





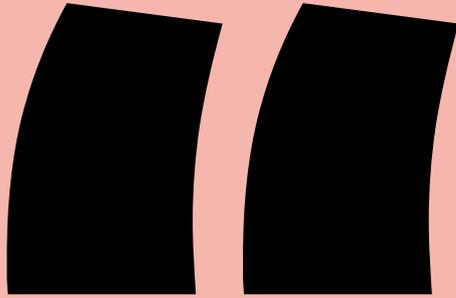
Designing Collective Impact in Migration Ecosystems in Querétaro, Mexico



I'm Ana Vázquez, a **social innovation strategist** working at the intersection of human mobility, public policy, and systems change.

I collaborate with civil society, academia, and public institutions in Mexico to design collective processes that strengthen rights-based responses to migration.







CAFEMIN

CIRKLO

EGRA

MINT

RIIPQM

Coffee for Peace
and HD

BROCOLI

MIGRANTS
NETWORK UK

2019

2021

2022

2023

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2026



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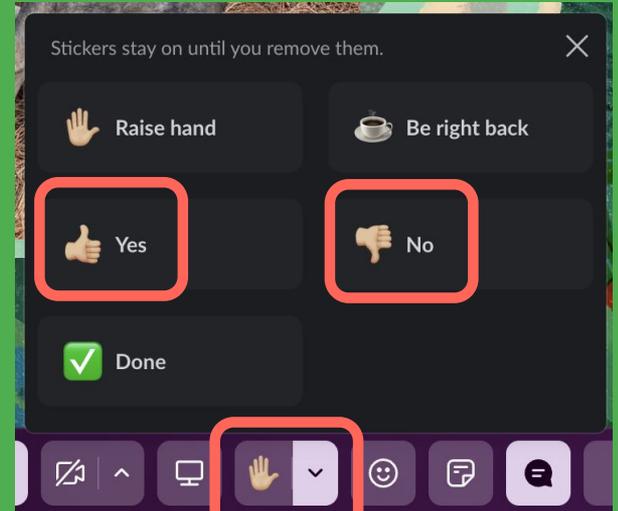
MIGRANTS NETWORK UK

2026

How much do we know about migration?

I'm going to share some statements.

Select the **thumb up** if you agree and the **thumb down** if you disagree with the following statements.



Transitor; expulsor, comar 1970 comar, destino, retorno, integración. Tradición de asilo muy alto, desde la adhesión de 1950 convención, a favor de la regulación de la movilidad humana. Personas migrantes, desplazadas internas, irregular, regular. El estado tiene un trabajo de integración de qro. Edo estratégico porque por ahí pasa la bestia, lo veían como estado de descanso, pero por política migratoria tiene los servicios públicos para que se integren de manera exitosa. Nacen actores aliados 2019 caravanas de haití, autoridades de qro se dieron cuenta de que no habían herramientas para actuar en favor de derechos humanos, de 2019, llegó hias 2021, camí se fortaleció, 2022 llegó giz con acnur en el programa perfil comar proteger al refugiado, instituto de migración, trabajan con las autoridades del estado, defensoría de derechos humanos, del trabajo, educación. A través de otros actores se aliaron para trabajar a favor de estrategias que fomentaran.. Acnur se enfoca con personas refugiadas y solicitantes de asilo, no hay comar, hias se enfocaba de las demás con el camí. Gracias a eso, la ley de atención a las migración se integro a personas refugiadas , y protección a las infancias. la reforma de atención a las migraciones, capacitaciones a los municipios, política pública en el estado, clínica con academia, vinculación con la legislatura. 2024 se fueron fondos, cierra perfil a falta de fondos. 2025 crisis humanitaria por gobierno de trump. Cierra camí.

