



ANNUAL  
**REPORT**  
2023

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## REPORT NAVIGATION



Click on the icon to access the digital content.



Check the Glossary to clarify some terms.

# MESSAGE FROM Presidency

In 2023, we faced the challenge of renewing our image to clearly communicate our current institutional purpose.

Our slogan, **“We are the bridge that connects,”** explains our performance in the social ecosystem. It brings together the different actors involved and has a common purpose: **the positive transformation of social problems to encourage sustainable communities in Mexico and Latin America.**

This year, with the help of our financial allies, we have co-created Social Investment programs, launched 8 calls for proposals, supporting 38 Civil Society Organizations, and carried out 6 activities with the Corporate Volunteering programme that put the solidary talent of our allies at the service of different organizations.

Regarding our programmes, we have oriented IDEAS (Initiatives for Development and Social Action) to 2 young organizations assisting migratory issues. Moreover, we have created the new Impulsa Social programme focusing on strengthening 3 sustainable and productive entrepreneurship initiatives that originated from civil society. Both initiatives offer pertinent solutions to the current social circumstances in our country.

This year, we have also responded in solidarity with the communities in Guerrero, due to the Otis hurricane emergency. We supported 2 organizations in primary health care and livelihood recovery. With the hybrid strengthening programmes and the MerceDigital platform, we have trained 499 people and strengthened 244 national organizations.

Committed to promoting a common agenda that boosts our right to act collectively as Civil Social Organizations in a complex and challenging context, we have participated in the creation of

Iniciativa Manifiesta tu Ciudadanía, a national network of Civil Social Organizations where we work to care for and strengthen the civic space in Mexico, defending our right to participation, association, protest, and free speech.

We thank our financial, strategic, and operative allies in this process for their accompaniment, for being part of this change, for encouraging us to continue renewing ourselves, and for contributing to the construction of solutions with a strategic, systemic, and collaborative vision.

I invite you to carefully read our report, which accounts for each of our actions as a mechanism of transparency and accountability.

**Thanks to everyone who, after 60 years, has made possible for the Fundación Merced to be a solid and committed institution for the sustainability and permanence of Civil Society, as a bridge that boosts development in our country.**

**Gerardo Candano Conesa, President of Fundación Merced**





## MISSION

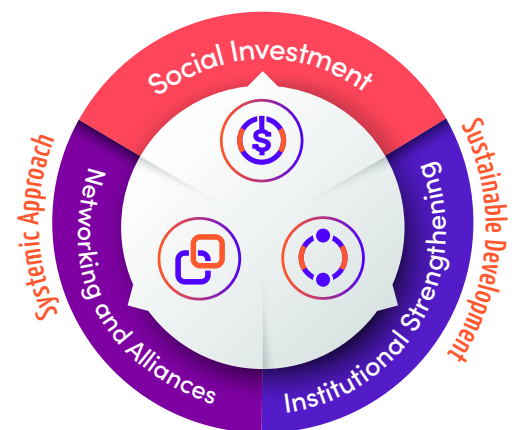
We promote sustainable development and transformation through diverse partnerships.

## VISION

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

## OUR MODEL INTERVENTION

Our intervention model, based on a systemic approach model intervention allows us to participate in different areas of social society through resource mobilization, institutional strengthening, and capacity-building through networking and alliances to contribute to the permanence of social organizations, thus promoting sustainable development in Mexico.



## CROSS-CUTTING THEMES

Gender Perspective and  
Non-Discrimination

Sustainable  
Development Goals

Active citizenship

Human Rights-Based  
Approach



Check our Glossary



## OUR 4 PRINCIPLES

Confidence



Values that we fully experience within the foundation and that are reflected in our institutional work.

Quality



Commitment



Cordiality



# WE ARE

## THE BRIDGE THAT CONNECTS

This year, we are launching our new institutional image to communicate what we are today:

### “A BRIDGE THAT CONNECTS”

- Our roots within the present
- Our present with possible futures
- People, communities, and organizations
- Ideas, wishes, and purposes
- Diverse actors of the civil society ecosystem
- Learning, experience, and knowledge
- Diverse resources
- To build unity in diversity
- To strengthen sustainable development

# ANNUAL REPORT SUMMARY

# 2023



## SOCIAL INVESTMENT

### Calls for Social Investment



8

Calls for proposals



5

Financial allies



5

Institutional programmes



38

Organizations assisted

**\$9,611**  
million

Invested resources

### Corporate Volunteering



4

Financial allies



6

Activities



**556**

Individuals assisted



**256**

Volunteers



**12**

Operative allies



## CAPACITY-BUILDING



4

Capacity building offers in alliance



7

MerceDigital capacity-building offers



**499**

Participants



## STRENGTHENING



4

Strategic allies



**244**

Strengthened organizations



7

Specialized consultancies



## NETWORKING AND ALLIANCES



7

Partnerships

of affinity, knowledge, and impact.

We participate in diverse reflection spaces in alliance with



8

Organizations



## HUMAN TALENT



8

Trainings to the operational team



1

CelebRaintion



1

Integration activity

# GLOSSARY



## CALL FOR SOCIAL INVESTMENT (FINANCING)

A social project design methodology that allows mobilizing financial resources from financial allies to social organizations that enhance social impact. Calls are also a mechanism for transparency, accountability, and a learning exercise to strengthen organizations.

## STRATEGIC ALLY

People and organizations that provide knowledge and experience to the programme building.

## FINANCIAL ALLY

Companies, organizations, and corporate foundations that contribute financial and human resources for civil society to generate a positive impact on people and communities.

## OPERATIVE ALLY

Civil Society Organizations (CSO) specialized in diverse social causes that contribute to projects supported by Social Investment programmes.

## ACTIVE CITIZEN

Citizenship involves recognizing one's rights, while an Active Citizen actively exercises these rights through organized community groups or grassroots efforts. This active participation allows individuals to directly impact the public sphere and intervene in their social environment.

