



2025

ANNUAL REPORT





When Cooperation Sustains What Others Halt

We began the year 2025 with an unexpected shock for our organization. Just 72 hours after January 24, our projects lost a total of \$200,000 in funding. The impact was comparable to an institutional earthquake: multi-year programs that had already been approved or were in the implementation phase were suddenly put on hold as part of the current U.S. administration's decision to cancel several international assistance grants. This critically affected our budget planning for 2025 and the coming years.

However, as part of an institutional strengthening process implemented over recent years, we had been working on optimizing our operations and developing strategies to maximize the use of our resources. These cumulative actions and the support of our community allowed us to stay afloat and continue the operation of the projects we had already started.

Faced with this crisis, our response was not to retreat; instead, we resorted to cooperation. **Thanks to the strategic alliance between SiKanda and Puente a la Salud Comunitaria**, both organizations reorganized procedures and reduced administrative and operational costs to sustain the essential activities of the committed projects. This joint effort allowed us to navigate the most critical moment in the 16-year life of our organization.

2025 confirmed a fundamental conviction: **cooperation is the most definitive response to uncertainty.**



Despite starting the year in crisis, our collaborative network—civil society organizations, communities, institutional alliances, and both national and international friends who trust our mission—proved that solidarity and joint work can sustain and strengthen processes of social transformation.

This annual report compiles the results achieved in 2025 and the lessons learned in a challenging context that reaffirmed the importance of working with each other to move toward more just, equitable, and resilient societies.

Acknowledging that cooperation is not to be taken for granted, we closed the year with a strategic change in the organization's leadership. Since November, we have adopted a Co-Direction model in which Janett García, former Director of Programs, and I will continue working toward the next step in SiKanda's growth.

We hope you continue to accompany us on this journey.

José Carlos León Vargas
Co-director SiKanda



ABOUT SIKANDA

SiKanda is a non-profit and non-partisan Oaxacan organization **founded in 2009**. We facilitate and accompany participatory processes of harmonious and sustainable local development, with the purpose of improving the quality of life and promoting the full exercise of human rights in communities facing contexts of vulnerability and marginalization.

The word **Kanda** from the Mixtec language signifies **movement**. These roots inspired our name: a reflection of our conviction to foster dialogue, collaboration among diverse sectors, and the strengthening of local abilities to drive processes of social transformation.

Vision

We aspire to a world where the different sectors of national and international society cooperate to improve the quality of life of the population with fewer opportunities, through a process of mutual learning, co-responsibility, and justice; while respecting the rights of individuals and communities to choose their own options and ways of life.

“Moving towards a more equitable world”, We drive the construction of a more equitable society through five program areas that group medium and long-term participatory projects.

These projects accompany individuals and communities in the full exercise of their rights in different moments and aspects of their development.

We focus on 5 program areas, following the **five cross-cutting approaches**:



SUSTAINABLE HABITAT



INTERCULTURALITY



HUMAN RIGHTS

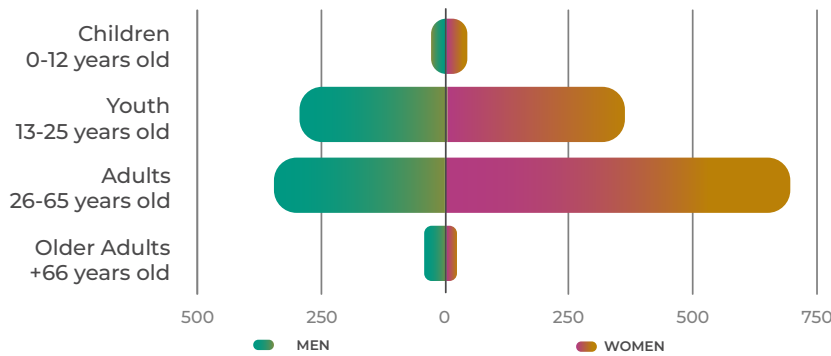


GENDER EQUITY



INTERGENERATIONALITY

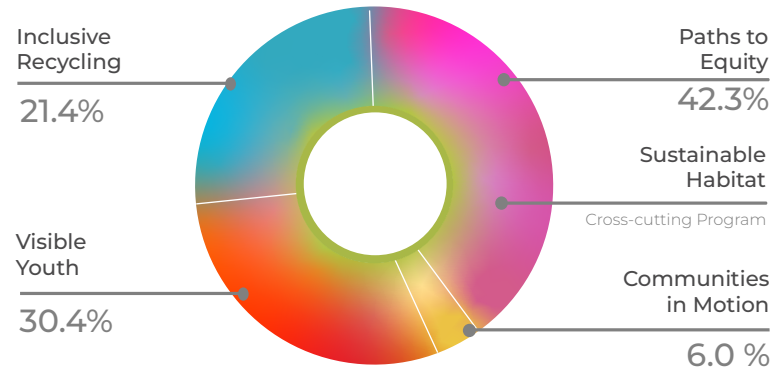
1837 DIRECT PARTICIPANTS
7852 INDIRECT USERS



PARTICIPANTS BY GENDER AND AGE

11 ACTIVE PROJECTS
IN 4 STATES

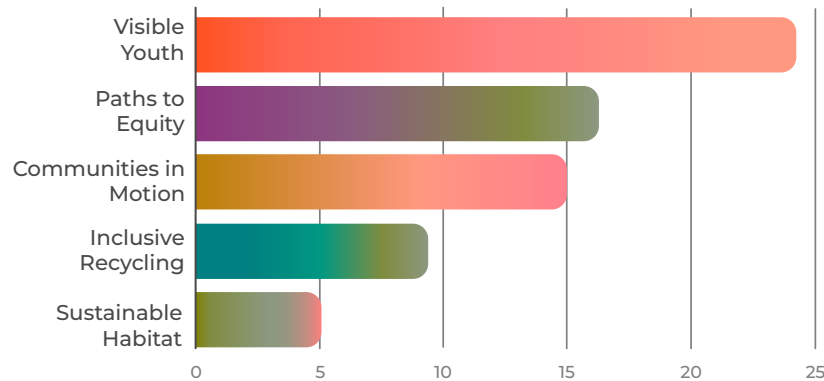
OAXACA - GUERRERO - PUEBLA



DISTRIBUTION OF PARTICIPANTS BY PROGRAM AREA

63 ALLIANCES

INSTITUTIONS, CSOs, SCHOOL COMMUNITIES



NUMBER OF ALLIANCES BY PROGRAM AREA

19 MUNICIPALITIES

Huatusco Veracruz, Puebla de Zaragoza, Coyuca de Benítez, Oaxaca de Juárez, Pluma Hidalgo, San Bartolo Coyotepec, San Cristóbal Amoltepec, Santa María Yucuhiti, Villa de Zaachila, San José del Progreso, San Lorenzo Cacaotepec, Villa de Tututepec, Candelaria Loxicha, San Agustín Loxicha, San Mateo Piñas, Santa María Huatulco, Teposcolula, Tlaxiaco, Santiago Juxtlahuaca.

