“Walking Towards Sustainability”
Annual Report for Dining for Women
January- December 2013
Executive Summary

The programs Walking Towards Sustainability, aims to transform OXLAJUJ BATZ (aka Thirteen Threads/Trece Hilos/OB) an organization of Mayan women by strengthening its organizational capabilities. They seek to integrate and operate their hybrid Non-profit/profit/training venture by the direction of a General Assembly. And, all members are hopeful and proud to be generating income through the OB’s Center for Mayan Women and fair trade shop.

This year from January to December activities took place in two lines of work, one for organizational stability and the other for economic self-sufficiency through economic alternatives.

This year OB worked with 8 groups of women artisans in 6 indigenous departments (counties) of Guatemala. Our instructors coached Kaqchikel, Kiché and Ixil ethnic groups and met with 100 active members. 23 Mayan women leaders representing the groups positively impacted the well-being of more than 300 people.

The main achievements of this year has been the integration of Mayan women artisans into decision-making bodies defined in the By-Laws. The training processes has helped to encourage women to take leadership positions. The women left behind fears of speaking and participating in public activities and embraced their changed status.

The oreliminary challenges for next year in the areas of Organization and Commerce are to encourage reproductive planning, to instruct adolescents in sexual health, to establish the active participation of current members, to expand to other groups of women and develop a business plan for the Store. With the significant support of Dining for Women and Mayan Educational Foundation, OB keeps walking toward self-sustainability.
One way the women learn is by exchanges of experiences – these sessions put faces to the ideas of leadership of women. One exchange was held in Santa Catarina Ixtahuacán on processes of empowerment of women and another, in San Antonio Palopó, was conducted in a textile shop to discover processes of production and marketing for quality loomed products.

Other activities focused on promoting Mayan Women's tours of group and preparing individual days were tourists could visit the artisans in their workroom. “Carpet tours” could run for a whole week if a group of American women likes the offerings. The women organized a one-month exhibition on the history of groups, traditional costumes and crafts of women, and featured news on projects they were leading by themselves.

In order to promote the Women's Center as a preserve of cultural heritage, OB has actively commemorated and celebrated International Women's Day and the International Day of Indigenous Peoples.

Diversification and analysis of products is part of the routine. Groups try to roll-out Christmas designs, handicrafts and other products to meet the market. A group of women artisans has honed their design capabilities and color schematic due to technical advice from the OB team.

Other activities that have moved towards sustainability are participation in craft fairs in Totonicapan and entering the Art Festival of Native Peoples conducted in our home department of Solola. We are slowly leaning towards advocating a feminist agenda at the municipal, national and international levels.
Walking toward Sustainability

Activities Completed

OB.1: The integration of newly elected women into the general assembly, included installing five new members of the board, who are authorized to oversee the design and implementation of plans of trainings for the 23 Mayan women leaders.

A.1.1. General Assembly – Defining Strategies of Sustainability

Everyone participated in 16 days of meetings/workshops at the Center for Mayan Women. The program called for grounding them in principles of democratic leadership in organizations and Introduction to commercial enterprizing.

The prepared materials explained how and why OB is legally constituted like it is, what democratic leadership means to women, theories of cooperative administration and associations and other matters fundamental to their new status as Owners of their own organization. The Sales and Marketing segment reviewed accounting, calculation of prices, coding products and the how to establish and conduct an orthodox fair trade business. Production processes and product design were also presented.

In January and February workshops addressed the needs of the 23 Mayan women leader’s groups of women artisans from 6 departments of Guatemala. A general assembly of Oxlajuj Batz’ was planned. The goal was presenting types of organizations, legal, rights and obligations of a civil association.

In February and March the first two-day workshops on democratic leadership in organizations enabled women to gather knowledge, join in decision making, dissect leadership types and characteristic of a democratic leadership. This involved 17 women.

Inviting the active participation of women who normally observe, released an extraordinary shock of potential among the women artisans. They recognized themselves as part of an organizational structure and as an actual decision-making in Oxlajuj Batz’.

In May, following up on the development of quality products, a second workshop on price calculation, Coding products and review the rules of fair trade shop, which lasted two days are done. In this activity the incorporation of other members of the groups identified weaknesses in the delivery of products, which the participation of 28 women was important. Through this training the women know how to and calculate the price of products, delivery cycles for products how to deliver according to quality standards, fill out code and specification sheets.