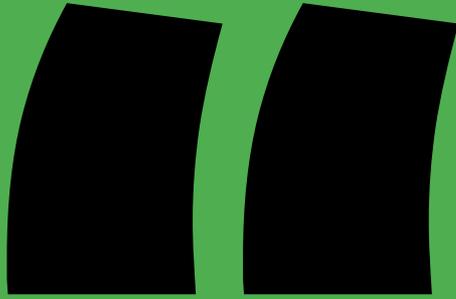
Short Summary Paragraph: Mexico's Migration Context

Mexico occupies a strategic position in regional migration dynamics, functioning simultaneously as a **country of origin, transit, destination, and return**. In recent years, the country has experienced a significant increase in people seeking international protection, placing Mexico among the top countries globally in terms of asylum applications. This shift reflects broader displacement trends in the Americas, where violence, economic instability, governance challenges, and climate-related factors are driving people to flee their homes. As a result, Mexico's asylum and protection systems have become increasingly important in ensuring that



Migrants are people who have been forced to flee their homes due to armed conflict, persecution, human rights violations or other serious threats.



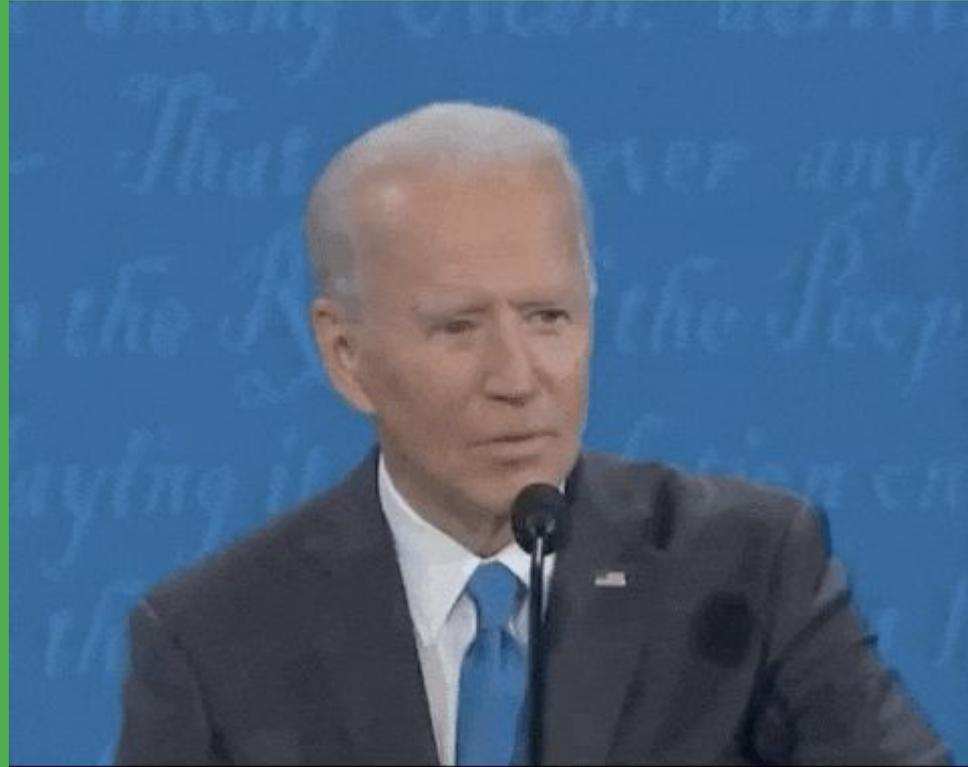


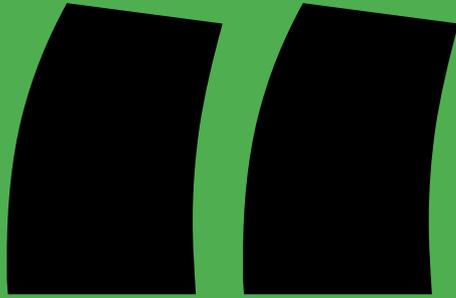
Migration refers to the movement of people from one place to another for various reasons, while refugees are people who have been forced to flee their homes due to armed conflict, persecution, human rights violations or other serious threats.



In the case of Mexico, the country is a transit point for migrants and refugees. This means that they pass through Mexico with aim of reaching the United States, but do not stay here.”

