



2024 ANNUAL REPORT

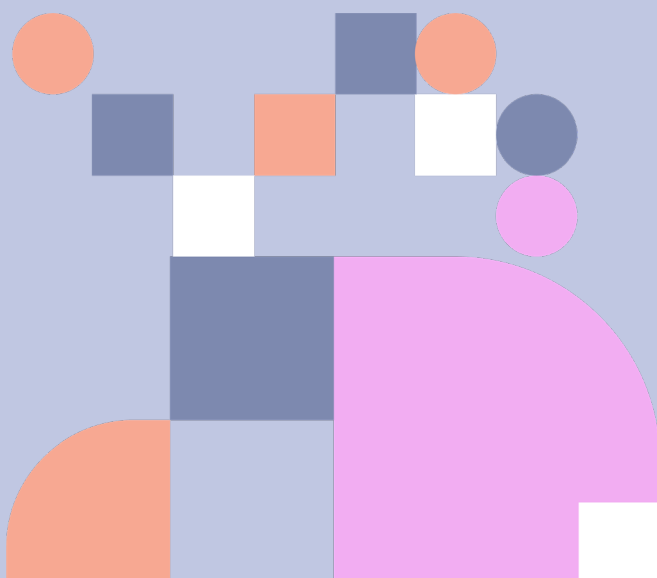
Invest. Strengthen. Recognize. Amplify.

ANNUAL REPORT 2024

Invest.
Strengthen.
Recognize.
Amplify.

CONTENTS

2024: A Year of Challenges and Strengthening for Civil Society	03
We Are Fundación Merced	04
60th Anniversary: Legacy, Journey, and Transformation	06
2024 Results: General Impact Summary	08
Social Investment: Direct Impact in Communities	09
Razón de Ser 2024: Connections That Strengthen	13
Institutional Strengthening: Building Solid Foundations	15
Training: Empowering the Social Sector's Talent	18
Merced Digital: Expanding Access to Knowledge	19
Corporate Volunteering: Joining Hands to Create Change	20
Networks and Alliances: Walking Together Toward Greater Impact	22
Team Development and Capacity Building	25
Resources Mobilized and Invested in the Sector	26
Acknowledgments	27
Glossary	28



2024:

A Year of Challenges and Strengthening for Civil Society



2024 was a deeply meaningful year, as we had the great opportunity to celebrate Fundación Merced's 60th anniversary and honor, throughout the year, individuals who have dedicated much of their lives and talents to the benefit of our organization.

At the same time, it was also a challenging year for Civil Society Organizations (CSOs). Throughout 2024, we strengthened our ability to build networks, consolidate partnerships, and generate synergies that allow us to continue fulfilling our mission: connecting changemakers to strengthen and ensure the continuity of CSOs in Mexico.

Thanks to the commitment and dedication of the Fundación Merced team, we reaffirmed our role as drivers of capacity building for the social sector. This year, we reached 216 CSOs and 12 collectives through our Strengthening and Social Investment programs, co-created with both financial and institutional allies. We also trained 616 people through workshops, webinars, conferences, and a diploma course.

We promoted the active involvement of the private sector in corporate volunteering, with 339 participants contributing a total of 42 hours of community work alongside allied CSOs, across 24 states in the country.

This 2024 Annual Report marks a milestone in how we share our results. In this edition, we aim to present a more accessible and dynamic narrative, enriched with testimonials and impact data that reflect our collective efforts with CSOs, companies, networks from the third sector, and society at large. We also place special emphasis on how our actions contribute to the Sustainable Development Goals, reaffirming our commitment to long-lasting social impact.

Our achievements have been made possible thanks to the trust and efforts of our financial, strategic, and operational allies—as well as each organization, volunteer, and team member who has contributed their talent and dedication. To all of you: thank you for being part of this bridge that connects and transforms lives.

Gerardo Cándano Conesa,

President of Fundación Merced

WE ARE FUNDACIÓN MERCED



Mission

We promote the country's development and sustainable transformation through alliances with diverse actors.

Vision

We create and strengthen co-creation spaces to build innovative and sustainable communities.

Values

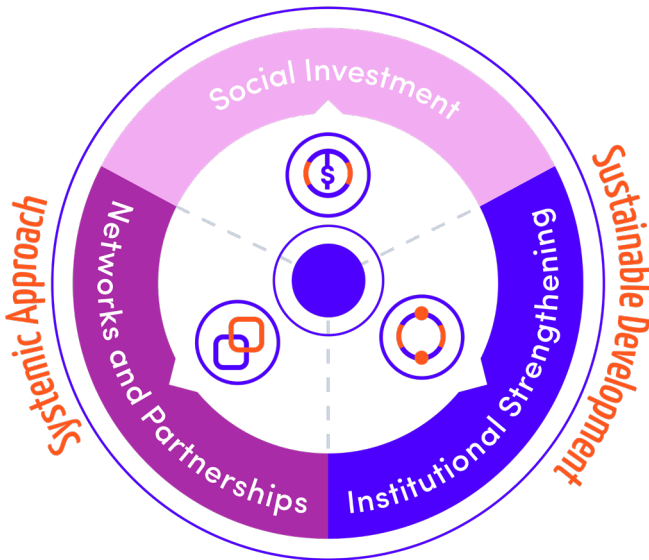
Trust · Commitment · Quality · Warmth



Our Model of Intervention

Grounded in a systemic approach, our model is flexible enough to engage across various spheres of civil society.