In June order to further empower the women to create changes in their lives, women were voted into the general assembly and took decisions about work patterns, approved a specific training plan to the General Assembly in order to create and strengthen a social enterprise.
The plan is divided into three modules and each module lasts 36 hours over three consecutive days, making a total of 108 hours of effective training and workshop full 9 days.

The methodology is based on approaches promoting gender equity, cultural relevance, non-formal education and self-sustainability. To generate changes in the lives of women through training the methodology had to draws from three theoretical dimensions:

1. stories from other groups and their best practices in organization
2. the experience of women, their groups and Oxlajuj Batz' history
3. the emotional-spiritual (the feelings of women, their self-esteem, and ethnic worldview).

At the end of June an Assembly convened with leaders and members of the general assembly. Women, had an opportunity to socialize, study the structure of Oxlajuj Batz' and approve the new training plan proposed by the General. 21 women representatives from all groups voted for the proposal. Many agreed that "We are very pleased this opportunity we will have to form ourselves, when we were little we had the opportunity going to school, for us now is a blessing, thanks to our supporters"

In late July and early August in the center of Mayan Women rolled out the first module called "Democratic Leadership", it was divided into three main themes developed by assigning a theme for each day: Day 1. Women's Leadership, Day 2. Exercising New Leadership and Day 3. Political Participation, Negotiation and conflict Resolution.

22 members of the general assembly attended for three days. The women identified the type of leaders that exist in their community and country, learned from the testimony of women leaders in their struggle to exercise leadership. The gathering fostered a space to talk about the different contexts which prevent women from the free and full exercise leadership (motivations, obstacles, achievements etc.). The participants identified the people, who have helped shape their leadership and shown them ways to make a difference. Some have been victims.

Mayan women expanded their knowledge on models of leadership authoritarian and democratic. Democratic leadership is divided into three models Situational leadership, transformational leadership and collective leadership, disclosed this in order to motive women to exercise democratic leadership. Women also took this opportunity to acquire learning tools, strategies for negotiation and conflict resolution in the family, group and community. These intense days of training gave the women a sense of themselves as authentic Mayan leaders.

In the first three days of September in the Center of Mayan Women the second module of the three module trainings was presented at the General Assembly entitled "Administration Cooperative and Association" divided as before over three days with a theme for each day: Day 1.
Organizational Structure and Cooperative management, Strategic Planning Day 2 and Day 3. Operational Planning. 17 members attended.

This module, deepened their knowledge and skills on institution building and resulted in the collective creation of the timeline for Oxlajuj Batz ' (They set up strategies, achievement milestones, key actors, named difficulties, possible crises, and motivations.) They were briefed on elements and types of organizations, philosophical and organizational strategic framework (vision, mission, values and principles), organizational structure and role of the partner on leadership, membership in a group / organization, participation, decision making and communication among members). This has enabled women to analyze their growth and organizational development.

Preparing for the future, women assessed and identified the importance of strategic planning in the organization and the need for strengthening their capacities to face the challenges. They applied standard planning tools (SWOT Analysis listing - internal (strengths and weaknesses), external (opportunities and threats) for Oxlajuj Batz ' and for each of the groups of women artisans. Finally, they learned about operational planning in an organization and implementing their acquired knowledge. Three working committees - Social Business, Communication and Internal Organization were formed to guide active participation in those different areas.

In 2014 OB will complete with the training plan of the General Assembly, this year only two modules have been implemented - Development of Productive Processes and Corporate Marketing.

In the month of October with women members of the general assembly started their training process and committed to replicating the knowledge acquired in their groups and communities. The general assembly divided in two groups for in the two-day workshop on “Forming Training.”

In this workshop the women identified their strengths and weaknesses in facilitating workshops, and during the workshop worked to overcome the weaknesses of public speaking, produce and use facilitator’s tools such as creative teaching materials appropriate to the women in the communities and groups. They looked at methodology and its influence on the level of learning.

One unexpected fruit of this activity was that the women developed the ability methodological record of the workshop and develop material to be ready for Community replicas.
A.1.3. Community Replicas

"The hour of practice." In September, community visits were conducted in 8 communities, with the support of the working committees formed at the workshop and Administration Cooperative Associations. The objective was diagnosis and updating the history of groups, compliance with membership plan, structures and forms of administration. The visits allowed OB to know the status of each of the groups of women, their strengths and weaknesses and the opportunities for improvement and the role of their leaders as their first practice the knowledge acquired in training.