10 INSTITUTIONAL DONORS

Fundación ADO, Fundación Avina, EMpower, GPAP-World Economic Forum, Fundación Moisés Itzkowich, Nacional Monte de Piedad, Terra Tech, Fundación OYE, Promotora Social México, World Vision.

21 SIKANDA TEAM MEMBERS

19 permanent staff and 2 focal points.

PARTICIPANTS BY PROGRAM AREA AND MUNICIPALITY

OAXACA	1,670
Oaxaca de Juárez	11
	47
	169
Villa de Zaachila	437
	65
San Bartolo Coyotepec	17
San Lorenzo Cacaotepec	22
Pluma Hidalgo	472
	23
San Cristóbal Amoltepec	48
Santa María Yucuhiti	51
Teposcolula	6
Tlaxiaco	12
Santiago Juchtlahuaca	24
Villa de Tututepec	121
San Agustín Loxicha	52
Candelaria Loxicha	27
San Mateo Piñas	37
Santa María Huatulco	29

GUERRERO	84
Coyuca de Benítez	84

PUEBLA	24
Puebla de Zaragoza	24

VERACRUZ	59
Huatusco	59

- INCLUSIVE RECYCLING
- VISIBLE YOUTH
- COMMUNITIES IN MOTION
- PATHS TO EQUITY

*The size of the bubbles represents the density of participants per municipality based on the number of participants in each program area.



Strategic Alliance

Since 2022, we have maintained a strategic alliance with our longtime partner organization Puente a la Salud Comunitaria to share resources, workspace, experiences, and methodologies, with the aim of contributing collectively to the fulfillment and scope of our institutional objectives. This collaboration strengthens our efforts to promote human rights and reduce inequalities.

Women, children, and youth living in the eastern zone of Zaachila, in the Central Valleys region of Oaxaca, participate in projects from both organizations. This allows us to accompany processes throughout different stages of life and even across generations, fostering a more comprehensive and long-term intervention over time.

As a fundamental part of this alliance, we hold two internal training workshops each year, where our teams exchange knowledge, strengthen skills, and reaffirm their commitment to community work. Likewise, the collaboration has allowed the integration of approaches and methodologies into the projects of both organizations. Puente has incorporated SiKanda's cross-cutting approaches into its work, while some of SiKanda's projects with women have integrated the collective savings methodology from Puente's program Women Saving in Solidarity Networks (MARES).

Over the years, this alliance has consolidated, strengthening our institutional resilience and expanding, through a collective effort, the impact of our work for the benefit of the communities we collaborate with.



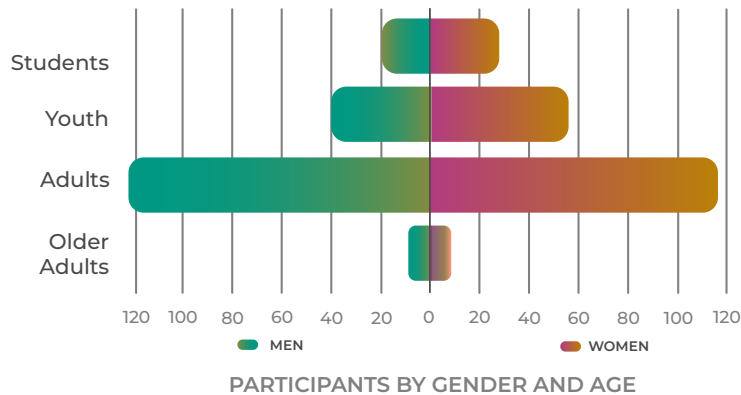


INCLUSIVE RECYCLING

As the program with which SiKanda was born, for over 16 years it has established itself as a reference point in the south-southeast of Mexico for the promotion and defense of the labor rights of Informal Recyclers (Waste Pickers). The close work with this sector has built alliances with municipalities and authorities to implement waste management models that integrate social inclusion, community participation, and sustainability.