We mobilize resources, strengthen capacities, promote training processes, and build networks and alliances—all with the goal of supporting the long-term sustainability of social organizations and, through them, advancing sustainable development in Mexico.



60 YEARS

In 2024, we celebrated six decades of Fundación Merced's history with a special event. This journey has witnessed the evolution of philanthropic work in Mexico and the institutional strengthening of the social sector. The commemoration was an opportunity to honor the legacy of the Munguía family, thank those who have walked alongside the foundation, and recognize the people, leaders, and alliances that have helped consolidate its role as a key player in Mexican civil society.

The purpose was to highlight Fundación Merced's transformation—from its roots in traditional charity to becoming a bridge that connects alliances and strengthens capacities, promoting responsible social investment and the sustainability of the sector.

The program featured key presentations that invited reflection on the foundation's history and institutional evolution, while also recognizing the leadership of the board of directors and expressing gratitude to allies and collaborators for their commitment to Fundación Merced's mission.



A tribute was also paid to former presidents and board members who, over the years, have guided the institution's course with leadership, vision, and commitment. Their work was key to consolidating a model grounded in results measurement, accountability, and impact generation.

The celebration reaffirmed our commitment to making civil society's work visible and to building more just, resilient, and sustainable communities. Six decades of transforming, connecting, and transcending.



2024 RESULTS

In 2024, Fundación Merced collaborated with **216 Civil Society Organizations (CSOs)** and **12 collectives** through our Social Investment, Strengthening, and Training programs.

These initiatives reached **24 states** across the country and contributed to advancing the Sustainable Development Goals (SDGs) in 11 different thematic areas.

The total investment allocated to the implementation of these programs was **\$17,370,097 MXN**.

Below, we highlight the most significant contributions of the year.

SOCIAL INVESTMENT

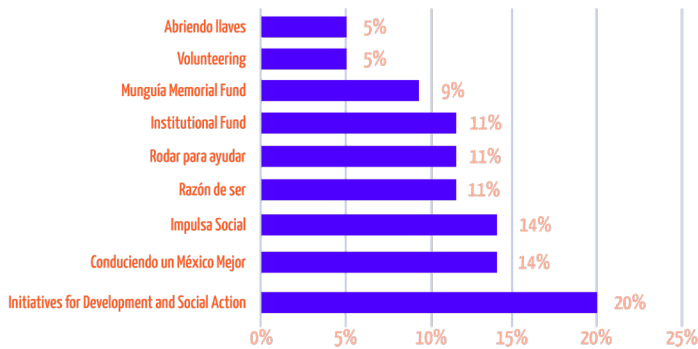
DIRECT IMPACT IN COMMUNITIES

We channeled resources to implement high-impact social projects through nine Social Investment programs. We collaborated with 44 CSOs, allocating a total of \$13.6 million pesos.

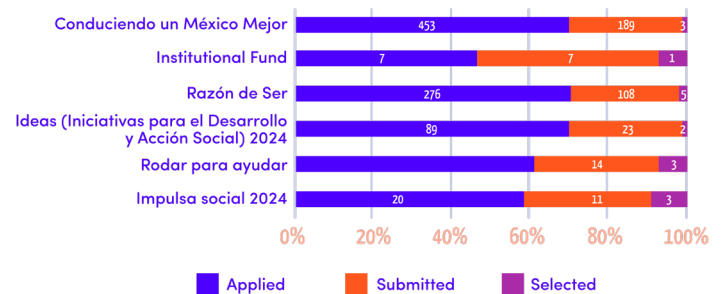
- Participating organizations were selected through open calls.
- In 2024, 19 calls for proposals were published, receiving a total of 872 applications.
- 17 organizations were selected to carry out their projects.

Program	Partner
	
	
	
	
	
	
	
	

Distribution of Selected CSOs by Social Investment Program



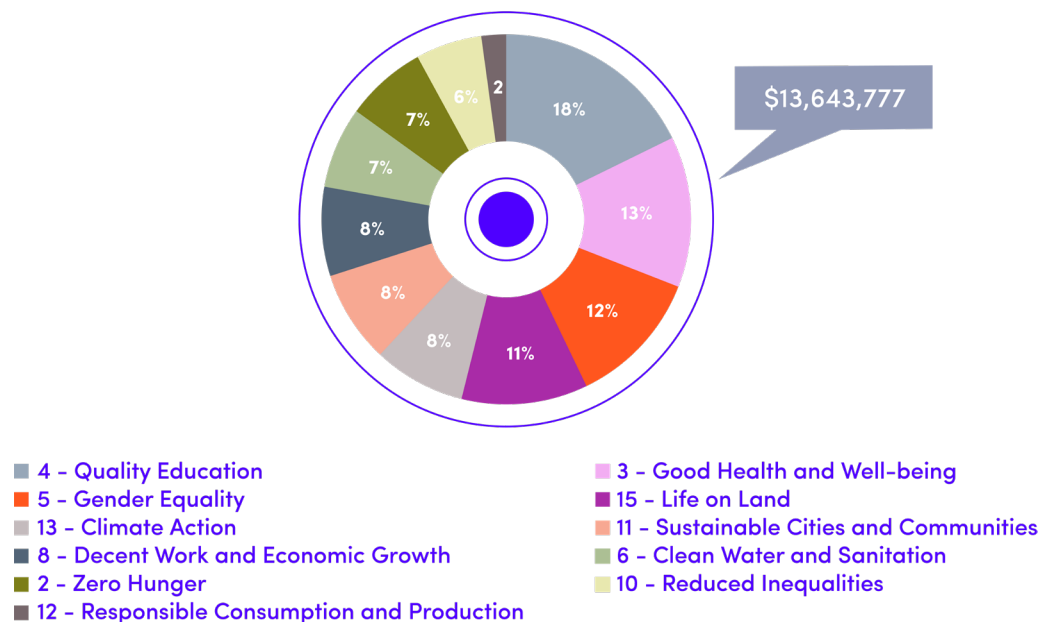
Distribution of CSO Participation by Stage of the Call for Proposals Process



