

**ARLENICA**  
ARTE, LENGUAJE E INVESTIGACIÓN PARA EL CAMBIO SOCIAL, A.C.

**unidOSC**  
Por los derechos de las Organizaciones de la Sociedad Civil

**PNUD**  
Al servicio de las personas y las naciones

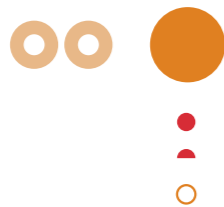
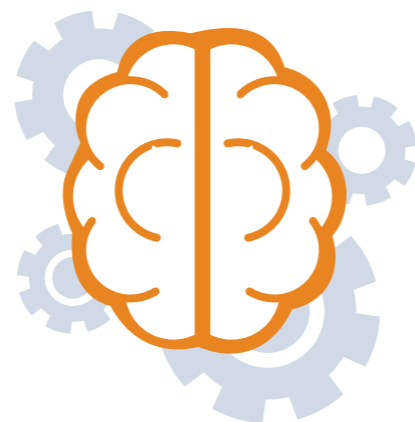
**ACCIÓN CIUDADANA FRENTE A LA POBREZA**

**UNIVERSIDAD AUTÓNOMA METROPOLITANA**  
Unidad Lerma



## Social Brainstormings

It is an informal and horizontal space where we celebrate the thinking, creativity, and talent of the Merced Foundation team. This way, we promote reflection and analysis of social issues that strengthen the Foundation's social structure and the definition of strategies created by the community.



Human  
**Talent**

**The 2030 Agenda, Sustainable Development and Circular Economy**

A journey through the importance of sustainable development in the environmental, human, and economic dimensions, and the circular economy as a transition strategy towards sustainability.

By: Dr. Patricia Illoldi Rangel

**Exploring the Strength of Merced Foundation**

Reflection on our strengths and the main lessons we have learned as a team to continue projecting our vision.

By: Ana María León

## Conversation

Retaking our History and Identity

We brought former presidents and the current board of the Foundation together to reaffirm our identity and history, and thereby honoring our origin, evolution, and consolidation to be sustainable.





## Remembrance of the Power of Change Tribute to Rogerio Casas Alatraste

On Tuesday, December 7, 2021, we met at Merced Foundation facilities to recognize the career path of our advisor and friend, Rogerio Casas Alatraste. He was an essential pillar for the organization by putting together the Strengthening Program with former president Alberto Núñez Esteva seeking to support the CSOs' strengthening, leadership, and professionalization. Today, this is our strengthening line.

**I thank all of you for this recognition that moves me and fills me with pride. I also thank the people and institutions for their trust and warmth in allowing me to meet, advise and serve them.**

**Rogerio Casas Alatraste**

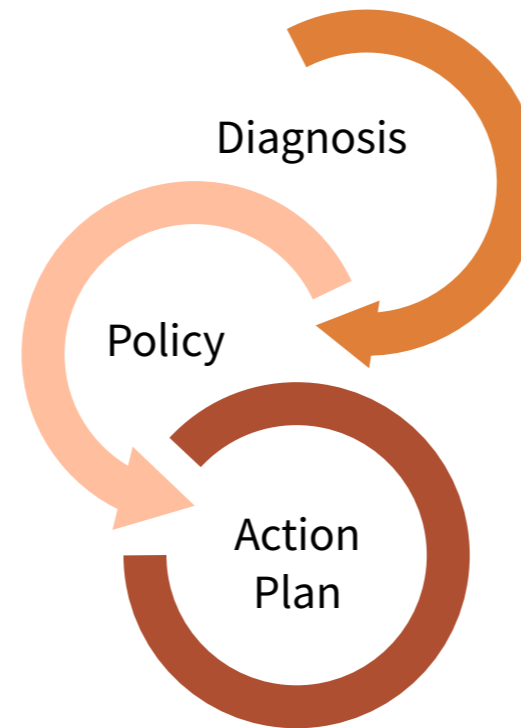
All our gratitude, affection, and admiration to Rogerio for promoting an innovative vision to contribute to the sustainability of organizations through strengthening and professionalizing civil society for twenty years.

# Institutional Policy and Strategy on Gender Perspective and Non-Discrimination.

In 2020, Merced Foundation and the Simone de Beauvoir Leadership Institute A.C. began an alliance to strengthen the inclusion of the gender equality and non-discrimination perspectives with the commitment to join the Human Rights gender equality and non-discrimination movements, and incorporate them as a transversal axis in the actions of Merced Foundation, identifying gender equality **as a strategic issue for our objectives.**

To start with, we decided to begin the change within the organization and then unfold the actions subsequently in our interventions as an organization.