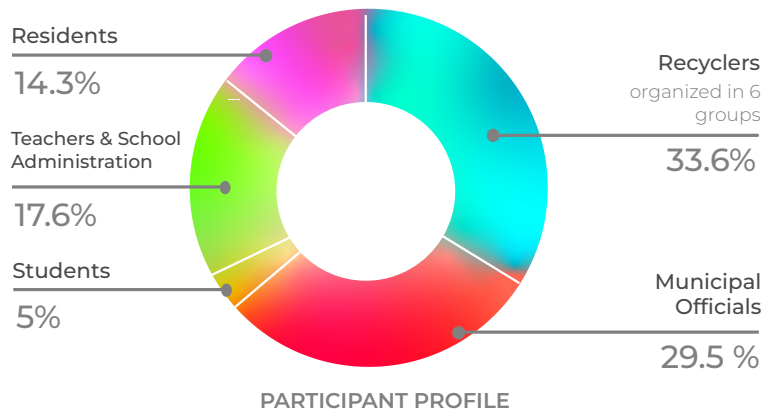
420 PARTICIPANTS

5 PROJECT-DEVELOPED GROUPS
1 MENTORED GROUP - COLLAB



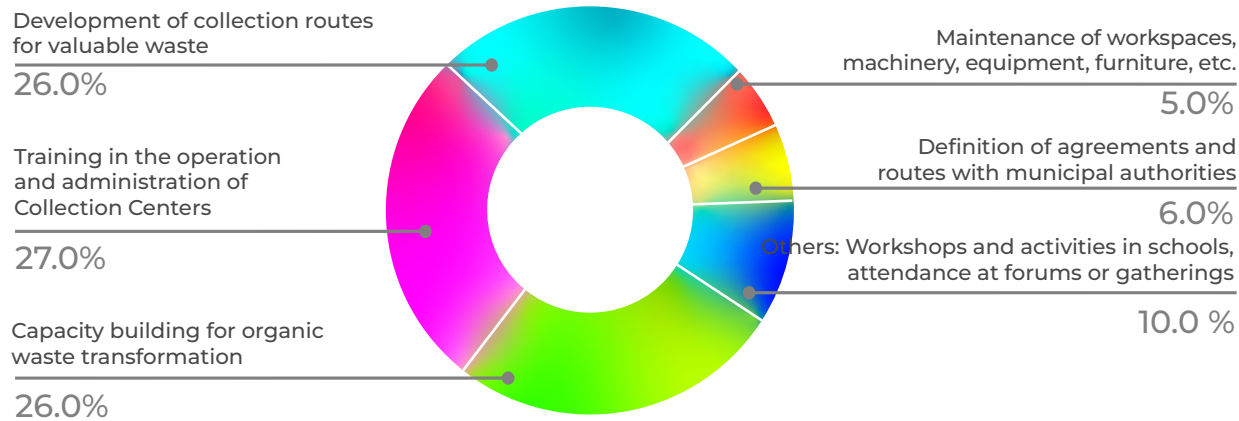
Informal Recyclers carry out their work in different contexts and levels of formality. Currently, the groups in San Lorenzo Cacaotepec, Oaxaca, and Coyuca de Benítez, Guerrero, are part of the municipal structure under waste management systems that provide them with base salaries, defined schedules, safety equipment, and labor benefits.

Three other groups operating in municipal agencies of Villa de Tututepec, Oaxaca, work under a collaboration agreement to operate recyclable material collection routes directly from households and manage storage or collection centers. This modality makes it easier to recover valuable waste under safer and more dignified conditions, outside of the municipal dump.



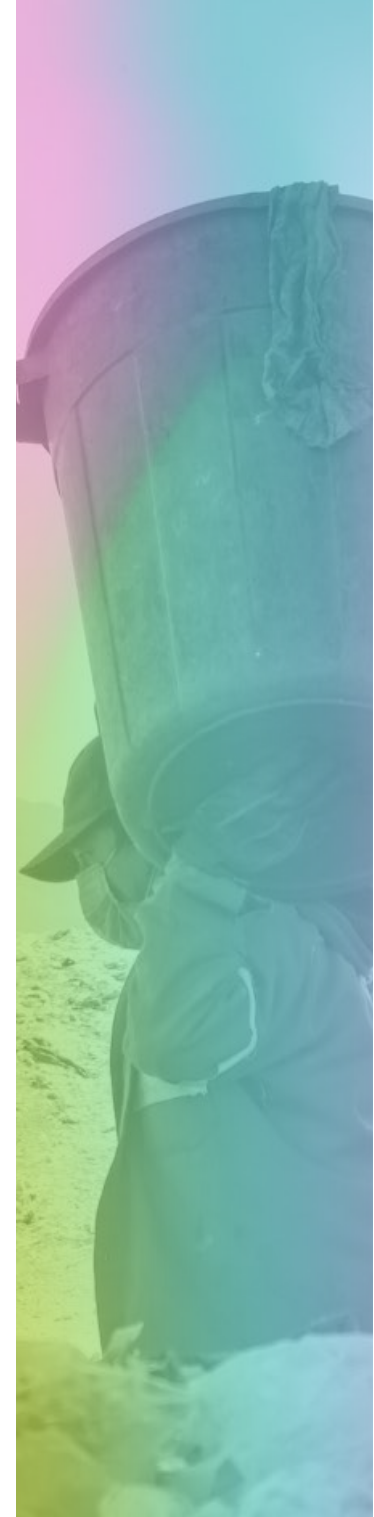
During 2025, in collaboration with Ecolana, we shared our experience with the recyclers group Puebla Recicla through workshops to strengthen skills such as internal organization, teamwork, conflict resolution, management of emotions, and cooperativism.

Across its three dimensions, the program incorporates a cross-cutting gender approach that recognizes the inequalities present in the sector, particularly the double burden of work faced by many women recyclers who are also in charge of families and unpaid care work, thereby promoting more equitable participation and fairer conditions for everyone involved.



INCLUSIVE RECYCLING ACTIVITIES IN 2025

Over the years, the activities developed under the project's different modalities have achieved significant progress:





Concepción's workday changed significantly. She went from 8 long hours under harsh weather conditions to an organized 6-hour daily schedule from Monday to Friday. This shift has been made possible by the implementation of door-to-door collection routes, which improve the operations of the recycler group in Río Grande.

Currently, tasks have become specialized and distributed to leverage each person's strengths. Thus, Concepción carries out activities more suited to her age, participating primarily in sorting waste once materials arrive at the collection center and, alongside Martha, running a small route using a tricycle.

Furthermore, throughout this process, she has strengthened her leadership skills, taking on an active role as the group's spokesperson in meetings with municipal authorities and in working sessions with her fellow recyclers.

The training directed at neighborhood presidents is part of the outreach work aimed at increasing the volume of valuable materials recovered through the routes, strengthening the community recycling system.



"We are ready to participate in training sessions for neighborhood presidents, to explain how they should hand over their waste to us."

Concepción, 60 years old
Recycler from Río Grande, Oaxaca



Group of recyclers from Cerro Hermoso, Oaxaca



VISIBLE YOUTH

Since its foundation, SiKanda has accompanied children and youth living in the neighborhoods surrounding the former dumpsite in the eastern zone of the municipality of Villa de Zaachila. Through different components and community strategies, Preval Project (PrevaleSER) and Community Youth Promotion projects strengthen leadership, promote rights, prevent violence, and generate spaces for intergenerational participation among children, adolescents, youth, and the adults in the community responsible for their well-being.

In 2024, **Visible Youth** celebrated ten years of accompaniment through projects designed specifically for children and youth. In the framework of this commemoration, in 2025 we published a systematization report that gathers the experiences built participatively throughout this period. The document details the evolution of the program, showing the strengthening of protective factors at individual, group, and community levels—especially regarding sexual and reproductive rights, as well as the identification and prevention of violence.