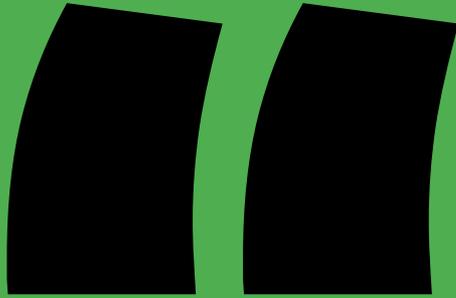
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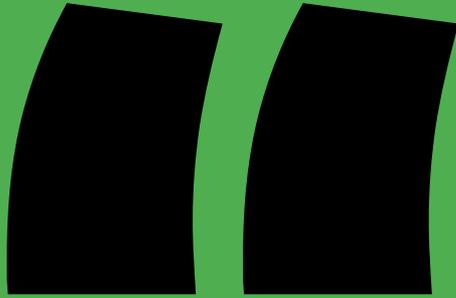
Mexico functions as both a transit and destination country.

Recent stricter U.S. migration policies have led more migrants to settle in Mexico.



The number of refugees rose from 27,100,000 in 2021 to 35,300 at the end of 2022. This is the highest figure on record.





This represents an increase of 19,000,000 people compared to 2021, exceeding the populations of Ecuador and the Netherlands.

One in every 74 people has been forced to flee.



In Mexico, in 2021, we reached a record of 130,000 people, making it the country with the third highest number of applications in the world.

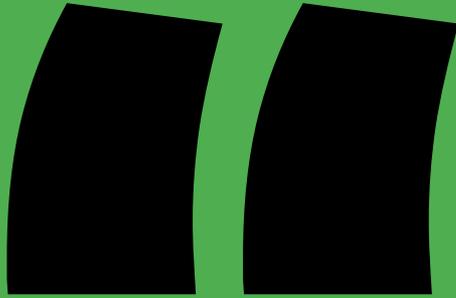
“



It's true.

LIVE





The main reasons are:

-Violence, political instability, and economic crises in countries such as Honduras, Haití, Venezuela, and El Salvador.

-Stricter border and migration policies in Estados Unidos that limit onward movement.

-More migrants remaining in Mexico and seeking protection through institutions like COMAR, supported by organizations such as UNHCR.

In 2022 it ranked second with more than 118,000 individual applications.



MOVELL R NIENSO ZA US-4001
BROCKWAY K RAFFERTZ RTF
2012 1 07 2 RIF US-4033
2012 1 07 2 TORRES S UTSAIC
2012 1 07 2 PETERSON JR RIF
2012 1 07 2 ANDERSON G PERABOULA
2012 1 07 2 TORRES S UTSAIC
2012 1 07 2 PETERSON JR RIF
2012 1 07 2 ANDERSON G PERABOULA

Context general de México

Mexico is a country of origin, transit, destination, and return.

- Asylum applications have significantly increased in recent years.
- Displacement in the Americas is driven by violence, economic instability, governance challenges, and climate impacts.
- Mexico's asylum and protection systems play a key role in ensuring safety, rights, and integration opportunities.



Right to Asylum

- **Seeking asylum is a fundamental human right** under international law.
- States must protect people fleeing **persecution, violence, or threats to life and freedom**.

Migrants vs Refugees

- **Migrants:** move voluntarily (work, education, family).
- **Refugees:** forced to flee due to **persecution or serious threats**.

Mexico's Legal Framework

- Signatory of the **1951 Refugee Convention and 1967 Protocol**.
- Protection system managed by the Mexican Commission for Refugee Assistance (COMAR) in 1970

Recent Trends

- **Record asylum applications:** ~140,000 in 2023.
- Main countries of origin: **Honduras, Haiti, Cuba, Venezuela, El Salvador**.
- Reflects **regional displacement across Latin America and the Caribbean**.

El Bajío

Context



Las principales rutas migrantes en México

En México, gran parte de la migración hacia el norte se hace vía terrestre y a través de trenes de carga.



Fuente MSF, OIM/ONU, BBVA Research, REDODEM, CICR



Querétaro's Context

Strategic
migration
corridor

Migrant
caravans
(Haiti &
Central
America)

Arrival of HIAS,
PROFIL
PROGRAM,
CAMMI

2010

2019

2019



Querétaro's Context

Local Integration Agenda

- Migration Law Reform (State Level)
- Inclusion of refugees & child protection
- Municipal capacity building
- Public policy development
- Academic & legislative collaboration

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**Emerge of the
Network for
the Integration**

2010

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The Intersectorial Network for the Integration of People in Mobility

- > Build a shared agenda
- > Identify intersections, needs, and areas of opportunity to promote the enjoyment of rights
- > Establish institutional capacities to foster local integration
- > Coordinate efforts to address needs
- > Disseminate information to facilitate access to services
- > Strengthen communication and networking
- > Raise awareness about human mobility through cultural and integration initiatives





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International funding reduction

Closure of
PROFIL
Program (HIAS
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Humanitarian
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Querétaro's

Context nowadays

- Arbitrary detentions
- Asylum delays
- Administrative barriers
- Limited access to rights
- Weak institutional coordination
- Xenophobia and racism
- **No funding**



What if...