In October and November, women leaders formed another General Assembly for 8 communities to absorb the module on Democratic leadership. This was a one day event (7 hours effective) lead and facilitated entirely by them, with the support and technical assistance staff Oxlajuj Batz’. The training involved 100 active Mayan women of the 8 groups.

The issues, prioritized by the leaders, were based on training needs identified by each group and the methodology was tailored to each community. The issues addressed in most of the meetings were: women's leadership, types and models of leadership, women's political participation, conflict resolution, equity and gender gaps, values and organizational leadership.

It was a great experience of women, assessing their skills and knowledge acquired during the year, most have been supported and motivated by her peers. The 100 women of different ages (adults, elderly and young people), participants acquired knowledge and expanded its impacts. The classes gave the leaders a chance to stretch their capacities.

In December, the replica Workshop on Calculation of prices, product coding and review the rules of fair trade shop was performed. The community leaders with the support of the manager of social and business facilitator, held 8 community workshops, to publicize coding systems, product specification sheets and product delivery policies in the store. It involved 82 women.
The participants and members of groups, learned to encode the products properly, feedback procedures and criteria for product quality, new designs and price calculations.

This mode of working with Community replica has had a multiplier effect through the leaders, who ate planting and generating changes in the lives of neighboring and boosting local capacities.

### A.1.4. Interchange of Experiences

This year, two exchanges of experiences took place. One on the level of empowerment of women in Santa Catarina Ixtahucán and given from the perspective of human rights of Mayan women in Solola. This activity supported by the Lagun organization Artean (which means, “Among friends.”)

On 25 November, the International Day on the Elimination of Violence against Women, OB held a meeting with the municipality 15 women from Oxlajuj Batz ‘and 75 women ADIGUAT organization, making a total of 90 women attended.

Women Oxlajuj Batz ‘assessed how many women had improved their public speaking, become aware of their rights, participated and believed in the dynamic that was being created and were keen to continue acquiring and strengthening their capabilities. OB also looked at the situation of women in the towns who had yet to reach the level of full participation. Their affect remains low, with shyness and fear of public speaking restricting their expression. OB met with other women and who would appreciate the opportunities for training and empowerment mechanisms that other women have.

The second exchange is focused on Production Process and Product Design, the first week of November is performed. A space for exchanging experiences between 8 groups at the Center for Mayan Women on production processes, new product design, sources of inspiration and creativity is encouraged. It has prioritized this exchange with all groups to strengthen their capacity to design and production, generating a collective learning.

This activity became very interesting when the groups performed the same activities and effective employed strategies and techniques but very differently. Through the exchanges women have learned from the experiences of others, likewise each representative group has identified
opportunities improvement to have more success in their economic initiatives. In the 8 groups three have more experience in production and others still need more guidance and support in the design of products. 18 women representatives of 8 groups, became responsible for designing products and for the production and marketing of them.
OB 2: Development of activities to generate income from Social Enterprise OB: Promotion of Center of Mayan Women and Fair Trade Shop.

A.2.1. Celebrating March 8 International Women's Day

Every March, in the Center of Mayan Women commemorates International Women's Day. This year, with the participation of 20 women, representing 9 communities.

A film was shown about the history of March 8 and addressing issues of gender gaps. Later a group effort was made to work on the story of a series of prominent women. Enabling more dynamic groups of women could multiply the information they worked with. In the second phase of activity basic techniques for making floral arrangements were shared. Each group was excited about an alternative source of income. Several women wish to undertake this activity. A special dinner celebration was held and women received cosmetics as favors.

A.2.2. Celebration August 9 International Day of Indigenous Peoples

International Day of Indigenous People is observed in the month of August with women groups associated Oxlajuj Batz '. It lasts a day and several activities are performed:

Invoking the day from the worldview of indigenous women. Kaqchikel, Kiché and Ixil ethnic groups join in a ceremony performed on the shore of Lake Atitlan to honor and appreciate life and the universe. The participants connect to the energy of Lake that is feminine, all women wore rose petals and flowers of thanks, prayed for the welfare of women, a better life for themselves, their families, community and for the restoration of a harmonious relationship with Mother Nature. Mayan ancestral principles and the values of all indigenous peoples who have enabled balance with the universe are affirmed.

Also, at this time, the women have a space to free themselves from their sorrows, pains, family problems. All feelings of having been damaged were embraced and accepted. After this activity
the women were filled with positive energy and encouraged each other to continue walking towards hopes and dreams.