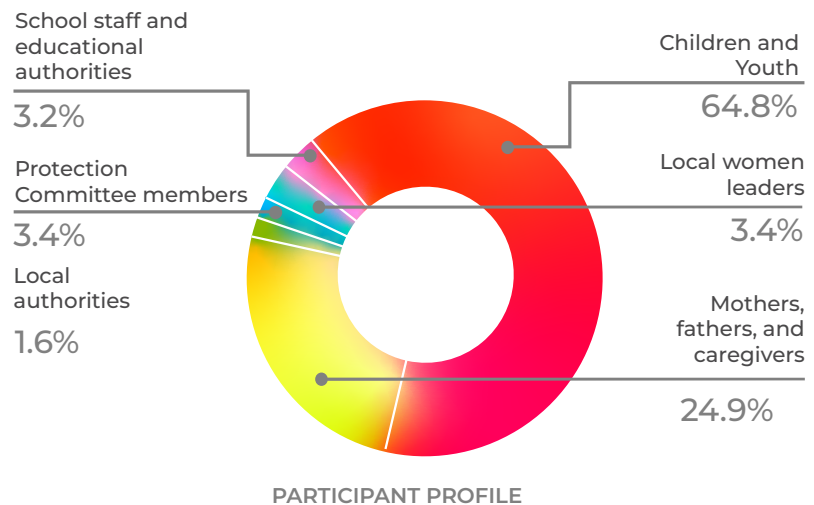
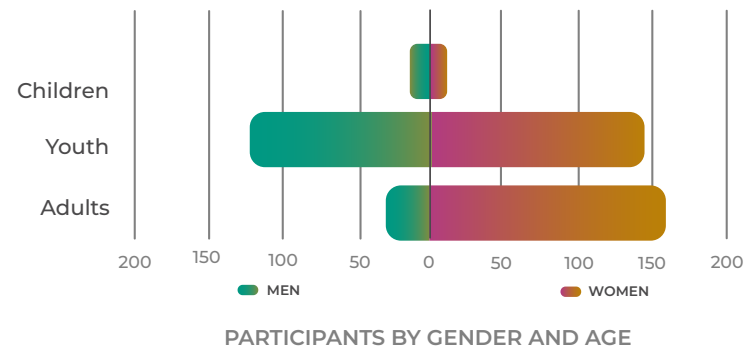
COMMUNITY YOUTH PROMOTION

Since 2014, this component has worked systematically and comprehensively with a small group of youth from the community, primarily young women aged 13 to 18. Each generation participates for two years in weekly workshops and activities.

The goal is to strengthen knowledge, skills, and capacities in topics like human rights, violence prevention, and mental health, contributing to the development of their life projects.

Additionally, it promotes the recognition of bodily autonomy, community cohesion, a sense of belonging, and collective care practices. As part of the youth promotion team (Promotoría), the youth organize sexual rights fairs—spaces where they promote organization, collaboration, and dialogue around sexual and reproductive rights. They also strengthen their leadership by sharing reflections, providing information, and addressing doubts from their peers, fostering peer-to-peer learning.

470 PARTICIPANTS





Girls on Bikes (CHICAS BICI-bles)

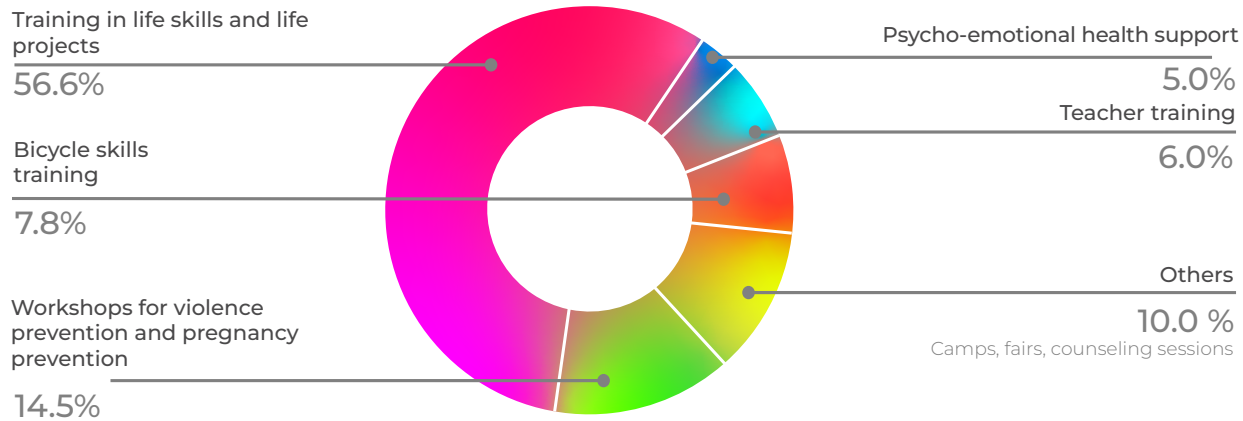
An initiative primarily directed at promoting the participation of adolescent women through learning to ride and use bicycles. Through this activity, the project seeks to encourage decision-making, strengthen self-esteem, self-confidence, autonomy, and other life skills, while generating safe spaces for coexistence and personal development.

Protection Mechanisms

Additionally, the program promotes the strengthening of community protection networks for children and youth in the area by training families, educational staff, and local leaders in topics such as respectful parenting, protection mechanisms, and a youth perspective. These actions include training on a rights-based approach, youth focus, and positive education, as well as awareness processes to identify different expressions of violence associated with adultcentric culture, with the goal of reducing neglect toward the needs, ideas, and experiences of children and youth.

To date, a Protection Committee remains active, comprised of local women leaders, fathers, mothers, and community caregivers. The committee's purpose is immediate intervention and referral of children and youth victims of violence, the design and implementation of collective care strategies aimed at women's health, and information dissemination strategies to contribute to the prevention of sexual violence. The committee is essential for building local capacities and replicating these initiatives with other women and families in the area.





VISIBLE YOUTH ACTIVITIES IN 2025

Although investing in infrastructure is not a primary activity of projects for children and youth, our permanent presence in the area makes us strategic allies for donors and organizations that do have that mission. In 2025, the student community of the La Cuesta Telesecundaria received in-kind donations to improve the sports court and school recreational spaces.

Similarly, a donation allocated resources so **that 30 youth from the Promotorías received** school supplies to support their permanence in school, both at the upper secondary level and at the start of their university studies.

In 2025, participating telesecundarias had only a

3% dropout rate

associated with adolescent pregnancy and 1.48% associated with sexual violence, compared to 8%* in other schools in Eastern Zaachila

*Latest official data: 8% in 2018

At the close of the 2024–2025 school year, the overall dropout rate remained at

1.48%

The main causes identified were difficulties balancing work and study, and a lack of family support



The background image shows three women standing in a kitchen, each holding a tray of bread. The woman on the left is wearing a striped shirt, the middle one a blue t-shirt, and the right one a black t-shirt. In the foreground, a table covered with a patterned cloth is set with coffee cups and saucers. A woman is seated at the table, and another person is partially visible behind her. The room has a rustic feel with a window featuring decorative metalwork.