A key finding was the equity in both thematic and financial distribution. However, certain trends stood out:

- SDG 4: Quality Education accounted for 18% of the resources.
- SDG 3: Good Health and Well-being received 13%.
- SDG 5: Gender Equality received 12%.

Distribution of Resources Invested by SDG

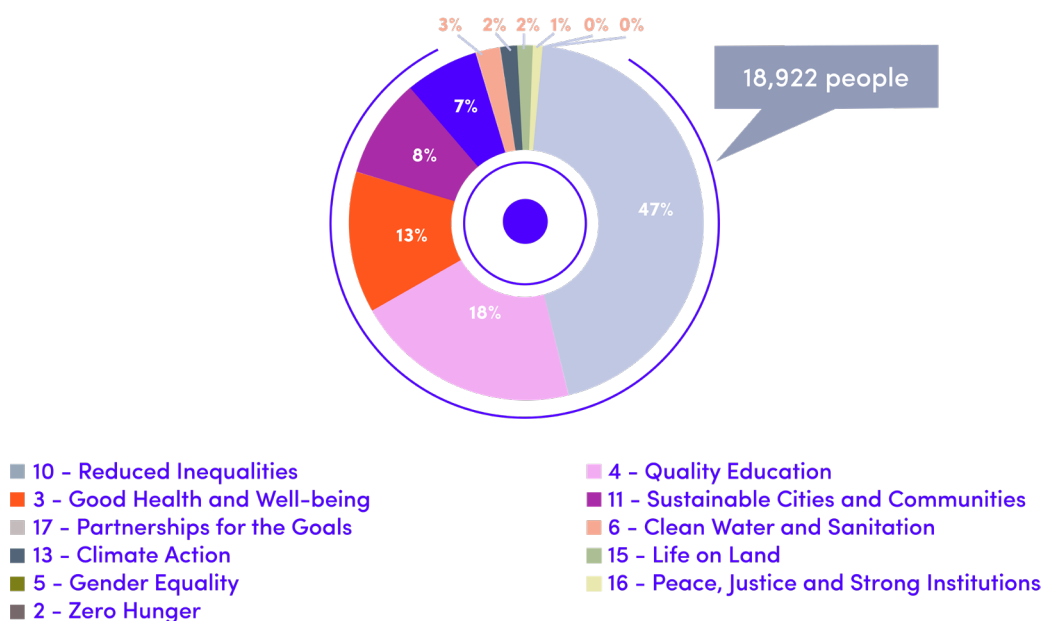


Another key finding was the mismatch between allocated resources and the number of beneficiaries. For example:

■ SDG 10: Reduced Inequalities received only 6% of the total resources but accounted for 47% of all beneficiaries.

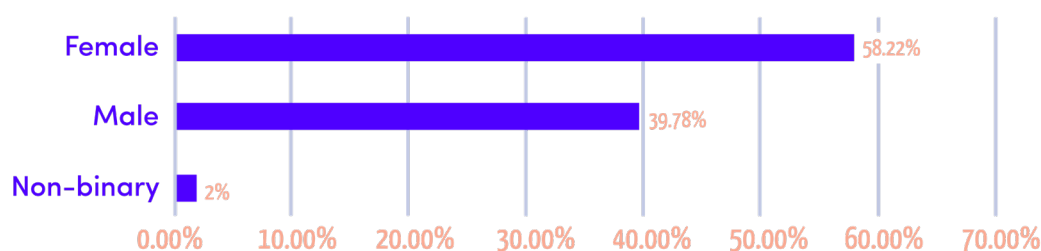
■ In contrast, the remaining resources were distributed more evenly across the other SDGs.

Distribution of Beneficiaries by SDG



The projects benefited people from diverse groups, primarily adults, older adults, and youth. The majority of beneficiaries were women, contributing a significant gender perspective to the impact achieved.

Distribution of Population Benefiting from Social Investment Resources, by Gender



According to surveys conducted with selected CSOs, 46% reported significant transformations in their operations, primarily in the following areas:

- Achievement of strategic plans (47%)
- Increased institutional visibility (47%)
- Resource mobilization (44%)
- Program coverage expansion (44%)
- Improvements in infrastructure and equipment (42%)

Program: Conduciendo un México Mejor
Partner: Toyota Motor Sales

“Consistent follow-up has allowed us to keep the monitoring of indicators and goals on track. Thanks to Fundación Merced, we can maintain a working rhythm that ensures the achievement of our strategic goals and objectives.”

Fundación Tarahumara, A.B.P.



RAZÓN DE SER



Connections That Strengthen



In 2024, we celebrated the 25th edition of the Razón de Ser Recognition, a flagship initiative of Fundación Merced that highlights, acknowledges, and strengthens the work of Civil Society Organizations (CSOs) in Mexico.