Women toured an ecological center in Panajachel. The walked in the woods enjoying trails, bridges and streams The women were introduced to an alternative and community tourism that can be implemented in their communities and guests invited from the Center for Maya

Knowing and rescuing our identity as Mayan villages was a workshop on the Mayan worldview /Cosmovision. Nahuales were determined -based on birthdate- and an explanation of the 20 energies of the Mayan calendar with a rule the life for each one is recited. Women understand the importance of rescuing the principles, values from a culture of life. They will act to make sure the legendary heritage is not being lost.

The women were grateful for this. Someone said “Before we publicize our history as Mayan people we need to know and understand it ourselves.”
A.2.3. TOURS

In November a tour is done at "Textiles Luisa" in the municipality of San Antonio Palopo, Solola Department, with the participation of 18 women representatives from the 8 groups of artisans, the women observe and learn from product design, production processes, marketing, sales strategies, tours with tourists from around the world. Textile Luisa has a 30 year history of making chalinas for the international market especially in Europe and the United States. It is also one of the important points to consider on this visit, the owner and founder of the store was a woman, a Kaqchikel Maya, who started her business by developing scarves on a backstrap loom and eventually gained fame in the tourist area by improving her production process. Now she produces on a larger scale using treadle looms. That’s sustainability.

For women this visit encouraged them to continue on with their dreams and hold tight to high ideals. Doña Luisa is a woman with a similar history to them. They also learned her method and what tools were needed for producing scarves. Design and color trends, advantages of specialization, product quality, marketing strategy and reception of tourists in different seasons, customer service and management systems effective and efficient store were discussed.

The women concluded that it is necessary to fight for the ideals with dedication and hard work can make things real.
A.2.4. Product Diversification

This year OB encouraged women to design new products according to the tastes and preferences of their target markets. In November a one-day workshop on New Trend Colors and Designs products was given to 8 groups of women artisans. 18 women who have responsibility for the production and design of new products participated.

In this workshop covered target market, study of needs, desires and tastes of customers, trends in colors in different markets worldwide. And how fashion goes according to the seasons; also how to apply the principles and elements of design.

From collective participation they have identified some groups who do not know their target market and, so, produce blindly. 3 groups actually knew the tastes of their customers. Clearly, those who know their target market are the more successful in producing and marketing their products. Thanks to training groups are now aware of the need to meet and how to design salable products.

The women had the opportunity to conduct a benchmarking studies among the Fairtrade and craft shops along the main street of Panajachel. Appropriating design elements for their own products was a good adventure.

From the theoretical schematic to the practical execution, each of the groups in this workshop devised a new product: belts from Chichicastenango, women’s shoes crochet shirts for man, a make-up bags from Quetzaltenango, men’s bag (currently we only have female), etc., etc. came out of this module. Each group is prepared to design and implement its product in the coming months. Everything will be tested in the shop.
A.2.5. Promoting Cultural Center and Fair Trade Shop

In October and November, an exhibition on the history of groups of women artisans, costumes, handicrafts and presentation of Christmas products took place at the Center for Mayan Women.

The exhibition lasted one month and generated some activity at the Center for Women, international tourists visited the exhibition bought handicrafts. The Communication Committee hosted the general meeting.

Promoting tour packages is a service offered by the store, to promote a more intimate contact between customers to the artisans. The tours are a source of income in store for the artisans and their communities. This year OB managed to do two day tours. The first group was more than 10 people.
In October, 17 women from Dining For Women visited Oxlajuj Batz. This allowed a conversation with the Mayan women artisans in their communities and generated income. The visitors bought handicraft products and tours to 2 communities. It was a wonderful experience to share stories of life and work being undertaken by women empowering women. We expressed our appreciation to these professional women who support entrepreneurship in Mayan women.

In order to generate revenue through fair trade the shop promoted the participation of women in the Commission on Social Business craft fair in Totonicapan, where fair trade products are marketed and where they have greater influx of national and international tourists.

In November, crafts fair ran for two days in the county seat of Solola. The women entered the Festival of Native Peoples Art Ruk’u’x (heart or essence), with the participation of countries of Colombia, Mexico, Norway and Guatemala. This event promoted a social and political sense through artistic expression.

In December OB participated in the Christmas exhibition in the Art Gallery of Panajachel.
A.2.6. On-going monitoring and evaluation:

The monitoring of activities is always done by the person responsible or assigned. OB has created formats for monitoring. At the completion of each activity forms are filled and filed.