COMMUNITIES IN MOTION

The reduction of funds for cooperation projects from the United States Department of Labor (DOL) announced in January 2025 meant the closure of initiatives aimed at strengthening agricultural communities in Mexico. Among them were three projects in which SiKanda participated to promote equity and labor rights for female coffee growers and producers, and another aimed at preventing risks among Mixtec communities working itinerantly in chili and tomato production in the north of the country.

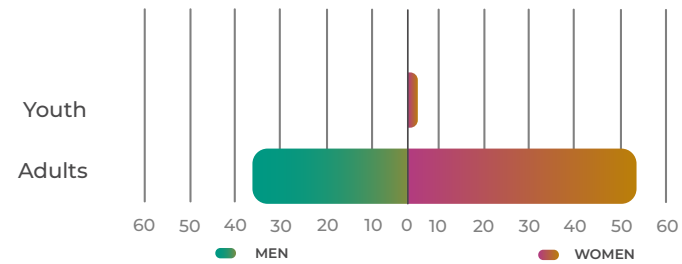
The unexpected closure of two of the projects cut short the possibility of influencing the transformation of harmful practices and reducing the socioeconomic and environmental effects faced by those who produce our food. Despite this, it was possible to rescue the Women of Coffee (Somos Cafetaleras) project and sustain some local alliances in both the Sierra Sur and Mixteca regions.

EQUAL

This project, implemented in collaboration with *World Vision México*, aimed to reduce the risk of child labor, forced labor, and other labor rights violations experienced by women and adolescents working in the agricultural sector, particularly in the sugar cane and coffee supply chains.

From a gender equity and social inclusion perspective, EQUAL addressed the structural causes of inequality to promote equitable access to opportunities, strengthen decision-making capacity, and foster the participation of women and adolescents in their family and community environments.

91 PARTICIPANTS



PARTICIPANTS BY GENDER AND AGE



EQUAL Participants – Oaxaca
35.2%

EQUAL Participants – Veracruz
64.8%

Women producers who attended workshops and training within the framework of the Oaxaca-Veracruz Coffee Producers Exchange (Interregional Gathering)

PARTICIPANT PROFILE

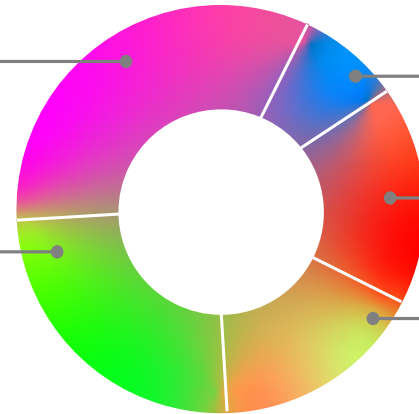
Enterprise strengthening workshops

33.3%

Invoicing, tax obligations, sales pitch, photography, and social media

Project closure activities

25.0%



Personalized management and linking for women entrepreneurs

8.3%

Delivery of seed supplies to women entrepreneurs

16.7%

Follow-up on the development of visual brand materials

16.7%

ACTIVITIES IN 2025



EQUAL combined individual capacity-building, through technical training, personal skills, and livelihood support, with social transformation and institutional strengthening actions. This included community awareness, working with men and boys to promote equitable relationships, and accompanying public and private actors to improve labor protection systems.

As a result, the project boosted the economic and social strengthening of women and adolescents. At the same time, it contributed to reducing risks and violations of labor rights affecting women and young people in the sector.

Finally, during the first months of 2025, closure activities and the transition toward the Women of Coffee project were carried out.



A JUST HARVEST (UNA COSECHA JUSTA)

This project arose to address the vulnerabilities of agricultural workers who migrate from Oaxaca to northern states like Chihuahua, Sonora, and Baja California. Specifically, it sought to decrease risks and violence such as child labor, human trafficking, and modern slavery.

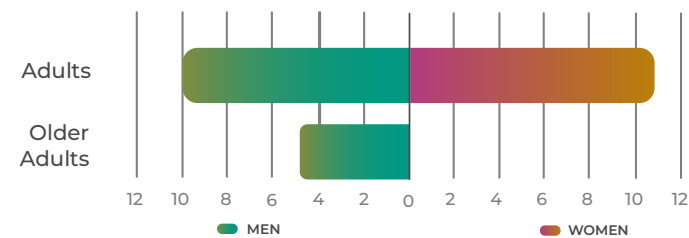
The initial actions were oriented toward baseline data collection and strengthening bonds with key actors in communities within the Juxtlahuaca district, Mixteca Region, an area with one of the highest labor migration rates in Oaxaca.

Collaboratively, the project worked on themes such as racism and migration, gender perspective, reporting and protection mechanisms, and strengthening social cohesion. This was done through a training program, informative audiovisual materials for digital outreach aimed at migrant workers, and mappings of transit risk areas. A Worker-to-Worker Committee was also established as a mechanism for replication and victim referral, though itinerant legal advisory fairs could not be implemented.

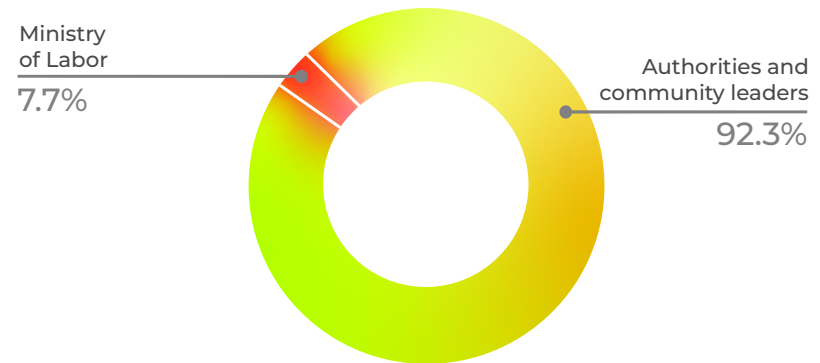
In addition, working meetings were held with government agencies responsible for human, labor, indigenous peoples', migrant, and children's rights.

Although the abrupt closure of the project prevented completing its implementation, the participants carried out a process of identifying community challenges and tools, either available or to be developed, to take action on certain aspects of labor-driven migration.

26 PARTICIPANTS



PARTICIPANTS BY GENDER AND AGE



PARTICIPANT PROFILE

A group of women are gathered outdoors, participating in a community activity. They are standing on a wooden platform or bridge structure made of planks and ropes. The women are dressed in casual clothing, and the background shows trees and a building. The overall scene is one of community engagement and solidarity.