Under the theme “Connections That Strengthen,” this edition was held in partnership with Toyota Financial Services México, Fundación ADO, Fundación Diez Morodo, and Fundación Grisi, emphasizing the importance of cross-sector collaboration to create lasting transformation.

Through a rigorous selection process—including 344 applications and the participation of expert evaluation committees—five organizations were recognized for their professionalism, transparency, and impact in supporting vulnerable communities.

Recognized Categories and Organizations:

Education: Educational innovation for adult labor inclusion

Partner:



Selected CSO:



Construyendo a México Crecemos, A.C.: With the project “Aulas Construyendo y Creciendo,” which recognizes and builds on the existing knowledge of construction workers, promoting their educational and professional inclusion.

Women Community Leaders: Economic autonomy and social development

Partner:



Selected CSO:



Operación Bendición México, A.C.: For the project “Mujeres Sembrando Vida,” which fosters the economic autonomy

of women artisans in Chiapas by strengthening technical, organizational, and productive capacities.

Health: Healthy minds in motion

Partner:



Selected CSO:



Vientos Culturales, A.C.: With Kuxlejal (“life” in Tsotsil), a community-based model that promotes the mental health of Indigenous youth in the Highlands of Chiapas, reinforcing cultural identity, socio-emotional skills, and support networks.

Environment: Communities caring for nature

Partner:



Selected CSO:



Patronato Amigos de la Sierra de Arteaga, A.C.: For its ecosystem restoration project in affected areas, with the active participation of local communities in environmental conservation and territorial resilience.

Institutionality: Expanding civic space

Partner:



Selected CSO:



Alternare, A.C.: For its community-based conservation model in the Monarch Butterfly Biosphere Reserve, integrating environmental sustainability, community strengthening, and active citizenship.

The award ceremony took place on October 17, 2024, at the Papalote Children's Museum, with the presence of representatives from organizations, corporate partners, volunteers, and media. In addition to public recognition, each organization received financial support to help sustain and continue their projects.

Connections That Strengthen

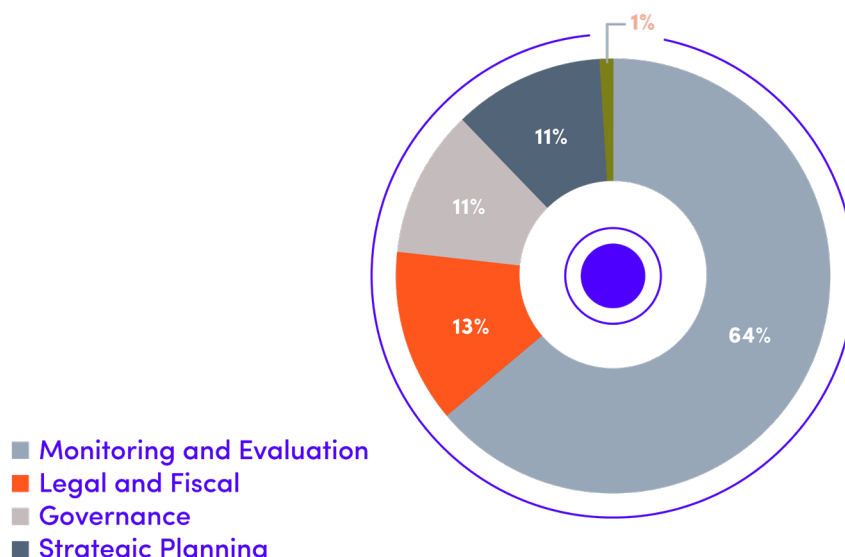


STRENGTHENING: BUILDING SOLID FOUNDATIONS

Program	Partner
	
NÚCLEO SOCIAL	
ADDICTIONS 2024	
WATER 2024	

83% of the CSOs that worked directly with Fundación Merced participated in our six Strengthening Programs, designed to address key areas of organizational development.

Distribution of Strengthened CSOs by Capacity-Building Topic



These programs provided technical and methodological tools while promoting team integration. 67% of the organizations carried out the activities with the active participation of two or more team members.

Programs implemented in partnership:

Strengthening to Grow – Partner: Fundación de Acero

We supported the strengthening of 25 organizations and collectives through a comprehensive program that combined training sessions and personalized consulting from experts in Mexico's civil society ecosystem, focusing on accounting, fiscal, and legal matters.

Program: Fortalecer para Crecer
Partner: Fundación de Acero

“We came together as a study group to work on the administrative processes and regulations that need to be in place.”

Centro Cultural Yankuik A.C.



Núcleo Social: Measure, Decide, and Act – Partner: Fideicomiso por los Niños de México – Santander

We strengthened the monitoring and results evaluation capacities of 60 CSOs selected in the biannual call issued by the Fideicomiso por los Niños de México – Santander.



“Through the Measure, Evaluate, and Act course, various documents were developed that helped streamline the organization’s work, improve processes, recruit staff, and enhance decision-making.”

— Fundación TKristian A.C.

Addictions 2024 – Partner: Fundación Gonzalo Río Arronte

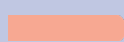
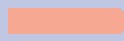
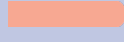
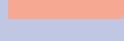
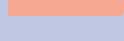
We supported the organizations participating in the 2024 Addictions Program call to develop robust, comprehensive project proposals, ensuring that their investment would lead to high-impact, scalable, and replicable initiatives in addiction prevention and care.