Management verifies the results generated for conformance to implementation and methodological guidelines. Exhibits include attendance lists, minutes of activities, photographs. Facilitators also perform dynamic evaluations with the women after completion of the workshops, visits or commemorative activities. Activities described in this report are based on reports of monitoring and evaluation.
ACHIEVEMENTS AND IMPACTS OBTAINED

With regard to the sustainability of Oxlajuj Batz ‘through the program Path to Sustainability, focused in two dimensions one to the sustainability of the organizational structure and economic sustainability through the center of Mayan Women and Shop Fair Trade.

The main achievements in the program from the organizational dimension has been Mayan women members Oxlajuj Batz 'have strengthened their skills and knowledge through training; have been integrated into the foundations and organizational structure (all female general assembly and Junta Directiva) The women have management and decision-making based on the legal framework of the country and used appropriate procedures to move towards sustainability. This report details the several and collective activities in which craftswomen were the protagonists -- organizing, managing and executing activities and processes for the benefit of other women. This is the established foundation of the organization, the inclusion of women is key to design plans and strategies for sustainable jobs.

Regarding the economic dimension OB accomplished institutionalization of a fair trade shop, it has been legally registered with the appropriate entities as small business named -Crafts Oxlajuj Batz '. OB promoted activities that have contributed to the diversification products and income generation for women, this process remains a challenge for economic sustainability.

Sharing knowledge and learning from women leaders in their communities relies on a multiplier effect produced through the Community replicas. OB delivered 3 in each community, making a total of 24 community activities with average attendance of 100 women in each day replica.
CHALLENGES AND OBSTACLES IN THE IMPLEMENTATION

Absenteeism of 3-4 women leaders in the training process was due to family responsibility, or a husband not allowing them to leave home to participate in the activities of more than day. For the coming year the workshops involving more than three days will be modified so that women can participate in the activity. However OB is aware that sexism is still one of the obstacles to the participation of women and it is necessary to continue to facilitate processes of empowerment of women and sensitize men through coordination with organizations active and experienced in this field.

On Community replicas capacity and level of learning of each of the women leaders is different, which for some it was difficult to replicate their learning with their peers. For next year, two groups have identified young women to be interns with the potential to learn and replicate.

On the organization and communication of leaders within their communities, this year some leaders did not transmit information to their partners and this hindered the message reaching the other group members. In the next year of implementation internal and external communication within the organization will be streamlined so, that the leaders and members of groups can develop more effective communication between them.

On the capacity and quality of production, only 3 groups of the 8 show capacity and produce quality products, the other groups display several weaknesses. OB has identified the need to work with a social business manager, who will support and advise each group. Also training topics will focus on production, quality, new designs, specialization etc. With regard to production capacity OB will be integrating new groups that have the ability and interest to develop handicrafts.

The Fair Trade Shop and the Center for Mayan Women is a very nice place one of the historical places of Panajachel but it has little foot traffic and costs more than the average space. This does not guarantee the association sustainability, we analyzed the need to look at other alternatives spaces or buy land or home in the future. Perhaps we need to rent spaces on the street Santander where there is a large influx of tourists. OB must also update and effective strategies that generate more revenue and sustainable.

On external media, this year we faced difficulty of the website. It is not the best means of external communications at international level and very good at promoting Mayan Women Center Store. It is being designed and expected to be ready next year to use it as an effective tool of communication with the outside world and publicizing the work of Oxlajuj Batz'
ON IMPLEMENTATION SCHEDULE

The planned activities were achieved according to the stipulated time, except for a few community replicas scheduled after each workshops. The plan based on analysis informed the training methodology. It was decided that women leaders would deliver the replicas and be strengthened. OB will encourage them to adapt and change Community replicas in the coming months.
### 1. Overall Summary

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### 2. Ratio of funds transferred

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<td>Total</td>
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### Comparación entre gastos previstos y ejecutados

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<th>Spent (dólares)</th>
<th>Total (dólares)</th>
<th>Deviation (dólares)</th>
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Note:

Staff costs over run of $ .488.38 provided more programs, service and supplies. OB spent less than expected in other areas to cover this --without damaging activities under the project.

To better understand the costs incurred in each phase an unbundled financial report and a document attached Excel.

FILE PHOTO

Photographic dossier of the activities of the last half of 2013 is attached.