*Taken from the Seminar on Active Citizenship: Catalysts for Social Change.*

## HUMAN RIGHTS-BASED APPROACH

Focused on population groups that are subject to a greater marginalization, exclusion, and discrimination. This approach often requires an analysis of gender norms, different forms of discrimination, and power imbalance to ensure interventions get to the most marginalized sectors of the population.

*United Nations Population Fund (UNFPA)*



## SYSTEMIC APPROACH

The systemic approach defines an organization as a goal-oriented general environment subsystem constituted by its interaction among other subsystems.

## INSTITUTIONAL STRENGTHENING

Our working model considers capacity-building and strengthening for organized civil society, creating synergy between human talent and institutional structure, contributing to sustainability.

## SOCIAL INVESTMENT

The generation of collaborative and synergic alliances with different actors is needed to respond sustainably to a social problem by mobilizing human and financial resources.

## SUSTAINABLE DEVELOPMENT GOALS (SDG)

In 2015, the UN adopted the 2030 Agenda for Sustainable Development. This presents an opportunity for countries and society to embark on a new path to improve the lives of all, leaving no one behind. The 2030 Agenda includes 17 comprehensive and interdependent Sustainable Development Goals.

*United Nations (UN), 2015*

## GENDER PERSPECTIVE AND NON-DISCRIMINATION

It is the scientific, analytic, and political vision of women and men and their relationships, positions, and differentiated needs regarding their rights, resources, and development benefits. Its application allows us to determine differences between women and men regarding access to rights, decision-making, and exercise of power, as well as resources and benefits. Likewise, it allows us to identify, question, and transform discrimination, inequality, and exclusion.

Principles of equality and non-discrimination:

The ethical, legal, and political principles support the idea that everyone, without distinction, is entitled to all human rights. This includes equal treatment before the law and protection against discrimination based on various grounds, including gender. These principles are fundamental to the rule of law and human rights. Their conception helps to reduce the disadvantages experienced by people for assorted reasons and in various areas.

*The concept from the UN is "Increasing equality and countering discrimination."*





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SOCIAL

# Investment

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We co-finance projects of high value and social impact, whose return on investment is the positive change in social organizations and the people they serve, through three work lines:



**Calls for Social Investment**



**Reason for Being Award**



**Corporate Volunteering**



fundación **merced**

- Co-invests
- Designs programmes
- Coordinates
- Manages
- Mobilizes
- Supports
- Boosts investment
- Reports impact results



## FINANCIAL ALLIES

- Invest resources
- Generate social returns
- Develop CSR (Corporate Social Responsibility) and ESG (Environmental, Social and Governance) strategies



## PEOPLE POPULATION ASSISTED

- Co-invest and contribute resources
- Generate social, productive, and environmental returns
- Inspire change and positive transformation



## OPERATIVE ALLIES

- Propose intervention
- Implement
- Support
- Strengthen
- Report impact results

# PROJECTS 2023



Cooperación Comunitaria A.C.

## #AlianzasQueMultiplican

### FINANCIAL ALLIES



**TOYOTA**



### CALLS FOR SOCIAL INVESTMENT

- Abriendo llaves (Turning on the tap)
- Rodar para ayudar (Rolling to help)
- Conduciendo un México Mejor (Driving a Better Mexico)
- Apoyo a emergencia: OTIS (Emergency Support: OTIS)
- IDEAS. Iniciativas para el Desarrollo y Acción Social (IDEAS. Initiatives for Development and Social Action)
- Impulsa social (Social Impulse)
- Fondos institucionales (Institutional Funds)
  - Fondo Institucional Fundación Merced (Fundación Merced Institutional Fund)
  - Fondo Memorial Familia Munguía (Familia Munguía Memorial Fund)

### REASON FOR BEING AWARD

### CORPORATE VOLUNTEERING

**VOLKSWAGEN**  
DE MÉXICO



- Mexico Volkswagen Volunteering
- With a committed heart, TFS Rally
- Science Rally/ Food Pantry Rally
- Entrepreneurship with visual disability





Biannual Call



Financial Ally

### Programme objective:

To expand coverage or improve access to drinking water through implementing sanitation and hygiene systems that ensure the conservation of water sources and associated ecosystems, focusing on strengthening community development.

SDG



Clean water and sanitation

2023 Call for Proposals

Period 2023 – 2025

### Organization



### Project

Katalakgpalli CHUCHUT

### Objective

- To provide water harvesting, wastewater treatment, and desalination to families in rural areas.

2022 Call for Proposals

Period 2022 – 2024

### Organization



Water sovereignty of the Tseltal communities

### Achievements

- Capacity-building in sanitation, hygiene, and use of eco-friendly toilets.
- Installation and use of eco-friendly toilets and greywater systems.
- Study of environmental sanitation at home.

2021 Call for Proposals

Period 2021 – 2023

### Organization



Safe water and environmental sanitation in two micro-watershed localities, in Santa Catarina Estetla, Oaxaca

- Capacity-building on the human right to water, the integral water cycle, identification of water risks, mapping of water sources, and the operation and environmental contributions of composting toilets.
- Cleaning of water sources to test water quality.
- Implementation of composting toilets.

### Programme scope:

\$500,000  
Resources invested

373 People assisted

2 States

5 Communities



# Rodar *para ayudar*

Rolling to Help



Financial Ally

## Programme objective:

The purpose of delivering passenger vehicles is to provide personnel mobility and serve the population served by Civil Society Organizations; the main aim is to contribute to organizations that need transportation to implement their care or development models and generate positive change in the community.

## Allocated vehicles

2023

### Organization



Asociación Cultural Internacional, A.C.

Morelos and Puebla

### Vehicle use

To transport young female students from their homes to school and different social, cultural and sports activities.



Mexico City

To transport students to therapies and specialized medical attention, as well as to extracurricular activities, and to mobilize supplies used for their projects and volunteering.



Oaxaca

To transport children with cancer to their therapies and facilitate emergency transfers.

## Programme scope:

**\$2,147,921**  
Resources invested



**616**

People assisted



**4** States

### Programme objective:

To contribute to the Sustainable Development of vulnerable communities through the operation of comprehensive local projects with a focus on prevention and the accomplishment of the Sustainable Development Goals (SDG) through the categories of education, environment, and traffic safety.