Water 2024 – Partner: Fundación Gonzalo Río Arronte

We designed and facilitated synchronous sessions to address methodological questions in the development of projects using the Logical Framework Approach, as part of the FGRA Water 2023–2024 call.

Significant Transformations in CSOs

According to a survey conducted with 74 participating CSOs, 60% reported significant institutional changes, reflected in:

-  Redesign or adjustment of their service model (73%)
-  Execution of new capacity-building initiatives (73%)
-  Development of institutional documents (70%)
-  Strengthening of work teams (64%)
-  Improvements in resource mobilization strategies (42%)
-  Hiring of new staff (34%)

Distribution of Strengthened CSOs by SDG

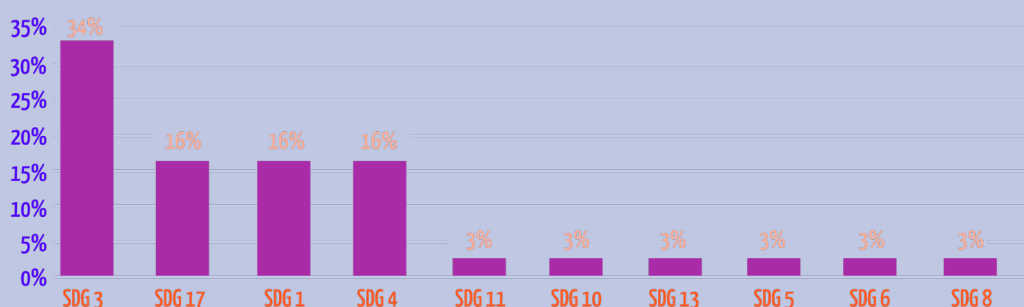
Main thematic areas addressed by the strengthened CSOs:

SDG 3: Good Health and Well-being

SDG 17: Partnerships for the Goals

SDG 1: No Poverty

SDG 4: Quality Education



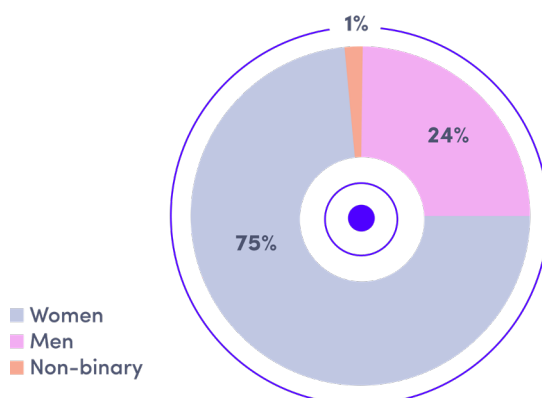
TRAINING:

EMPOWERING TALENT IN THE SOCIAL SECTOR

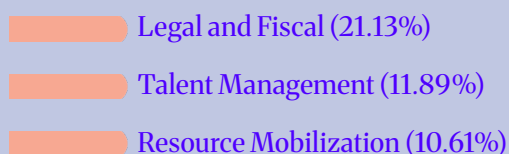
At Fundación Merced, we believe in the power of learning as a driver of transformation. Our Training Programs are designed to empower the human talent working within CSOs, corporate foundations, and corporate social responsibility areas in companies.

In 2024, 616 people from 29 states across the country participated in our programs.

Distribution of Training Program Participants by Gender

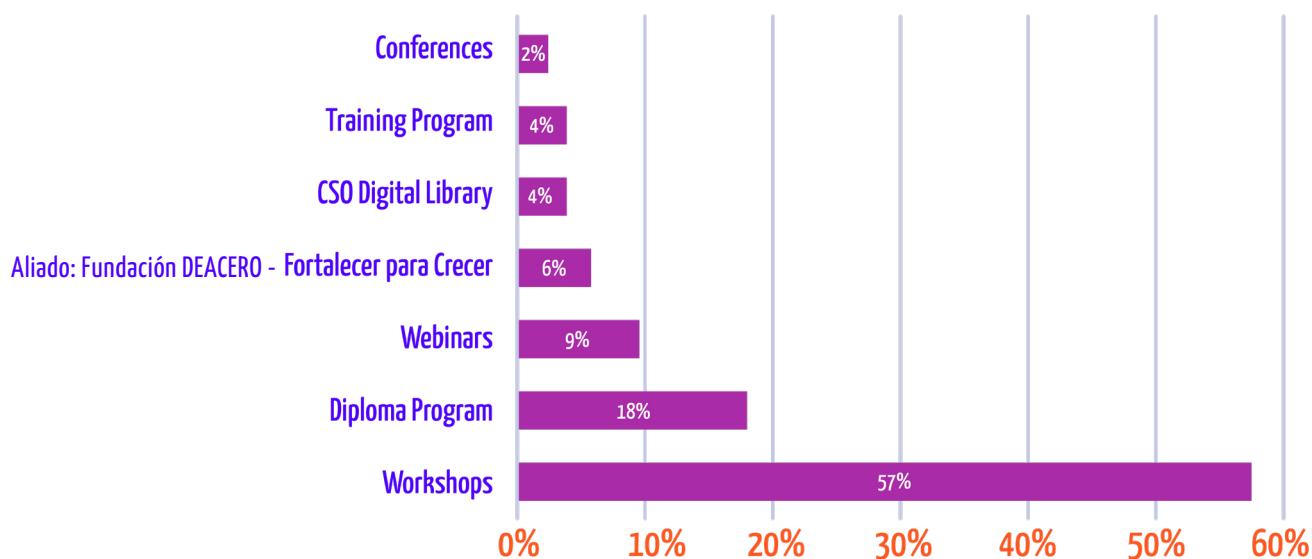


THE MOST REQUESTED TOPICS WERE:



30% of participants attended more than one program.