PATHS TO EQUITY

This program area integrates gender projects articulated by our **WEAVE Methodology (Acting, Linking, and Empowering)**, which drives financial autonomy and solidarity networks among women. Currently, SiKanda implements this methodology, or some of its components, both in its own projects and in collaborations with other organizations.

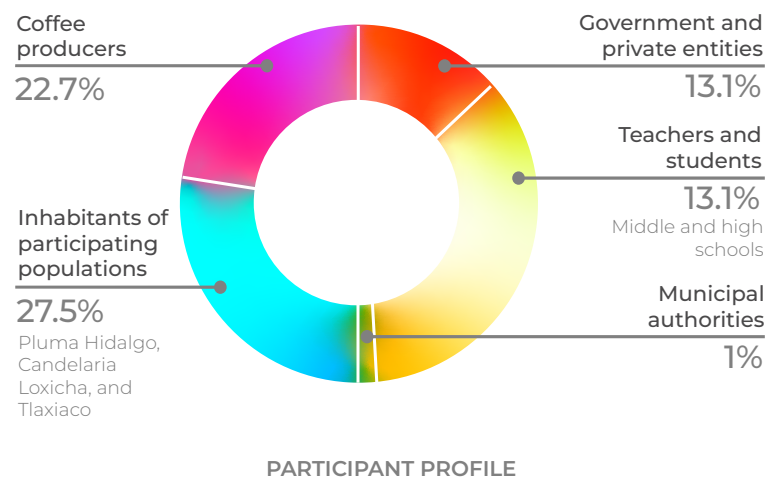
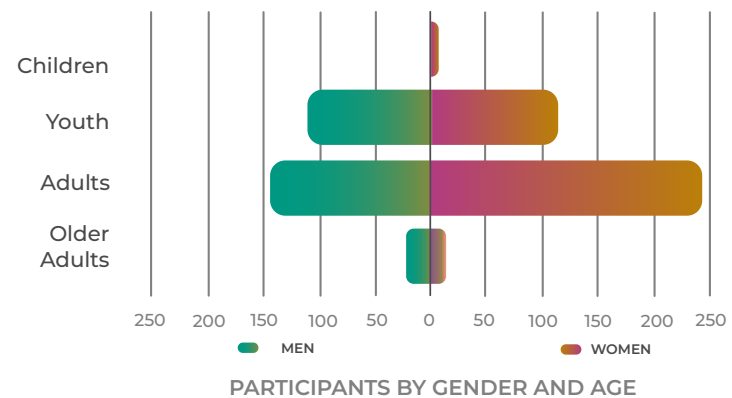
The WEAVE Methodology drives the creation and strengthening of solidarity networks through which women develop individual and collective strategies to overcome the limitations imposed by gender roles. In this way, their full participation in economic and social spheres is promoted, both inside and outside their communities. A relevant aspect is the promotion of safe spaces that favor the improvement of their living conditions and the development of their entrepreneurial skills. In each project within this area, SiKanda adapts components of this methodology to collaboratively design strategies tailored to the challenges of each community.

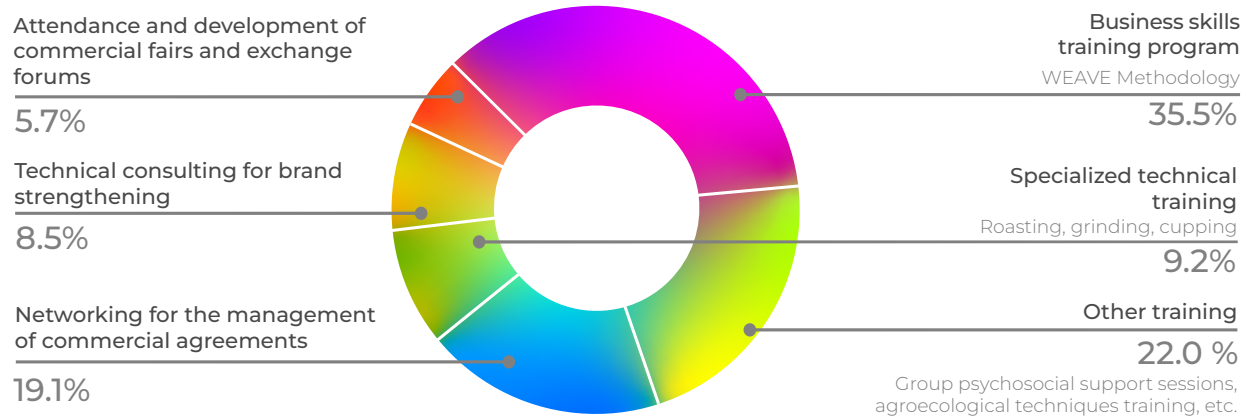
WOMEN OF COFFEE (SOMOS CAFETALERAS)

This project emerged as a continuity of the work initiated by EQUAL alongside women agricultural producers in the Sierra Sur of Oaxaca. This initiative demonstrates that coffee farming can be transformed and strengthened when it stops focusing exclusively on the market and places social and community well-being, as well as the dignity of people and the land, at the heart of its actions.

The project provides comprehensive support to women coffee producers to strengthen their income, facilitate their access to fairer markets, and promote their leadership. This process prioritizes risk management and collective care, recognizing the time of those who cultivate as a fundamental resource.

670 PARTICIPANTS





WOMEN OF COFFEE ACTIVITIES IN 2025

Through training in roasting, barista skills development, and coffee cupping, as well as good agricultural practices, coffee-producing families have stopped marketing their coffee without knowing its quality, as they previously did. By acquiring skills such as bean selection, defect identification, roasting curve design, and the impact of grind size on extraction methods, participants now have tools to recognize and enhance the attributes of their coffee, regaining control over their production and ensuring that the quality generated in the coffee field is maintained all the way to the cup.

This approach materializes through the implementation of sustainable practices that protect the territory, such as greywater harvesting and reuse, composting, and rainwater harvesting. These actions integrate environmental regeneration as an essential component of community well-being.