### SDG

3

Good health and well-being

4

Quality education

6

Clean water and sanitation

12

Responsible consumption and production

### 2023 Call for Proposals

Period 2023 – 2024

#### Organization



Chihuahua

#### Category



Education

#### Project

Meaningful young people

#### Objective

To reduce the school dropouts of 300 young Indigenous high school students from the Sierra Tarahumara by increasing their socioemotional skills, their identity and rights knowledge of the Indigenous people, and their educational and occupational opportunities for informed decision-making.



Veracruz



Environment

More lungs for the Huasteca

To develop conservation skills and agroecological practices of 80 producers to restore and reforest 77 hectares of food forest.



Baja California



Traffic safety

Cyclolife: Assemblies for safe mobility

To create awareness in various population segments about the importance of living a traffic-responsible and respectful culture to reduce the number of deaths and injuries caused by traffic accidents.

## Organization



Chiapas

## Category



Education

## Project

“Kuxlejal” – Comprehensive campaign for the prevention of suicidal behaviour among Indigenous youth

## Achievements

- Creation of spaces for listening, dialogue, and reflection for the prevention of Tzotzil teenagers’ suicide, with the projection of the movie Kuxlejal.
- Artistic expression spaces.
- Diagnosis of the incidence of suicide in young people.



Hidalgo and Puebla



Environment

Medicine Women: recovery of Huastec nature and culture

- Creation of herbology working groups in the state of Veracruz.
- Updating the design for medicinal products on sale.
- Designing medicinal products for online and physical sales.



Nuevo León



Traffic safety

Safe School Zone

- Formation of the Teacher Network for Traffic Safety in Nuevo Leon to promote traffic education in school areas.
- Online courses for teachers in traffic safety.

## Programme scope:

**\$750,000**  
Resources invested



**14,964**

People assisted



**4**

States



**15**

Communities

# EMERGENCY SUPPORT OTIS

Programme



## Programme objective:

Our commitment is to respond to and support emergencies that endanger vulnerable people and communities in Mexico. That is why we co-finance SCOs that implement attention strategies for recovering affected livelihoods after emergency events, with a mid- and long-term development vision that allows them to recover and improve their quality of life.

Call for Proposals 2023

Period 2023 – 2025

## Organización



COOPERACIÓN  
COMUNITARIA

Guerrero

## Proyecto

Paving the Way  
for Recovery:  
Hurricane Otis

## Objetivo

To reduce the rural community's vulnerability to socio-natural disasters and strengthen community bonds and traditional knowledge.



Guerrero

Together for the  
Comprehensive  
Acapulco's  
Reconstruction

To facilitate humanitarian aid and to restore social fabric by giving emotional support to prevent post-traumatic stress.

## Programme scope:

\$1,000,000  
Resources invested

Cooperación Comunitaria A.C.



**Programme objective:**

Since the creation of the Call for Proposals in 2017, the Fundación Merced has promoted, with seed capital, organizations' initiatives and Civil Society actors oriented to improving the quality of life and direct participation of inhabitants in different communities.

In the current context, we call these Civil Society Organizations led by young adult people or that currently work with groups and collectives of people under 30 that serve youth in conditions of poverty or exclusion to guarantee their right to protection, access to justice, and a life free of violence.

**SDG**

1



No poverty

5



Gender equality

10



Reduction of inequalities

**Call for Proposals 2023**

Period 2023 – 2026

**Organization**

Jalisco

**Project**

Human Rights Clinic

**Objective**

To offer legal and psychological advice to historically vulnerable people like the sexually diverse population who have been victims of violence and discrimination.



Chiapas

Spinning nets with the sound of the Tseltal heart

To promote the preservation of the Tzeltal culture through traditional music and textile art as an identity and Capacity-Building space for Mayan youth.

**Call for Proposals 2022**

Period 2022 – 2025

**Organization**

Mexico City

Health for the poorest

**Achievements**

- Capacity-building of personnel in preparing more suitable food for people undergoing medical treatment.
- Delivery of monthly breakfasts and meals for 50 people in vulnerable conditions and undergoing medical treatment and for their families.
- Adaptations to the infrastructure (dining room and rooms) to provide services in a more structured way at the shelter.
- Institutional strengthening of the organization, through of which an operation manual was created that contributes to improve internal coordination.



Call for Proposals 2022

Period 2022 – 2025

## Organization



ECQUI

Oaxaca

## Achievements

Employability workshops for high school students

- Capacity-building in technical skills (confectionery and dressmaking) for 54 young people and adults to increase their employability and job development opportunities.
- Acquisition of consumable items, machinery upgrade, and adaptation of spaces for dressmaking, construction, and confectionery.

Call for Proposals 2022

Period 2022 – 2025



Morelos

Digital language lab "Girls changing the future"

- Capacity-building in digital skills to 83 girls (basic programming, Google Workspace, and Office software) to contribute to consolidating their life project, occupational development, and exercising their digital rights.



Chihuahua

Promotion of the traditional Raramuri Indigenous normative system

- 25 meetings with community authorities to promote knowledge and the projection of rights of the Raramuri communities.

## Programme scope:

**\$740,000**  
Resources invested



**3,707**

People assisted



**3**

States



**3**

Communities

### Programme objective:

To contribute to reducing poverty structural causes in localities with high socioeconomic vulnerability rates through the direct comprehensive accompaniment to productive entrepreneurship by Civil Society Organizations, supporting grassroots groups to transform them into profitable, productive entrepreneurship with high value-added.

### SDG

1



No poverty

5



Gender  
equality

12



Responsible consumption  
and production

### Call for Proposals 2023

Period 2023 – 2025

#### Organization



Chiapas



Mexico City



Oaxaca

#### Project

Production and sale  
of textile handcrafts

Living Earth  
Savings and  
investments by  
farmers

Value added in fish,  
an alternative to  
economic autonomy  
for the women of  
Puerto Angel

#### Objective

To contribute to the growth, professionalization, and scalability of textile handcraft entrepreneurship in 4 communities of Chiapas to reduce the causes of poverty affecting women.