Training Distribution of Participants by Program



Based on a survey conducted with 40 participants, the most commonly applied learnings were:

-  Development of resource mobilization projects (58%)
-  Design or improvement of service delivery models (41%)
-  Creation of institutional documents (44%)
-  Collaboration within new work teams (41%)



**EXPANDING ACCESS
TO KNOWLEDGE**

The implementation and reach of our Training and Strengthening programs would not be possible without Merced Digital, the online learning platform we created to bring our training offerings closer to everyone within the civil society ecosystem.

In 2024, through this tool, we delivered 39 training services—including workshops, diploma modules, and specialized sessions—to a total of 1,358 users across the country.

CORPORATE VOLUNTEERING:

JOINING HANDS TO CREATE CHANGE

In 2024, we partnered with Toyota Financial Services, Ford, Volkswagen, and Novo Nordisk to implement corporate volunteering initiatives, generating positive impacts in communities and natural environments.



42 hours of volunteer work in environmental and community impact projects

339 corporate employees actively participated

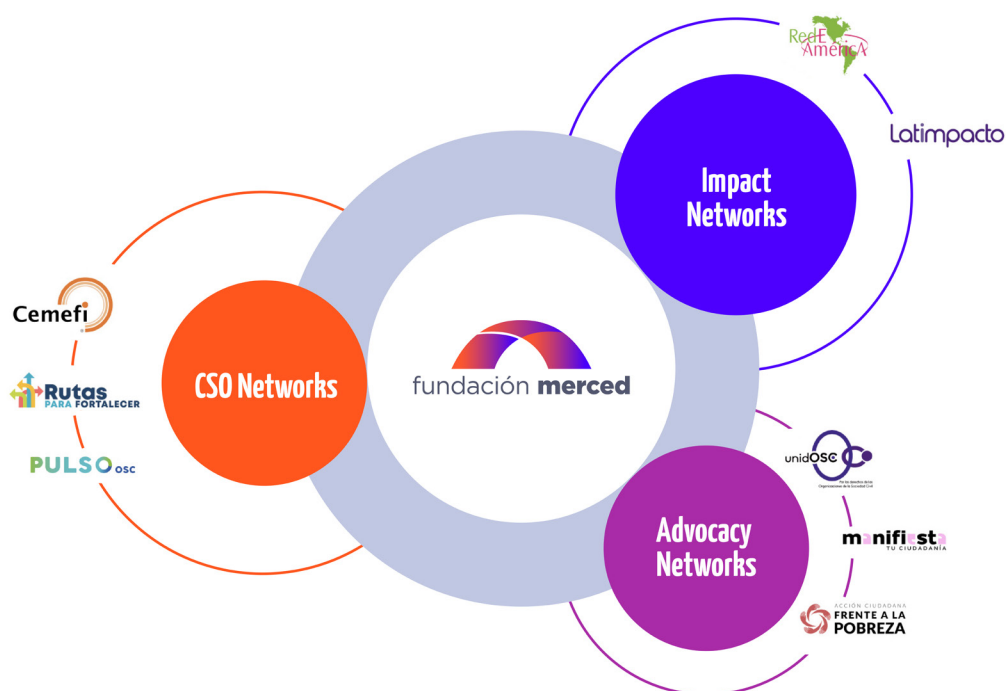
\$335,318.40 MXN raised through recovery fees

\$1,862,880.69 MXN invested by companies in the activities

The initiatives included the rehabilitation of green areas in schools, parks, and nature reserves, creating safer, more accessible, and dignified spaces for local communities.



NETWORKS AND ALLIANCES: WALKING TOWARD GREATER IMPACT



In the face of growing social challenges, collaboration is key to achieving sustainable change. At Fundación Merced, we strengthen strategic alliances and working networks to enhance collective impact.

In 2024, we doubled down on efforts to consolidate and expand our partnerships, investing a total of **\$921,000.00 MXN** in social investment to promote dialogue, co-creation, and joint action.

Alliances: Co-creating Solutions for the Future

Alliances allow us to join forces with key actors and address social challenges from a comprehensive perspective. This year, we collaborated with 11 strategic partners to design and implement social innovation and strengthening programs.

Emergency Support: Hurricane Otis



In 2024, \$500,000.00 MXN were allocated to Cooperación Comunitaria A.C. and another \$500,000.00 MXN to Fundación Pro Ayuda a la Mujer Origen A.C. to support the recovery of livelihoods in communities affected by Hurricane Otis.

This intervention focused on sustainable post-emergency efforts with a medium- and long-term development vision.

Resurge Guerrero Fund



In partnership with Fomento Social Banamex, CEMEFI, Nuup, UNDP, and Fundación Merced, we created the collaborative fund Resurge Guerrero, mobilizing 14 million pesos to support 18 grassroots organizations in areas affected by Hurricanes Otis and John.

The supported projects focused on water and sanitation, as well as productive practices and social economy initiatives.