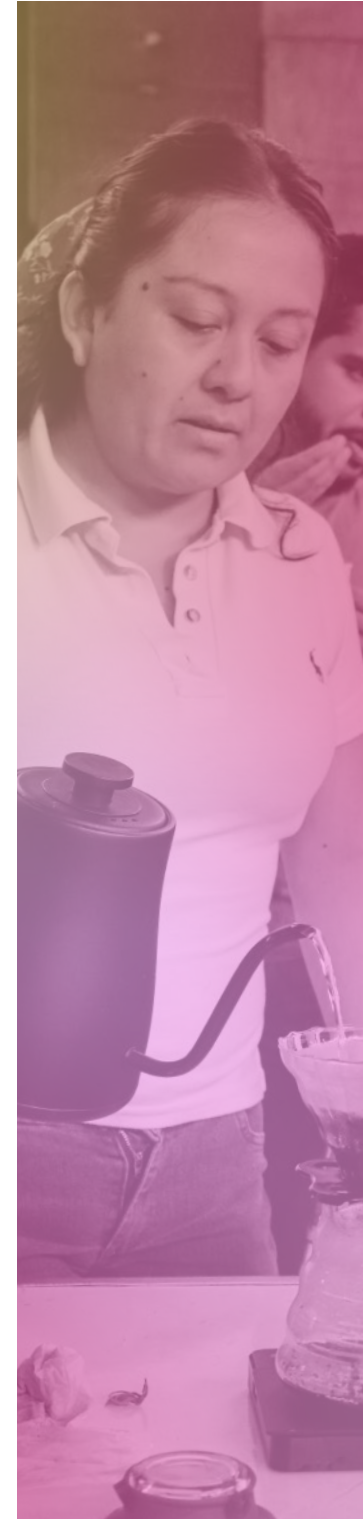
Initial contacts and links were established with local fairs

20 women started confidence and leadership building processes through psychosocial support sessions

1 female producer was advised on formalizing **1 agreement as a bi-monthly supplier** for a coffee shop in Oaxaca

Technical sales training was provided to participants at the 2025 Oaxacan Coffee Convention

23 women producers received individual technical assistance focused on improving the image, networking, and efficiency of their businesses



“We have worked hard on solidarity...when I don't have a product, or even when a customer asks me if I have coffee in a certain presentation, I reply: 'Well, I have mine in these presentations... but there is also another person who sells it at such a price; I don't know her product personally, but if you like, you can ask her'—trying to include other producers, and not just me selling what I have”.

Nilda
Coffee Producer, Pluma Hidalgo



In Women of Coffee, success is not measured solely by sales, but by how many people grow together, prioritizing collective well-being over individual profit.

Beyond conventional commerce, the project drives participation in decision-making by developing women's leadership skills, creating networks that strengthen collaborative economies, diversifying income, and establishing direct sales circuits.

The core of this strategy is designing routes that reduce dependence on middlemen, allowing women and coffee growers to participate as direct sellers. This represents not only an improvement in their income but also an act of justice toward their work and a commitment to the care of their territories, ensuring that the value generated returns fully to the producers' homes.

MARES

Women Saving in Solidarity Networks

Through bi-weekly sessions, women, mostly mothers, find a collective space that strengthens their well-being and quality of life through the habit of saving. In these activities, they not only acquire financial tools but also share and learn practices to improve their families' food security and nutrition. This project is coordinated by *Puente a la Salud Comunitaria* in alliance with SiKanda since 2021.

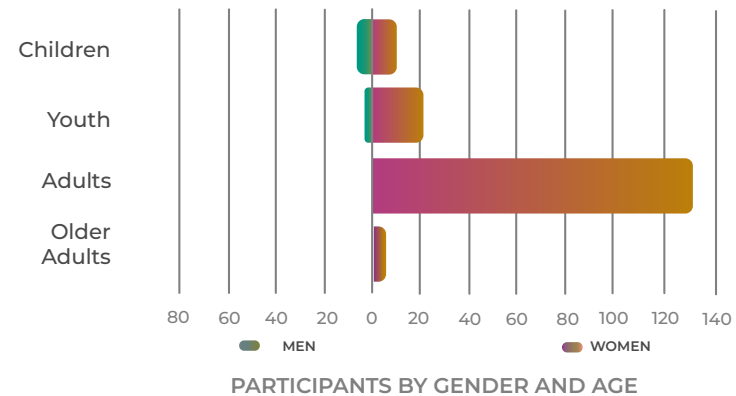
In MARES, savings are accumulated through the system of trust, sisterhood, and autonomy. The project includes a self-managed microcredit system with low interest rates set by the participants themselves, allowing women to invest in small projects that improve their living conditions. The interest generated is returned to the group, reinforcing solidarity and autonomy.

In addition, each participant contributes to a solidarity fund used to support peers in unforeseen situations, ranging from serious illnesses to housing damage.



158 PARTICIPANTS

Distributed across **11 savings groups**: 6 in the Eastern zone of Zaachila and 5 in the Mixteca region.



Employed as domestic workers

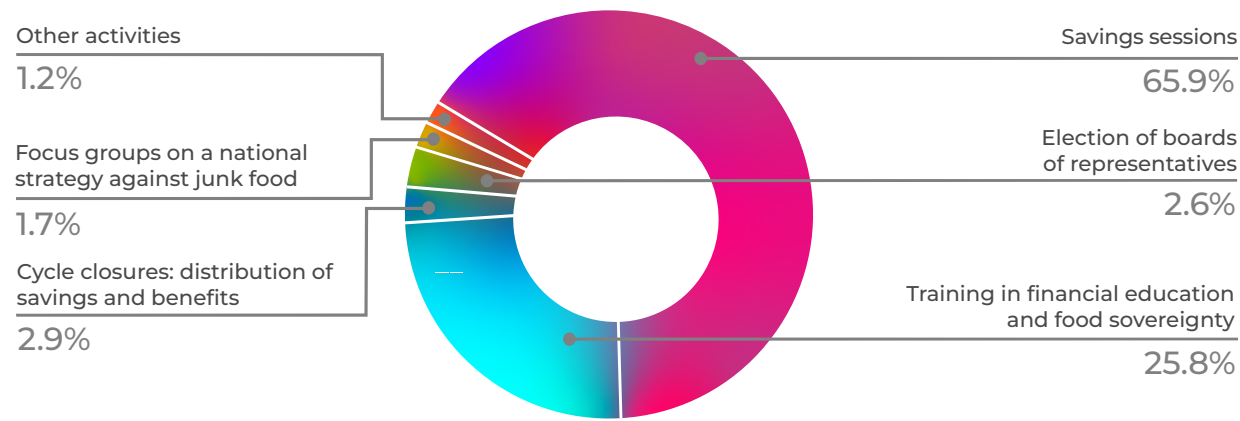
60%

Actively participate in school committees or community kitchens

30%



PARTICIPANT PROFILE



MARES ACTIVITIES IN 2025

40 Participants have created or strengthened a small business

On average, **41** microcredits were granted per group

The percentage of participants who reached or exceeded their savings goal increased from **37%** in 2024 to **60%** in 2025