To contribute to the financial inclusion of farmer women for their sustainability and self-governance in communities of Amanalco de Becerra, State of Mexico.

To contribute to reducing structural poverty causes in Puerto Angel, Pochutla, and Oaxaca by including in their productive proposal a value-added with threefold impact: financial, social, and environmental.

Acciones para el Desarrollo  
Comunitario A.C.



### Programme scope:

**\$900,000**

Resources invested

## INSTITUTIONAL FUNDS

# FUNDACIÓN MERCED Institutional Fund



### Programme objective:

This fund finances and strengthens organizations to boost their sustainability and support their enthusiasm. That is why two institutions are incorporated into the Fund annually and stay in the programme for three years.

#### Call for Proposals 2023

Period 2023 – 2024

### Organization



INSTITUTO  
PEDAGÓGICO PARA  
PROBLEMAS DEL  
LENGUAJE, I.A.P.

Mexico City



Morelos

### Strengthening achievements

- Thanks to applying institutional maturity diagnosis in strategy, governance, care model, organizational and administration structure, financial sustainability, and communication and alliances, areas of opportunity in organization and planning were detected.

#### Call for Proposals 2022

Period 2022 – 2024

### Organization



FYADENMAC  
AMELA

Mexico City



FUNDACIÓN  
Giordanna  
Nahoul, I.A.P.

Mexico City

- The organization's care model was evaluated, helping to conceptualize the social problem; a theory of change was established, and institutional strategies were used to optimize the institution's social activities.

- Institutional governance was carried out to define profiles, new roles, and a better definition of the governing body.

#### Call for Proposals 2021

Period 2021 – 2023

### Organization



SEDAC

Mexico City



Mexico City

- The organization's care model was evaluated to help conceptualize the social problem. A theory of change and institutional strategies were established. In addition, a workplace evaluation was conducted.

- The organization's assessment tools were reviewed to develop strategic benchmarking, and design a monitoring system and evaluation, which are critical elements for improving the organization's intervention.

### Programme scope:

\$650,000  
Resources invested

2 States





# MUNGUIA FAMILY Memorial Fund

To honour the Munguia family's vocation, which is focused on helping their society and country, this fund contributes to the work of the four founding organizations that are part of our origin.

## Organization



Mexico City

## Mission

The centre contributes to the capacity-building of children in vulnerable economic contexts and those who need it due to their family circumstances. It provides them with a loving, warm home environment to promote their comprehensive, harmonious, and transcendent development.



Mexico City

The foundation helps improve the well-being of people living in poverty, promoting their physical, mental, emotional, and spiritual health so they can live and die with dignity. The donation is focused on Saint Vincent's Home work, which provides a permanent home for older women over 65 with little or no economic resources.



Mexico City

The home provides comprehensive care to older adults who require it, by offering them a home with quality physical and spiritual services, respecting their rights, and promoting dignified and active ageing.



Mexico City

The hospital provides quality medical attention to sick people through trained, professional, and service-minded personnel focusing on their patients' care, integrity, and human dignity.

## Programme scope:

**\$1,473,936**  
Resources invested

 **2** States



# RAZÓN DE SER 2023



Reason for Being 2023

We are DIVERSITY **in action**

## /// XXIV EDITION ///

In the XXIV Edition of the award, we celebrate the diversity of professional actions of five Civil Society Organizations which have actively created, designed, and implemented new routes and solutions to different social problems.



Know more about the recognized organizations



Experience the award ceremony!

### Financial ally



### Organization



### Category



**Institutionality.**  
Projection, and Care  
of Social Commitment

### Recognized action

It's trajectory and institutional strengthening help every female lawyer in Mexico work in an inclusive professional environment, have the necessary tools to enhance their development and be an agent of change

**\$400,000**



**Education .**  
The teaching  
challenge for learning  
recovery

Project:  
Science club PAUTA

**\$350,000**



**Women Community  
Leaders.**  
Economic autonomy  
and social change

Project:  
Fertile Earth

**\$350,000**



**Health.**  
For a fair  
development

Project:  
Comprehensive accompaniment to treatment

**\$350,000**



**Environment.**  
Communities taking  
care of nature

Project:  
Sustainable management of St. Catarina Estetla  
micro-watershed

**\$350,000**



Reason for Being TV

To discuss, celebrate, spread, and acknowledge the importance of civil society, we created this digital space for specialized content from and for Civil Society Organizations.



If you missed any of these contents, you can check them out here.

## Informative video-clips

Health, human rights for a fair development

How to consolidate women's productive groups

Organizations and communities: Guardians of Nature

Adopting the RAPID model from the CSO

Projection and care of social commitment



### Sergio Meneses

Health category Advisor of Reason for Being 2023

### Natalia Wills

Women Community Leaders category Advisor of Reason for Being 2023

### Jiangsu Olea

Environmental and Social Management Officer for the Mexican Fund for Conservation of Nature A.C.

### Lorenzo Gómez Morin

Education category Advisor of Reason for Being 2023

### Ana María Leon

Institutionality category Advisor of Reason for Being 2023



## Round table

We are DIVERSITY in action: Promoting the right to act collectively

- **Abel Valdez**, Co-director of Accionar.io
- **Francisco González**, Deputy Director de Mobilization at Movilizadorio
- **Sandrine Molinard**, Director of Consejo Cívico
- **Magdala López**, Coordinator of Technical Secretary at Iniciativa Manifiesta

**Moderator:** Araceli Roldan, Deputy Director of Institutional Development at the Fundación Merced

# CORPORATE volunteering

We develop corporate volunteering programmes focused on the vision integration of Corporate Social Responsibility and the mission and needs of Civil Society Organizations through the following model:



