

Oxlajuj B'atz'
Thirteen Threads - Trece Hilos

Five Year Strategic Plan
September 2010 – August 2015

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Glossary of Acronyms (In order of appearance)

OB – Oxlajuj B’atz’
SWOT – Strengths, Weaknesses, Opportunities, Threats
ATUKA – Asociación Tejedoras Unidas (Koman Ajkem)
MEF - Maya Educational Foundation
MTF – Maya Traditions Foundation
MH – Mayan Hands
ShD – Sharing the Dream
NEST – Building a Nest
YMWIP - Young Maya Women’s Internship Program
COCODE - Council for Community Development
YGP – Young Girls Program
M&E – Monitoring & Evaluation
COMO – COMO Foundation
DADF – Daniele Agostino Derossi Foundation
UNPFII – United Nations Permanent Forum on Indigenous Issues
DFW – Dining For Women

“One of the best things about Oxlajuj B’atz’ is how they look at what our needs are as a community and offer workshops based on these needs, giving us opportunities to learn the skills and knowledge that we both want and need.”

Rosa Garcia from the Patanatik group, January 4, 2010

Executive Summary

This strategic plan has been in preparation since 2009, beginning with the implementation of a monitoring and evaluation system that allows us to be more evidence-based in our community programming. We followed that with a two-day organizational assessment (including a SWOT analysis) that involved all our partner organizations which led into a needs-based assessment conducted in the communities with our women members. This strategic plan is a culmination of those efforts that positions Oxlajuj B’atz’ to take the actions needed to be the most effective possible at delivering programs our women members both want and need.

Some of our key activities evolve from past accomplishments that we know are productive. Others are new, formulated through this strategic planning process, and more focused towards a better realization of our mission. In year one, we will be implementing our new initiatives. The following years we will be reaching out to new groups of women and expanding our membership. New initiatives in the plan include:

- creating and maintaining a Cultural Center that will provide new markets for the women through community tours and a Fair Trade Store where the women will be able to practice new skills through hands-on applications. The Cultural Center will also provide access to a resource library, educational services, and a meeting place for the women;
- designing educational programs that are specific to each individual groups capacity and needs;
- steadily graduating our current 20 groups of women based on their level of self-sufficiency in managing their cooperative efforts, while simultaneously reaching out to new groups of women for participation in our educational programs;
- structuring OB as a membership organization forming a network of women artisans who will take positions on the General Assembly of OB and be key decision makers in future planning;
- developing a local board of directors and US advisory board;
- and creating strong alliances with non-profits and businesses both nationally and internationally with whom we share a similar vision.

Our challenges moving forward are not few as you will read in the following pages. In the next 5 years, we will be fine-tuning this plan as we carry it out. And, as we are building the capacity of our women members, we will also be building the capacity of our organization to work for their benefit, strategically driving our efforts towards a future that is more democratic and sustainable.

Vision

Through the encouragement of Oxlajuj B'atz', our members become empowered by increasing their knowledge and skills. Their participation in democratically run cooperatives with other women they trust and respect provides them with the ability to earn a sustainable income, which is beneficial to both their families and communities.

Mission

The mission of Oxlajuj B'atz' is to educate Mayan women artisans to bring about change, through their own efforts, that will alleviate the adverse effects of poverty and improve their quality of life. Our mission is guided by the principles of harmony, democracy, and sustainability.

Harmony

OB promotes values that are compatible with Mayan culture, while simultaneously collaborating with other cultures.

Democracy

OB promotes participatory processes that respect diversity of ideas and opinions.

Sustainability

OB encourages sustainability by focusing on opportunities available through an economic, social, and environmental model.