**What if... against all
odds..**



What if... against all odds..

**We remain resilient by
co-designing strategies
and working together?**

Collective Impact

An intersectoral collaboration approach that facilitates the resolution of complex social problems through coordinated action by multiple actors.

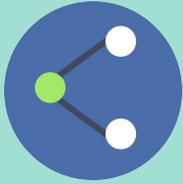
It emerged as a response to the limitations of isolated efforts to generate systemic change.

It is based on the idea that no organisation, no matter how capable, can transform an entire system on its own, but **they can do so when they share a vision, a strategy and coordination mechanisms that are sustained over time.**

It is used in collaborative governance, public policy, social innovation and institutional strengthening processes in areas such as human mobility, health, education and community development.



The methodology



Central support
organisations



Common agenda



Mutually reinforcing
activities



Continuous
communication



Shared measurement
systems

Research & Systems Mapping

- Institutional desk research
- Semi-structured interviews
- Thematic coding

Project Tags: Active Project

These Tags are only available within this project. To make Tags or entire Tag groups available across projects, drag and drop them to the global tags section or click 'Send Tag'.

Project: **Impacto Colectivo Qro.** ACTIVE

The screenshot displays a grid of tag groups. Each group has a header with a dropdown arrow and a 'Create new Tag' button. Individual tags are shown as colored buttons with text and counts.

Group Name	Tag Name	Count
Default group	BUENAS PRÁCTIC...	35
	BUENAS PRÁCTIC...	32
RETOS	RETOS: Accesibili...	17
	RETOS: Burocracia	8
	RETOS: Capacitac...	15
	RETOS: Desarticul...	20
	RETOS: Desinfor...	21
	show 4 more	
IDEAS PARA TALLER	Ideas para el taller	44
	Create new Tag	
FORTALEZAS	Fortalezas	15
	Motivaciones	15
	Create new Tag	
OFERTA DE SERVICIOS	OFERTA DE SERVI...	34
	poblaciones objetivo	3
Create new Tag		

- Good practices
- Challenges
- Strengths
- Services
- Strategic tensions

Systems Mapping

Actors mapped:

Government

Civil society

International cooperation

Academia

Legal clinics

Migrant communities

Journalists

<p>1. Sociedad Civil</p> <ul style="list-style-type: none"> → CAMMI → ASMovilidad → Fundación Merced → La Otra Bandita → Bravo por el Arte → Migrantes Unidos en Caravana → Fuerza Migrante → Albergue Toribio Romo → Albergue González & Martínez → Pura Vida → US Committee for Refugees and Immigrants → Asociación Mexicana de Psicología y Desarrollo Comunitario → Red Intersectorial → Red Estatal por la Paz de Querétaro 	<p>2. Organizaciones Internacionales</p> <ul style="list-style-type: none"> → ACNUR → OIM → ONU Derechos Humanos → Médicos sin Fronteras → Cruz Roja ICR 	<p>3. Academia</p> <ul style="list-style-type: none"> → UAQ → Tec de Monterrey → Anáhuac → Universidad Marista Querétaro → Mondragón* → UVM 	<p>4. Gobierno</p> <ul style="list-style-type: none"> → Subsecretaría de DDHH (Oficina de Atención a Migrantes) → Fiscalía de Qro. → Policía Estatal POES → Defensoría de DDHH → Secretaría de Seguridad Qro. → Secretaría de Salud Qro. → Secretaría de Educación Qro. → Servicio Nacional del Empleo → Instituto Queretano del Emprendimiento → INM → COMAR → Instituto Municipal de DDHH e Inclusión Social → Legislatura → Gobierno → Comedores de la Secretaría de Desarrollo → Unidad Regional de Culturas Populares de Qro → Secretaría del Trabajo y Previsión Social (STPS) → Comisiones relevantes: <ul style="list-style-type: none"> - Derechos Humanos - Grupos Vulnerables - Migración → SIPINNA (Sistema de Protección Integral de Niñas, Niños y Adolescentes)
<p>6. Medios de comunicación</p> <ul style="list-style-type: none"> → Kevin Meganoticias → Saltapatrás 	<p>5. Sociedad Civil no tan cercana</p> <ul style="list-style-type: none"> → Sin Fronteras → Qro con Palestina → Bajo Tierra Museo → Exchange algo... → Diálogo nacional por La Paz en sociedad civil → Qro con Palestina → Servicio Jesuita refugiados 	<p>8. Sector Salud</p> <ul style="list-style-type: none"> → Hospital general → La Cruz Roja <p>9. Educación</p> <ul style="list-style-type: none"> → USEBEG → UTSJR, → UTEQ, → CONALEP 	<p>10. Seguridad</p> <ul style="list-style-type: none"> → Policía Estatal y Municipal
<p>12. Aliados independientes</p> <ul style="list-style-type: none"> → La Rage 	<p>7. Privado</p> <ul style="list-style-type: none"> → COPARMEX → CANACO → CANIRAC → SCALPEX → PARKER → PWC → Tent 	<p>11. Institución Religiosa</p> <ul style="list-style-type: none"> → Los Maristas → Cáritas → La diócesis, el Episcopado → Dimensión Episcopspal *no en Querétaro 	