# VOLUNTEERING 2023

| Financial ally               | Operative ally  | Volunteering name                             | Description   | Volunteers | People served |
|------------------------------|---|---|---|------------|---------------|
| VOLKSWAGEN<br>DE MÉXICO      |    | Volkswagen<br>Mexico<br>Volunteering          | Promoting environmental and STEM education in preschool children of the CAIC school in San Lorenzo Almecatla, Puebla, through classes and workshops that involve parents, the school community, and VW volunteers.  | 75         | 149           |
|                              |    |   |   |            |               |
|                              |    |   |   |            |               |
| TOYOTA<br>FINANCIAL SERVICES |    | With a<br>committed<br>heart, TFS<br>rally    | Contributing to the safe mobility of children and teenagers of vulnerable contexts in Mexico City through the delivery of bicycles for efficient mobility integrating playful and collaborative activities to create awareness and care of the environment. | 45         | 33            |
|                              |    |   |   |            |               |
|                              |  |   |   |            |               |
| Ford                         |  | Science rally                                 | Contributing to STEM knowledge in a playful and participative manner in children at the basic school level and in the context of vulnerability in Mexico City.  | 53         | 114           |
|                              |  |   |   |            |               |
|                              |  |   |   |            |               |
| Henkel                       |  | Food Pantry                                   | Contributing to the food security of families in the context of vulnerability in the State of Mexico; it also promotes teamwork and awareness of food waste in Mexico.  | 43         | 240           |
|                              |  |   |   |            |               |
|                              |  |   |   |            |               |
|                              |  | Entrepreneurship<br>with visual<br>disability | Promoting the exchange of knowledge between Henkel volunteers and visually impaired people to strengthen their entrepreneurship and create awareness of visual disability.  | 20         | 10            |





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INSTITUTIONAL

# Strengthening

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Our work model contemplates the capacity-building and strengthening cross-cutting themes for organized civil society.

The objective is to create synergy between human talent and institutional structure to contribute to their strength and sustainability.



**Strengthening**

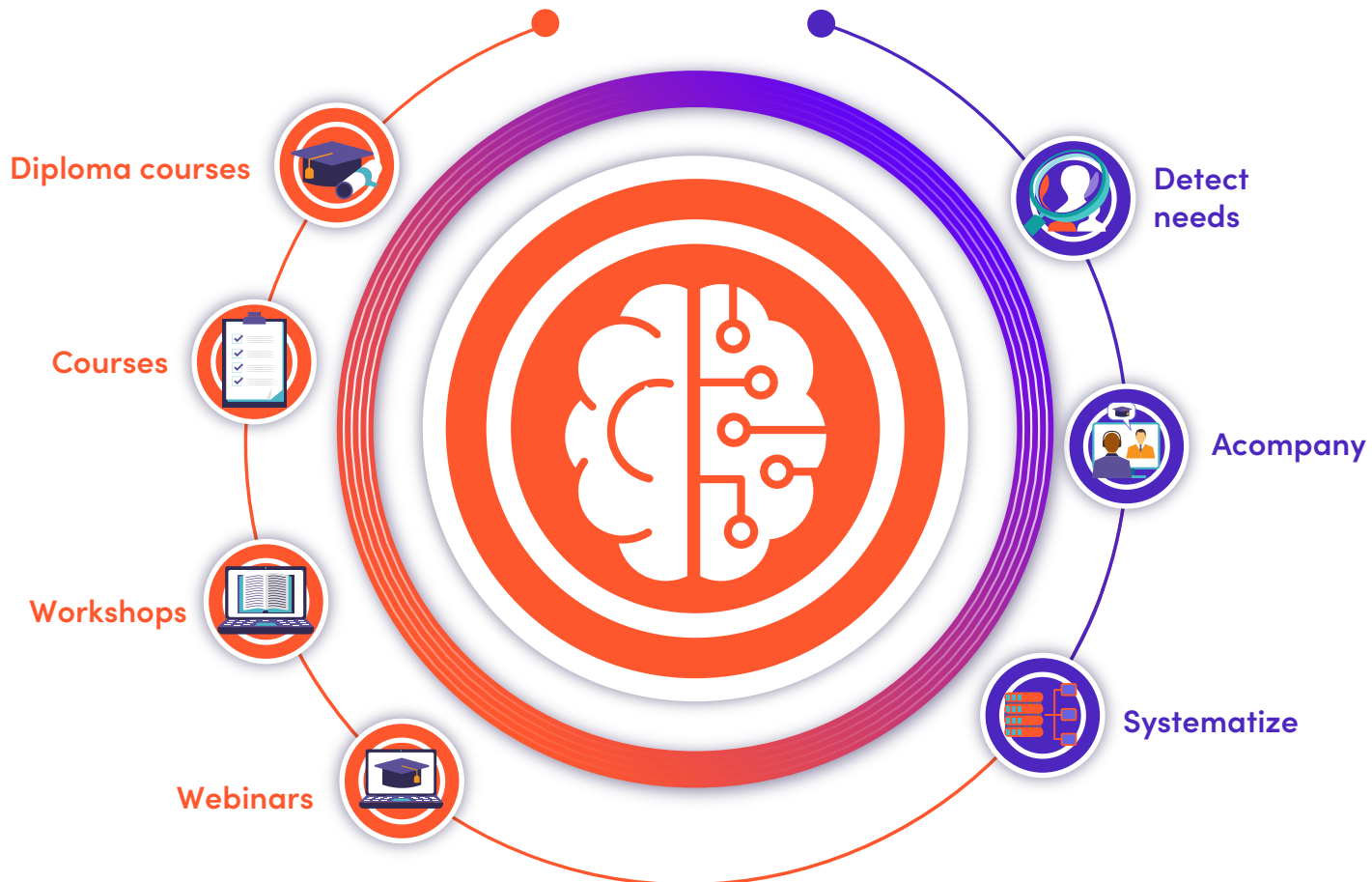


**Capacity-Building**



## CAPACITY-BUILDING offer for human talent

## Institutional Strengthening APPROACH



# PROJECTS 2023



## STRATEGIC ALLIES



## CAPACITY -BUILDING

- IX Annual Congress for Institutional Strengthening
- Diploma in accounting and tax aspects for CSO
- Workshop in Strengthening Governance for Civil Society Organizations
- Bootcamp for international cooperation
- Capacity-Building offer in person and on MerceDigital

## STRENGTHENING

- Adaptive strengthening for sustainable social impact of the CSO in Mexico
- Project formulation workshops (Addiction and water)
- Programme for the development of strengthening plans
- Social core: measure, decide and act
- Diagnosis and strengthening of networks in South America
- Strengthening of the Connect for your Safety Network St. Fernando and St. Juan programme
- Specialized consultancy







## CAPACITY-BUILDING

### In alliance

#### Offer

IX Annual Congress for  
Institutional  
Strengthening

#### Strategic ally



#### Objective

To provide a space for reflection and exchange of experience and knowledge, enabling organizations to use methodologies and tools to be more efficient and achieve better results at the institutional and technical levels.