CSO Networks: Joining Forces to Strengthen the Social Sector



One of the year's most significant milestones was our participation in Rutas para Fortalecer, where we collaborated in the session Co-creation for Collaboration Among Strengthening Actors, facilitated by Carlos Mota.

This space gave rise to:

-  The Collaboration Lab
-  The strengthening of the Network of Strengthening Organizations
-  New dialogue and connection spaces among key third-sector actors
-  We also partnered with CEMEFI in various strategic sessions to explore innovative forms of collaboration and shared learning.

Impact Networks: Sharing Best Practices



-  We are part of specialized networks that allow us to share experiences, build synergies, and contribute to regional development.
-  We participated in FIR Panamá 2024: Sustainability, Ethics, and Future Vision, organized by RedEAmérica, where we contributed to panels on data use in decision-making.
-  One of the most notable efforts was our participation in the Common Initiative of the Mexican Node of RedEAmérica, an alliance among several foundations to co-finance community projects focused on income generation and environmental care. Since 2015, this initiative has strengthened grassroots organizations in seven Mexican states, promoting their autonomy and collective well-being.
-  We also attended Impact Minds 2024, organized by Latimpacto, participating in the roundtable Trust in Giving, inspired by the documentary Uncharitable.

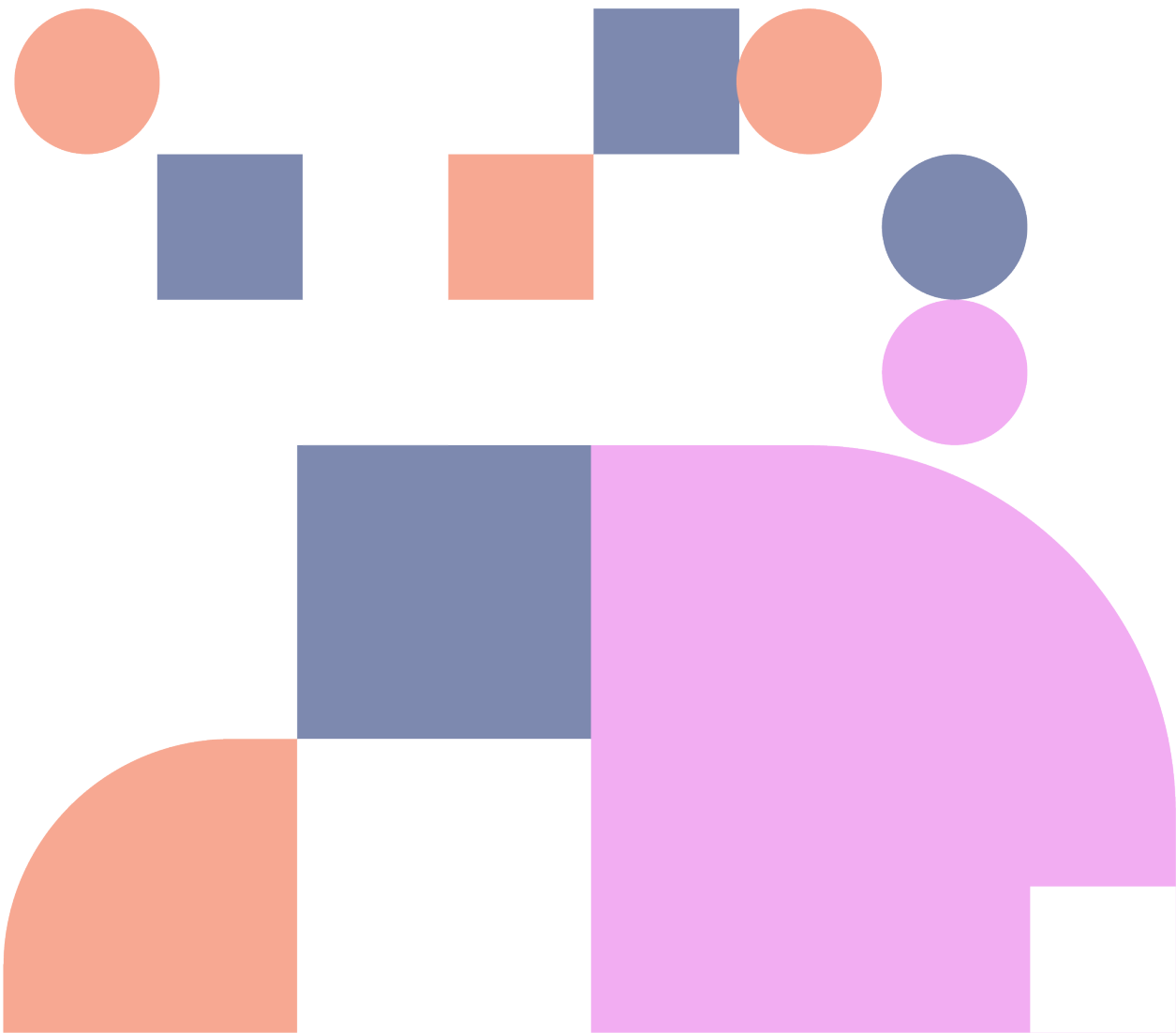
Advocacy Networks: Strengthening Civic Space



We believe in collective action as a means to defend human rights and strengthen civic space. In 2024, we reaffirmed our participation in the Manifiesta tu Ciudadanía Initiative, serving as an active member of both its Executive Committee and Communications Group.