The support process took nearly eight months of collaborative work between **Merced Foundation and the Simone de Beauvoir Leadership Institute**, giving place to training courses and three important products:




**1-. Diagnosis of organizational culture in terms of gender equality and non-discrimination.**

**2-. Institutional gender policy.**

**3-. Action plan to move forward on gender equality and non-discrimination in the organizational culture.**



# Strengthening our Governance and Collaborative Leadership

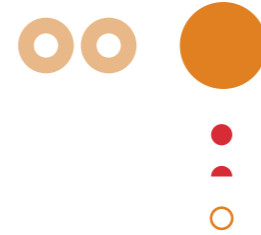


In recent years, Merced Foundation has taken many steps to institutionalize, strengthen, and innovate. Viewing the new transition in the presidency, as well as in the renewal that has taken place in the team and the adoption of new practices, processes, and spaces, has therefore revealed the need to review functions and strengthen decision-making processes at all levels, **thus generating an internal restructuring and a governance manual**; which were the basis for updating the following documents:





# Resources Mobilized



Resources Mobilized

Resources Received from the Real Estate Operation	<b>\$17,836,462</b>
Resources invested from Financial Partners	<b>\$11,114,120</b>
Income for training and strengthening programs	<b>\$4,591,454</b>
Transfer to restricted assets	<b>(\$14,598,759)</b>
Pro Bono volunteers	<b>\$279,900</b>
<b>Total of resources mobilized</b>	<b>\$19,223,177</b>

## Resources invested in the social sector

Donations granted	<b>\$14,490,507</b>
Social investment/strengthening	<b>\$18,548,376</b>
Transfer of restricted assets	<b>(\$20,449,235)</b>
<b>Total of resources expended</b>	<b>\$12,589,648</b>

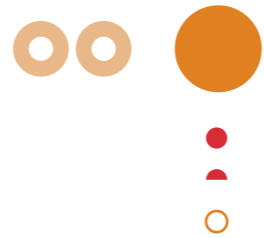
Figures based on the 2021 Combined Financial Statements of Fundación Merced, A.C. and Hermun, A.C. individually audited by Deloitte.

**Deloitte.**

# Thanks!

To all Financial, Operational, and Strategic Allies that add strength to our Mission:





# We express our gratitude

Pro Bono Professional Support



... to the effort, resilience, support, and guidance of associates, volunteers, counselors, and members of the administration, real estate, and innovation committees; all of them committed to social development in our country and the fulfillment of our mission;

...to Hermun, A. C. for the support it provides us annually to the operation of Programs and Services of Merced Foundation since, with its help, we contribute significantly to the achievement of our mission.

... to all the talent that makes us up: the staff that day by day works with commitment and dedication to adapt, innovate and build a better country.



... to Gabriela Orozco for having led Merced Foundation for five years in an uncertain and challenging context. You encouraged us institutionally to face everything by taking us by the hand, proposing alternatives with a long-term vision. A new cycle begins in your life and ours as an organization; we will continue with your solid and resilient foundations and will be capable of continuing to build with your example.



# Governing Body



## Directive Board

### Chairwoman

Gabriela Orozco Carrera

### Secretary

Arturo Perdomo Jiménez

### Treasurer

Enrique Arturo Nava Escobedo

### Former Presidents

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

## Committees

### Administration

Gerardo Cándano Conesa  
Enrique Arturo Nava Escobedo  
Ma. del Pilar Parás García  
Abraham Fuentes Leyva  
Alberto de Icaza Bravo

### Real Estate

Gerardo Cándano Conesa  
Alberto de Icaza Bravo  
Arturo Perdomo Jiménez  
Feliciano Garcíarramos Lomelín  
Santiago Gil Ramírez  
Juan Orozco Gómez Portugal

### Innovation

Gerardo Cándano Conesa  
Ana María León Miravalle  
Gabriela Orozco Carrera  
Humberto Muñoz Grandé  
Rodrigo Villar Gómez  
Suhayla Bazbaz Kuri

### Merced Volunteers

Alberto de Icaza Bravo  
Abraham Fuentes Leyva  
Alicia Mackissack de Martínez  
Andrea López Romero  
Bruno José Newman Flores  
Cecilia María Mijares Ortega  
Constanza Linares Luna Parra  
Corrado Montalti Zignani  
Erika Liliana Enríquez Montaut  
Gerardo Cándano Conesa  
Guadalupe Elizabeth Romo Gil  
Jaime Martínez del Campo Rivero  
Jorge Landa Portilla  
Juan Carlos Jaques Garcés  
Laura Sarvide Álvarez Icaza  
María del Pilar Parás García  
María del Pilar Servitje Montull  
María Elena Juárez Allende  
María García Flores-Chapa  
Miguel Alberto López Lara  
Natasha Núñez González  
Pilar Mariscal Servitje  
Rodrigo Villar Gómez  
Rogerio Juan Casas-Alatriste Urquiza †  
Santiago Gil Ramírez  
Suhayla Bazbaz Kuri

# FUNDACIÓN MERCED

## ANNUAL REPORT

# 2021

INVEST, STRENGTHEN, RECOGNIZE

Thanks to your trust, we will continue on innovating, forming alliances, and strengthening civil society in Mexico!

  
[www.fundacionmerced.org.mx](http://www.fundacionmerced.org.mx)

    FundMercedAC

  Fundación Merced, A. C.

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