#### Participants

50

Diploma in accounting and tax management  
for CSO



To strengthen the knowledge of CSO accounting teams to contribute to the sustainability and financial care of the organization.

32

Workshop  
Strengthening  
Governance for CSO



To strengthen Civil Society Organizations' governance through a workshop with a theoretical and practical approach based on the best practices in the field.

20

International  
Cooperation  
Bootcamp



To strengthen organizations' capabilities in project management and access international cooperation resources.

41

# Capacity-Building Offer



## Offer

## Objective

## Participants

### Diploma in Organizational Management of Social Transformation



To contribute to the professionalization of Civil Society Organizations (CSO), through the development of key competencies for management and institutional strengthening, which allow you to face current challenges and achieve better results in your Social intervention.

36

### Legal and Tax Update Workshop for SCO

To update on current legal and tax issues for the CSO, and to provide practical knowledge to ensure regulatory compliance and improve their management.

107

### Workshop on Collaborative Leadership and Agile Methodologies

To provide practical planning and management tools based on agile methodologies for their effective implementation in CSOs.

21

### Models of care and Result-Based Management Workshop

To learn about the construction of social intervention models based on logical procedures that facilitate the design, planning, implementation, analysis, and generation of knowledge with the methodology of results management.

35

### Masterclass on Leadership and Management Skills for team management

To strengthen people's leadership and team management skills in a managerial role.

39

### Adaptative Strategic Planning Workshop

To introduce people to concepts and tools for implementing adaptive planning within their organization.

19

### Balance for Individual and Organizational Wellness Webinar

To provide conceptual and practical tools for mental health promotion at the individual and organizational level.

99

**Total number of participants: 499**



# STRENGTHENING

## Strategic ally



## Strengthening theme

Adaptative strengthening for the sustainable social impact of Mexican CSOs\*

## Achievements

Training and accompaniment in resource mobilization, monitoring, and evaluation: 12 organizations achieved the creation of their Logical Model Framework, Theory of Change, and monitoring plan. In addition, we supported 2 organizations to develop their resource mobilization plan, annual budget, fundraising strategies, and donor mapping.

CSOs

12



Adicciones

Training and Advising for Project Formulation and Evaluation workshops.  
Call for Proposals 2023/2024

Organizations obtained methodological tools for the formulation, and evaluation of their projects, developing a project focused on addiction topics, to submit their application for the 2023-2024 call of The Gonzalo Río Arronte Foundation.

67



Agua

Sessions to solve methodological doubts for the call for proposals for the Gonzalo Río Arronte Foundation

Resolution of doubts about the Logical Framework methodology that allowed organizations to improve the quality of their projects submitted for the 2023 -2024 Water Call for Proposals, aligning them with the required objectives and requirements.

35



Programme for the Development of Strengthening Plans

Accompaniment to Civil Society Organizations in developing their institutional strengthening plans.

35



Social Core: Measure, decide, and act

Accompaniment to selected organizations in the biannual call for proposals of the Trust, by focusing on monitoring and evaluation results. The organizations developed a monitoring and evaluation plan.

59



Diagnosis and strengthening of networks in South America

Development of diagnosis of gaps in strategic planning for the Salvadorian Network for the Right to Education (RESALDE, for its acronym in Spanish) and for the Bolivian Campaign for the Right to Education (CEBDE, for its acronym in Spanish), where opportunity areas were revealed in public relevance, strategic identity, planning, and procedures. This led to the capacity-building of both networks in the building of their key performance indicator matrix, their policies, and their institutional manuals.

28



Strengthening the Connect for your Safety Network St. Fernando and St. Juan

Diagnostic development to 6 organizations of the Network. Capacity-building was provided in care models, financial resilience, updating in legal and tax issues, which led to acquire knowledge and critical tools to improve their skills and to promote their effective collaboration.

6

Total number of organizations strengthened: 244



Fundación Merced A.C.

## SPECIALIZED consultancy

### Organization



### Strengthening theme

Governance

### Achievements

Development of the governance manual for the proper operation of the Foundation's governing body, including a process evaluation of the latter.



Legal and tax incorporation

Accompaniment of the legal incorporation process of the organization.



Legal and tax incorporation

Accompaniment of legal incorporation and obtention of the status as *Donataria Autorizada* (tax-exempt status).



Legal and tax advice

Accompaniment of legal and tax processes. Critical documents such as the Enrolment in the Federal Register of Civil Society Organizations (CLUNI) annual report, annual tax declaration and transparency report we developed.



Governance

Development of governance manual for the proper operation of the Foundation's governing body.



Legal and tax incorporation

In the process of legal incorporation.



Legal and tax incorporation

In the process of legal incorporation.



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# NETWORKING AND Alliances

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We generate an ecosystem of Civil Society Organizations and other allied counterparts (financial and strategic) to:



**Consolidate our work**



**Interchange knowledge**



**Experience**



WE ACHIEVE THIS THROUGH THE  
**FOLLOWING MODEL**





# PROJECTS 2023



## STRATEGIC ALLIES



- Advocacy Networks
- Civil Society Organizations networks
- Impact and collaboration Networks

## ALLIANCES



- Partnerships:  
CSO Voices Blog
- IDB and PIM conferences.  
Impact Management
- Participation



# NETWORKS

## Advocacy Networks



Citizen initiative that brings together different Civil Society Organizations to work on the protection and defense of free speech, participation, association, and protest rights.