Outputs:

Influence-impact matrix

Stakeholder dossier

Service ecosystem map



PHASE 2

Day Collective Impact Workshop DAY 1

System diagnosis
Problem drilling



Day Collective Impact Workshop DAY 1

System diagnosis

Problem drilling

Key findings

Prioritization

- Organizational disarticulation
- Lack of shared data
- Weak institutional communication
- Xenophobia
- Lack of political will



Day Collective Impact Workshop DAY 1

System diagnosis

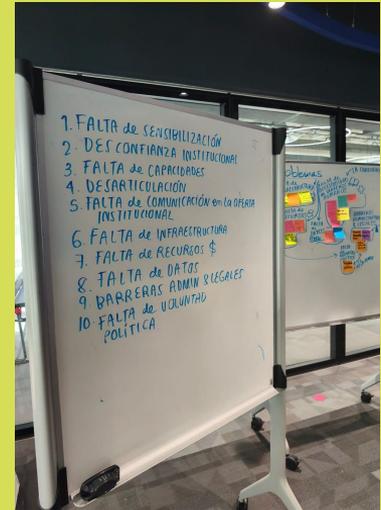
Problem drilling

Key findings

Prioritization



- Organizational disarticulation
- Communication gaps
- Lack of sensitization





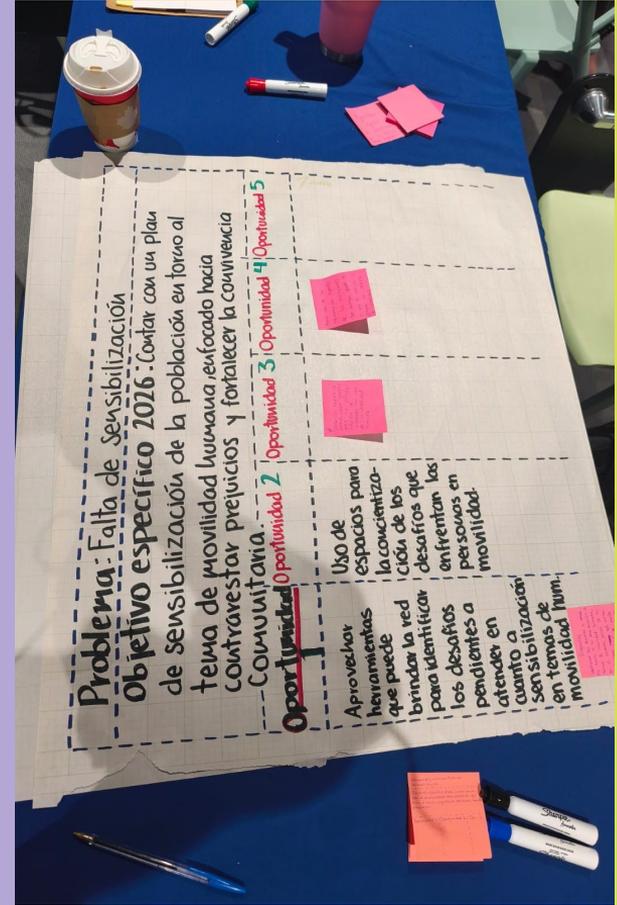
Day Collective Impact Workshop DAY 2

Quick wins (90 days)

Deep work (6-12 months)

Indicators

Governance agreements



Tangible Outcomes!