We participated in:

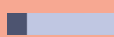
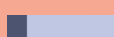
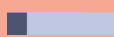
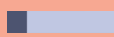
-  The Mérida Node Meeting
-  The National Node Gathering
-  The conference The Impact of Constitutional Reforms on Civic Space, where our Executive Director, Karla Jiménez, shared our vision and commitment.



TRAINING AND TALENT DEVELOPMENT

The growth of our team is key to strengthening our work. In 2024, we promoted internal training on essential topics, totaling 449 hours of capacity building.

Main internal training topics:

-  Gender Perspective
-  Civil Protection
-  Nonviolent Communication
-  Fiscal Updates

The *Círculo de Hombres* workshop raises awareness and breaks stereotypes, strengthening unity and collective consciousness across all areas.



“The Men’s Circle workshop raises awareness and breaks stereotypes, strengthening unity and consciousness across all areas.”

— Iván, member of the Fundación Merced team

Certifications and Regulatory Compliance

We trained our Human Talent team on NOM 035, focused on identifying and preventing psychosocial risks, ensuring a healthy work environment.

RESOURCES MOBILIZED

In 2024, Fundación Merced mobilized financial and human resources to strengthen the ecosystem of Civil Society Organizations (CSOs) in Mexico through partnerships with the private sector, international organizations, corporate foundations, and other institutions.

TOTAL ACHIEVEMENTS 2024

Resources Mobilized	
Resources from Real Estate Operations	21,889,073
Funds Invested by Financial Partners	11,953,580
Income for Training and Strengthening Programs	14,806,586
Transfer to Restricted Funds	(25,850,356)
Pro Bono Volunteering	322,586
Total Resources Mobilized	23,121,469
Resources Invested in the Sector	
Grants Awarded	17,959,272
Inversión Social/Fortalecimiento	27,597,460
Social Investment / Strengthening	(25,780,512)
Transfer from Restricted Funds	19,776,220

Figures based on the 2024 combined financial statements of Fundación Merced A.C. and Hermun A.C., individually audited by:

Deloitte.

ACKNOWLEDG- MENTS

We would like to express our deepest and most heartfelt gratitude to all associates, volunteers, board members, committee participants, consultants, and facilitators. Your passion and commitment are the heart of our mission. Thanks to your dedication, we can continue moving forward with hope and determination—touching lives and generating real transformation.

To our valued financial, strategic, and operational allies: your support is a fundamental pillar. Thank you for believing in our work and sharing our vision. Together, we are making a meaningful difference in the communities we serve.

A very special thanks to Hermun A.C., whose unwavering support drives our programs and services, making it possible for us to keep growing with efficiency and passion.

And finally, to our talented team: your energy, dedication, and daily commitment not only strengthen our mission, but also enrich civil society.

You are a living source of inspiration.

Thank you from the heart!

Governing Body

Board of Directors of Fundación Merced
President: Gerardo Cándano Conesa
Treasurer: Enrique Arturo Nava Escobedo
Secretary: Arturo Perdomo Jiménez

Board Members

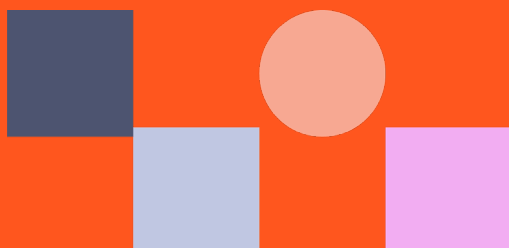
Gerardo Cándano Conesa
Enrique Arturo Nava Escobedo
Arturo Perdomo Jiménez
Alberto de Icaza Bravo
Guadalupe Elizabeth Romo Gil
Jorge Landa Portilla
Natasha Núñez González
Pilar Mariscal Servitje
Suhayla Bazbaz Kuri
Olga Ramírez Campuzano

Former Presidents:

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

Honorary Members

Abraham Fuentes Leyva
Bruno José Newman Flores
Constanza Linares Luna Parra
Erika Liliana Enríquez Montaut
María del Pilar Servitje Montull
María Elena Juárez Allende
María García Flores-Chapa
Rodrigo Villar Gómez
Santiago Gil Ramírez
Esther Carrera de Orozco
Martha González de Núñez



GLOSSARY

Strategic Partner:

An individual or organization that contributes knowledge and experience to the design, implementation, and evaluation of programs.

Financial Partner:

Companies, foundations, and organizations that provide financial and human resources with the goal of creating positive impacts on people and communities.

Operational Partner:

Civil Society Organizations (CSOs) that implement projects supported by the Social Investment programs, specializing in various social causes.

Institutional Strengthening:

One of the core components of Fundación Merced's intervention model. It promotes the sustainability of CSOs through human talent development, solid organizational structures, and enhanced technical capacities.

Social Investment:

Collaborative and synergistic alliances with diverse actors to address social challenges sustainably through the mobilization of financial and human resources.

Sustainable Development Goals (SDGs):

A set of 17 goals adopted by the UN in 2015 as part of the 2030 Agenda, aimed at eradicating poverty, protecting the planet, and ensuring prosperity for all.



In 2024, we stood alongside hundreds of organizations, collectives, and individuals who work every day for a more just and compassionate Mexico.

Every alliance, every training, every funded project is a story of commitment, resilience, and change.

Thank you for being part of this bridge that strengthens, connects, and leaves a lasting mark.