### Action

### Description

Executive Committee and Communications Committee

Fundación Merced is a founding and active member of the *Iniciativa Manifiesta* collective, participating directly in the management, governance, and internal development of the network's image.

Voces Unidas. Meeting for the rights of organizations in Queretaro

Meeting for the rights of organizations in Queretaro. We joined to defend and promote free the civic space.



Organizations and scholar's groups defending CSOs' rights. It analyzes the social, regulatory, tax, and political contexts of CSOs in Mexico, Latin America, and globally.

Annual summit

Fundación Merced hosted the collective summit, which included organizations and groups from Monterrey, Juarez, Cozumel, Cancun, Oaxaca, and Mexico City. The summit presented national progress, international projects, and a 2024 perspective.

Tax support

Programme of the Defense of the Organization's Rights, financed by Ford Foundation.

International Civic Forum 2023: Anticipating futures - moving from scenarios to actions

International collaboration between UnidOSC and the International Civil Society Centre (ICSC). The ICSC promoted the three-year initiative (2022-2025): "Anticipating Futures of the Civil Society," which focused on strengthening civil society professionals' capacity to anticipate and read the future. The initiative resulted in the International Civic Forum 2023, which took place on November 29th and 30th in Brussels. Fundación Merced contributed by designing actionable scenarios based on the prediction of the future of global civil society.

# Civil Society Organizations Networks



A collaborative effort between donors and strengthening institutions that seeks to show Civil Society Organizations' reality during the COVID-19 pandemic. It was adapted after the first year of recovery. Currently, PULSO OSC is collecting and sharing information about general aspects of the organizations that help them make decisions about the current state of their work through relatable and generated information.



Thematic network of companies, institutes, organizations, and corporate foundations promoting base development and sustainable communities' consolidation in Latin America. Fundación Merced is a founding member of the Network and an active member of *Nodo Mexicano*.

## Action

## Description

International Event:  
Gender and youth,  
reflection, and action in  
Latin America

The integration of gender mainstreaming in the Network's planning and methodology was one of the results of the Gender Group, formed by the Merced and ADO Foundations. In this context, one of the first resulting actions was the Gender and Youth Event in Tegucigalpa, Honduras, which allowed diverse voices to be heard and started the conversation in the region.

Iniciativa Común  
Nodo mexicano

We actively participated in the creation of the Theory of Change and call for proposals of *Iniciativa Común*, whose objective is to finance projects developed between CSOs and grassroots groups to improve economic conditions for women, this with an inclusive and community approach.

Gender Challenge  
Hackathon

In alliance with Fundación ADO, Fundación Sandarriaga Concha, and the Network, the regional initiative Gender Challenge Hackathon was launched in search of innovative solutions to close the labour gender gap and improve economic conditions of women in the region. More than 60 projects participated in the call for proposals, and CEFOCAM ANTSETIK A.C. in Chiapas, Mexico, was selected as the winner because it was an inclusive and replicable proposal.

International Forum  
RedEAmérica 2023  
Bogota, Colombia

Karla Jiménez, Executive Director, participated in the panel "Changing environments: Innovating in practice," presenting the *Iniciativa Manifiesta*, in which the Fundación Merced actively participates.



ENTRETEJIENDO MÉXICO  
PLATAFORMA MEXICANA DE VOLUNTARIADO

An interdisciplinary group of organizations, academia, and government are focused on promoting skills-based volunteering and on development and social sensibility.

4th National  
Volunteering Meeting

A space to unite organizations that promote volunteering and to make known the different modalities adopted by this solidary action.



Fundación Merced A.C.

## Impact and collaboration networks



Network consisted of corporate, institutional, and family foundations are building towards a more significant social impact for the development of sustainable communities in less unequal, fairer, and more prosperous Mexico.

## Latimpacto

A network of peers, all providers of capital and under a clear sense of community, manages collaborations, learning opportunities, and connections throughout the capital-capital continuum among actors that invest heavily in the Region.

### Action

Impact Minds: standing together

### Description

As a member of this network focused on boosting impact investment, we participated in the regional meeting in Brazil.

# ALLIANCES

## Partnerships

### CSOs Voices Blog

We created the CSO Voices Blog, where people who collaborate in Civil Society Organizations in Mexico or specialize in social sector issues share their knowledge, reflections, and experiences on a specific topic. The aim is to promote the conformation of an ecosystem through alliances and knowledge sharing.



#### **The evolution and transcendence of Fundación Merced**

By Karla Jimenez, Executive Director of Fundación Merced



#### **Birth of a CSO: A citizen viacrusis**

By Sandrine Molinard, Director of Consejo Civico de Instituciones de Nuevo Leon A.C



#### **Gender Perspective and opportunity to build fair societies**

By Frine Salguero, Director of Instituto de Liderazgo Simone de Beauvoir A.C.



If you want to be part of this space, get in touch!  
[info@fundacionmerced.org.mx](mailto:info@fundacionmerced.org.mx)



Check the opinion articles

### IDB and PIM conferences. Impact Management

Strengthening space for Civil Society Organizations organized by the Inter-American Development Bank (IDB) and the Project Management Institute (PMI) in collaboration with Fundación Merced to share and generate knowledge about management project development. During the conferences, the participants applied agile management tools. They analyzed organizational and project management challenges they had faced, collectively finding innovative solutions through the exchange of experiences and the application of the best practices of the IDB's Project Management for Results (PM4R) methodology.





## PARTICIPATION

### Organization



### Event

National Meeting on  
Philanthropy. Behind the Fund

### Description

The work of the Fundación Merced and our intervention model was shared.  
**Participation of Karla Jimenez, Executive Director**



Festival of Innovation and  
Social Technology.  
Sustainability Edition 2023

The panel, "Your Place among Donors", answered questions from the CSOs about obtaining resources and provided advice on how to apply for calls for proposals.  
**Participation of Araceli Roldan, Subdirector of Institutional Development**



Latin American Forum of  
Impact Investment

Edition 2023 was called FLII Roots: Building a Future from Genesis. It focused on returning to the roots, nature, the planet, and the communities.