More actors involved

One-year shared agenda

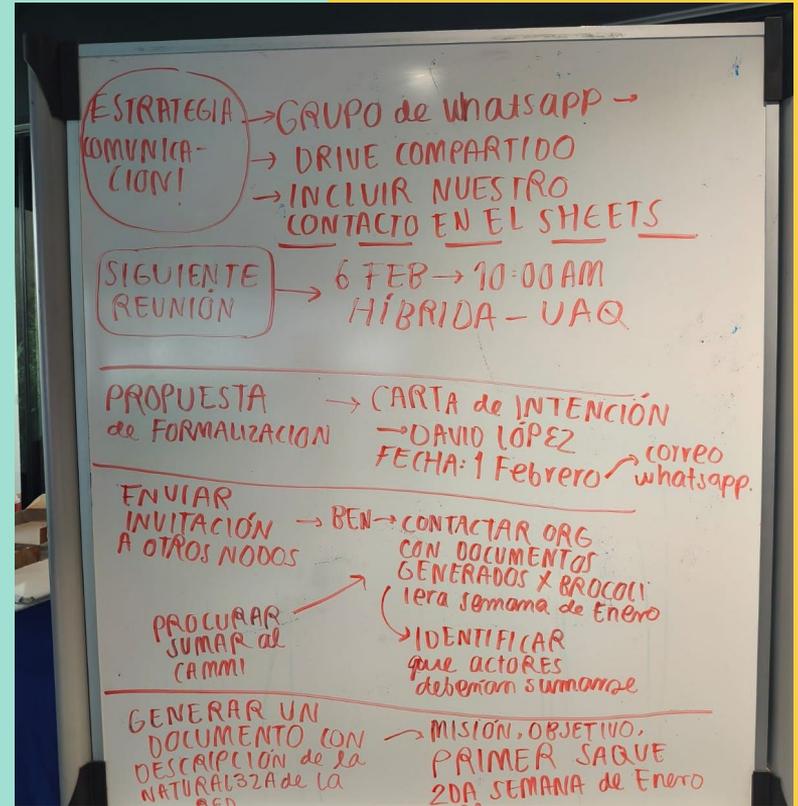
Defined indicators

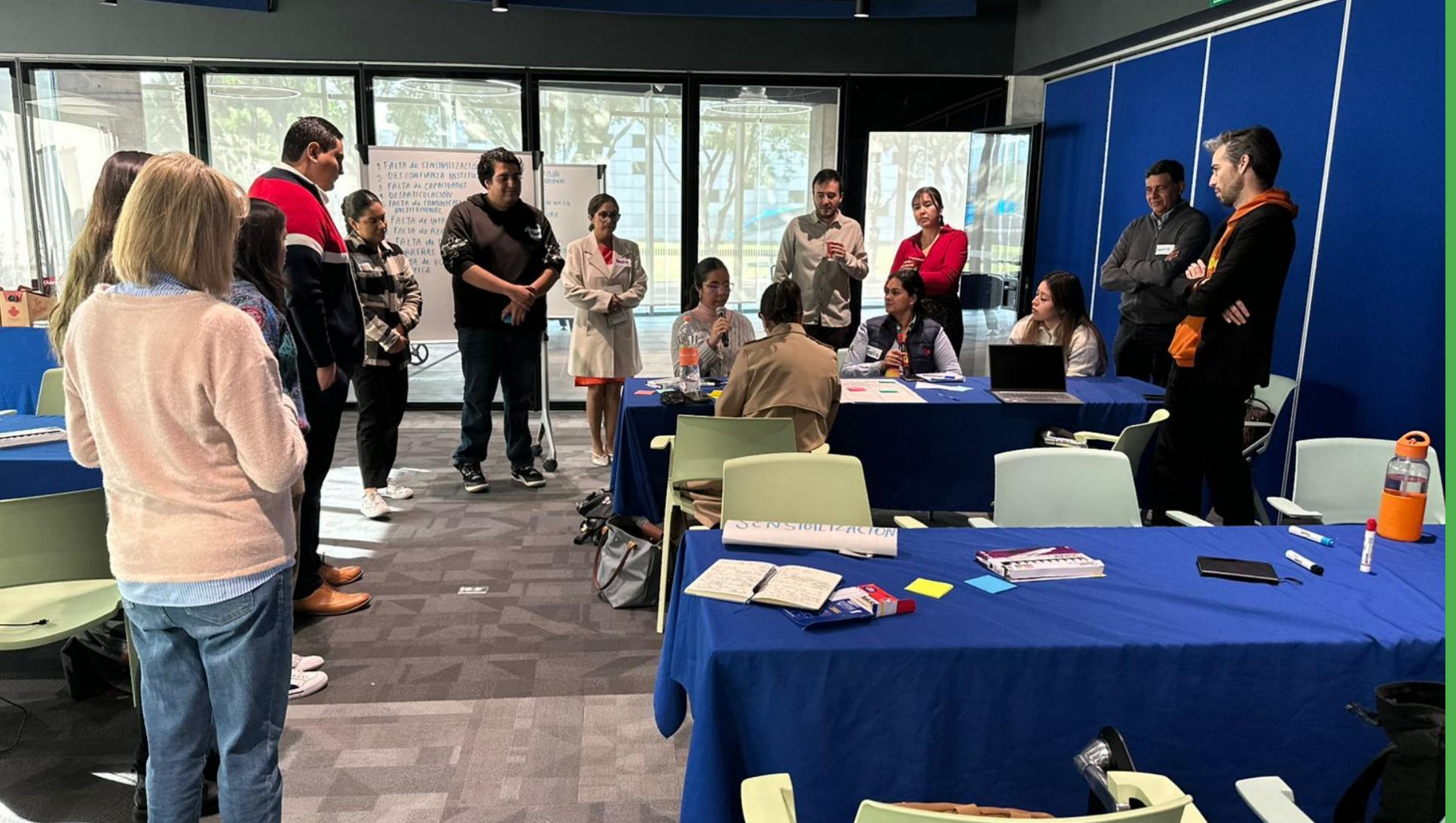
Governance mechanisms

Assigned responsibilities

Documented report

The main output was not a document — it was a shift from parallel action to coordinated intention.





1 FALTA DE SENSIBILIZACIÓN
2 FALTA DE CONTINUIDAD INSTITUCIONAL
3 FALTA DE CAPACIDADES
4 DESINTEGRACIÓN DE DEPARTAMENTOS
5 FALTA DE COMUNICACIÓN INSTITUCIONAL
6 FALTA DE INTERÉS
7 FALTA DE RECURSOS
8 FALTA DE OPORTUNIDADES
9 FALTA DE POLÍTICA

SENSIBILIZACIÓN

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Arrival of HIAS, PROFIL PROGRAM, CAMMI

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International funding reduction

Closure of PROFIL Program

Humanitarian crisis, CAMMI closes

Strengthening of the Network for the Integration

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Reflections

1. Collaboration Needs Architecture

Goodwill is insufficient without structure.

2. Design Is Political

Facilitation shapes power distribution.

3. Data Is a Trust Mechanism

Shared evidence reduces institutional ego.

4. Leverage Points Matter

Trying to fix everything collapses momentum.

5. Design the Governance, Not Just the Service

Humanitarian innovation often overlooks coordination systems.

Reflections

1. Collaboration Needs Architecture

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Facilitation shapes power distribution.

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Trying to fix everything collapses momentum.

5. Design the Governance, Not Just the Service

Humanitarian innovation often overlooks coordination systems.

¡No compitas, has compitas!

**Don't compete,
make friends!**

**What if we treated migration
not as a crisis, but as a
design challenge for more
inclusive societies?**

**If resilience emerges from
co-design and collaboration,
the question is: who needs to
be at the table that
currently isn't?**

A **look** back



At the **highlights!**