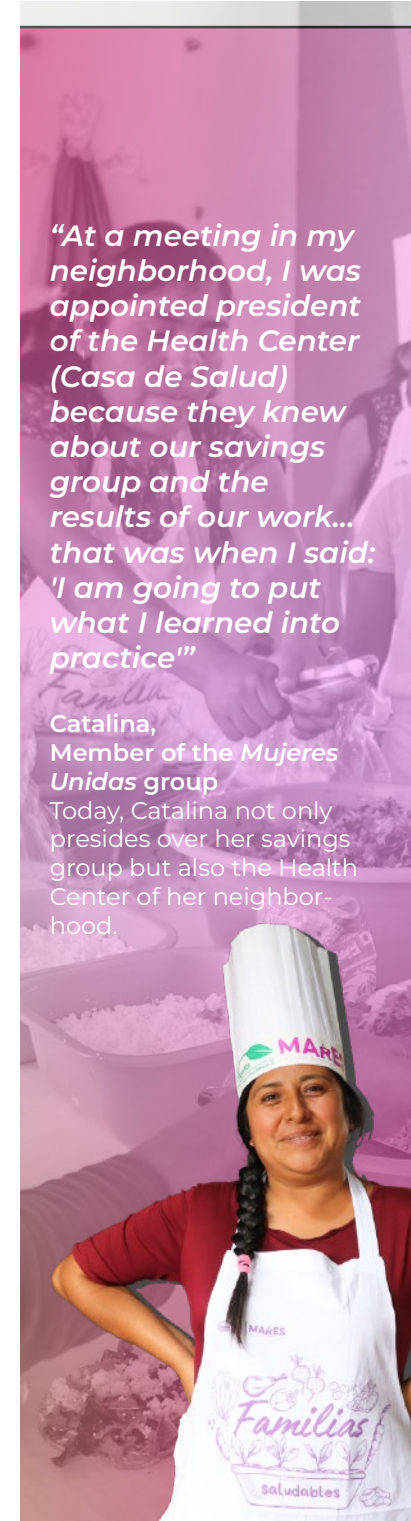
80% of participants report an improvement in their family's dietary diversity

The final share value recorded an average increase of **12%** at the close of the cycles

70% report greater economic autonomy

Healthy Families and Safe Water

Prior to the savings sessions, training is provided to integrate the use of family eco-technologies for vegetable production and home gardening, an introduction to entrepreneurship, healthy cooking, and guidance on making greywater filters, aiming to promote food security and improve nutrition for women and their families.



“At a meeting in my neighborhood, I was appointed president of the Health Center (Casa de Salud) because they knew about our savings group and the results of our work... that was when I said: 'I am going to put what I learned into practice'”

*Catalina, Member of the Mujeres Unidas group
Today, Catalina not only presides over her savings group but also the Health Center of her neighborhood.*



SUSTAINABLE HABITAT

A cross-cutting program area for all our projects, it promotes the development of environmentally responsible practices. Furthermore, it drives sustainable habits that improve everyday life in participating communities using eco-technologies such as dry eco-toilets, greywater filtering systems, rainwater harvesting, bio-construction, solar energy utilization, upcycling, efficient water use, composting, and the creation and maintenance of backyard gardens.

This component is particularly integrated into the **Inclusive Recycling project** through the construction of dry toilets at collection centers, as well as the design and implementation of two guides: one for solid waste management in educational settings and another for organic waste management and its utilization in gardens.

Likewise, with the objective of fostering sustainable practices among women coffee producers and participants in the MARES savings groups in the Sierra Sur and Mixteca regions of Oaxaca, capacity-building workshops on composting and rainwater harvesting were conducted.



Rojas Sustainability Center

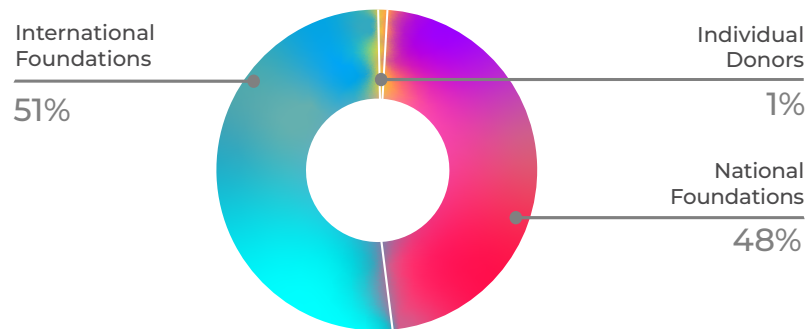
The *Sustainability Center in Rojas de Cuauhtémoc* offers student groups and interested visitors direct contact with a sustainable space that utilizes eco-technologies, maintains crops and vegetable gardens, utilizes organic compost, and implements other actions so that visitors increase their environmental awareness and recognize more responsible choices in their relationship with the planet.



OUR FINANCES

As an authorized donee by the Mexican Tax Authority, we comply fully and timely with every requirement of the Mexican fiscal authorities.

SiKanda exercises responsibly the received funds and donations, seeking efficiency in budget implementation within projects, adequate use of organizational assets, and appropriate compensation for the team.



OUR BOARD

Aurelia Annino
President

Pedro Rafael Constantino
Treasurer

Ivania de la Cruz Orozco
Secretary

Sofía Tenorio Fenton
Board Member

Carmen León Himmelstine
Board Member

ABOUT THE CO-DIRECTION

Starting in November 2025, we transitioned to a shared leadership model with the appointment of Janett García López—a collaborator with the association since 2017—joining José Carlos León Vargas, who until now served as General Director.

Janett joined in 2017 as a project coordinator; subsequently, she was appointed Liaison Coordinator, and in 2021, she assumed the Direction of Programs. With a comprehensive knowledge of the association, her arrival at the Co-Direction aims to drive innovation, articulation, and institutional strengthening processes to advance SiKanda's mission.

SiKanda joins other Mexican civil associations that recognize the benefits of a shared leadership figure and the distribution of decision-making as a strategy to better respond to the complexity of the current context. At the same time, Janett's appointment recognizes the impact and footprint that female collaborators have contributed to the organization's growth since its foundation.

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Why is your donation important?

90% of the people who participate in SiKanda's projects do not have access to any other type of support or conditions that guarantee the enjoyment of labor rights, sexual and reproductive health, children's rights, dignified study spaces, etc.



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