Mty Forum  
Annual Summit 2023. Let's  
defend the citizen's space

Presentation of the *Iniciativa Manifiesta* initiative.  
**Participation of Karla Jimenez, Executive Director**



UVM Award for Social  
Development

Capacity-Building on formulation and evaluation of social projects.  
**Participation of Karla Jimenez, Executive Director**





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HUMAN

# Talent

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At Fundación Merced, we firmly believe that our human talent is the most valuable asset of our organization; it is people who drive growth and prosperity; thanks to their knowledge, skills, experience, competencies, dreams, and the sum of their wills, we can achieve our objectives.

That is why we take care of the physical, emotional, and professional wellness of our staff. In 2023, we provided Capacity-building focused on enhancing the soft and technical skills of the team.



## TECHNICAL AND PROFESSIONAL

- Leadership Skills Masterclass
- First aid
- Civil Protection

1

## PHYSICAL AND EMOTIONAL WELLNESS

- Stress management
- A life without stress
- Nutrition workshop

3

## CAPACITY-BUILDING

2

## GENDER PERSPECTIVE

- Men's Circle
- Internal promotion of the policy Gender Perspective and Non-Discrimination





## CelebRaintion

It is an internal and horizontal space where we celebrate the thinking, creativity, and talent of the Fundación Merced team. This is how we promote reflection and analysis that strengthen the Foundation.

### **Impact investment: Aligning heritage with our values**

Speaker: Maria Matilde Olazabal



In this space, we reflect on the importance of impact investment, whose objective is to mobilize value-added capital for profitable and scalable projects in Mexico that are reducing inequality and poverty, seeking gender equality, and mitigating climate change.

## TEAM BUILDING ACTIVITY: Consolidation of the Merced tribe

The Fundación Merced team has fun and works together as a tribe in a team-building activity. This activity strengthened critical elements such as:



Leadership



Communication



Integration



Achieving  
results



Teamwork



## HOMAGE TO Juan Orozco Gómez Portugal

Former president of Fundación Merced



On December 10th, 2023, we met at the Fundación Merced facilities to recognize the career path of our former president and great adviser, Don Juan Orozco, who boosted the three critical aspects of the Foundation: our origin, the social organizations work, and the transcendence. His vision made us one of the first organizations to measure results through reliable social indicators.

We are grateful, affectionate, and admiring of Don Juan for promoting the development of Fundación Merced since 1986 and for contributing his search spirit to create innovative projects.

His heart and wisdom remain with us as a legacy.

# RESOURCES Mobilized



## Resources Mobilized

|  |                |
|--|----------------|
| • Resources received from the real state operation | \$20,764,937   |
| • Resources invested from Financial Allies         | \$11,644,430   |
| • Income for Capacity-building and Strengthening   | \$8,933,796    |
| • Transfer to Restricted Assets                    | (\$19,255,553) |
| • Pro-bono volunteering                            | \$306,170      |

### Total Resources Mobilized

\$22,393,780

## Resources invested in the Sector

|                                    |                |
|------------------------------------|----------------|
| • Donations granted                | \$ 10,662,135  |
| • Social Investment/ Strengthening | \$20,479,181   |
| • Transfer of Restricted Assets    | (\$14,961,104) |

### Total resources exercised

\$16,180,212

Figures based on the 2023 combined financial statements of Fundación Merced A.C. and Hermun A.C., audited individually by **Deloitte**.



# THANK YOU



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



... to our financial, strategic, and operative allies, who believe in our work and reinforce our purpose and impact.



...to Hermun A.C. for the support it provides annually for the operation of Merced Foundation's programmes and services because with its help we contribute significantly to the achievement of our mission.



... to our human talent, who every day contribute to a better organized civil society. Their time, talent, and dedication are key to continuing to advance, and dedication is essential to continuing to advance, and commitment is vital to continuing to advance in our purpose.

## PROFESSIONAL SUPPORT

Pro-bono

GALICIA  
ABOGADOS

signi

Sponsorship

BLN  
BODEGAS LA NEGRITA

MOBILITY ADO\*

ANDAMIOS  
SM8  
CONSTRUYENDO EL FUTURO

30 años  
Fomento Social  
Citibanamex, A.C.

# GOVERNING Body



## Directive Board of Fundación Merced

### Presidency

- Gerardo Catndano Conesa

### Treasury

- Enrique Arturo Nava Escobedo

### Secretariat

- Arturo Perdomo Jimenez

## Former presidents

- Alberto Paras Pages
- Alberto Núñez Esteva
- Juan Orozco Gomez Portugal †
- Olga Ramirez Campuzano
- Margarita Olmedo Badia
- Maria del Pilar Paras Garcia
- Gabriela Orozco Carrera

## Merced volunteers

- Abraham Fuentes Leyva
- Alberto de Icaza Bravo
- Bruno Jose Newman Flores
- Constanza Linares Luna Parra
- Erika Liliana Enríquez Montaut
- Guadalupe Elizabeth Romo Gil
- Jorge Landa Portilla
- Maria del Pilar Servitje Montull
- Maria Elena Juarez Allende
- María Garcia Flores-Chapa
- Natasha Nuñez Gonzalez
- Pilar Mariscal Servitje
- Rodrigo Villar Gomez
- Santiago Gil Ramirez
- Suhayla Bazbaz Kuri

## Honorary volunteers

- Esther Carrera de Orozco
- Martha González de Nuñez

# ANNUAL REPORT 2023



fundación **merced**  
• SOMOS PUENTE QUE UNE •





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

    FundMercedAC

 Fundación Merced, A. C.

 Editorial design  
Santo Niño estudio

  
SANTO NIÑO  
ESTUDIO

 SantoNiñoMX  
 santonino.eg  
 contacto@santonino.mx  
 santonino.mx