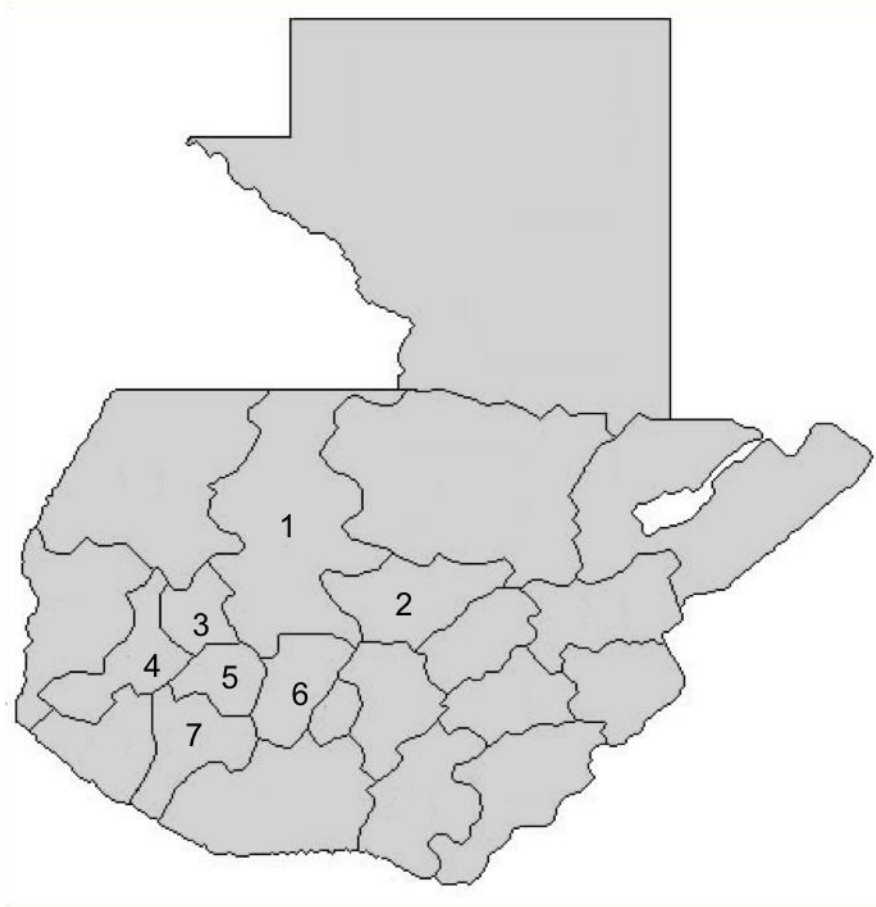
Introduction & History

Oxlajuj B'atz', which means Thirteen Threads, is a non-profit indigenous women's empowerment and educational organization of the Asociación Tejedoras Unidas - *Komon Ajkem* (ATUKA) in Guatemala. OB's fiscal sponsor in the U.S. is the Maya Educational Foundation (MEF), a 501(c)(3) public foundation.

In operation since January of 2004, OB began as a collaborative effort between two Guatemalan-based Fair Trade organizations, Maya Traditions Foundation (MTF) and Mayan Hands (MH), who serve as facilitators to US markets for nearly 300 indigenous women artisans in Guatemala. The original intention was to teach these groups of women business skills and other capacity enhancing abilities.

Initially, OB offered programs to 12 groups of women who work with MH and MTF. Over the past six years, we've extended our reach to 27 groups (over 500 women). OB currently provides skills and resources to 20 groups comprised of a strong, well-established network of nearly 400 Mayan women all of whom have signed commitment agreements to participate in OB's projects and activities. Each group is formed around an income-generating activity (e.g. weaving, candle-making, basketry), with product offerings that are culturally specific to their individual villages. The women involved speak four different Mayan dialects and come from villages scattered throughout rural areas of the Guatemalan highlands and beyond. Eight of them are in the K'iche' language area, six are from the Kaqchikel dialect, three are from the Tz'utujil region, and three are from where Achi is spoken.

Geographical Coverage



Departments:

- 1 - [El Quiché](#)
- 2 - [Baja Verapaz](#)
- 3 - [Totoncapán](#)
- 4 - [Quetzaltenango](#)
- 5 - [Sololá](#)

- 6 - [Chimaltenango](#)
- 7 - [Suchitepéquez](#)

Communities served:

- Quijel
- San Rafael, Chuaperol, Nimacabaj
- Aldea Chiyax #2, Tonicapan
- Chirijquiac, Cantel
- Panabaj (Santiago Atitlan), San Juan la Laguna, Los Morales, Vasconcelos, Chuacruz, El Adelanto, Quiaqasiguan y Xepatuj (Nahuala), Xeabaj II (Santa Catarina Ixtahuacan), Santa Clara la Laguna, Patanatik, Chirijox (Nahuala)
- Colonia Las Majadas, Chimaltenango, Xeabaj, Santa Apolonia
- Aldea 1, San Antonio

Community Educational Programs

In the beginning stages of OB, an extensive needs assessment survey was conducted. After the surveys were tabulated, the results were organized into four areas of interest: Health; Artisan Technique and Product Development; Group Organization; and Small Business Skills. Taking into account the women's interests, as well as honoring OB's mission, we have organized our educational programs as follows:

Health and Well-Being

1. Medicinal Plants
2. Women's Health
3. Preventive Health
4. Health Resources and Rights

Artisan and Product Development

1. Product Quality
2. Creativity and Design
3. Capacity Building and New Products

Democracy and Team Building

1. Democracy, Leadership, and Team Building Training
2. Cooperative Group Organization
3. Active Participation in OB

Small Business

1. Fund Management
2. Legal Processes
3. Business and Marketing Skills
4. Micro-Credit Lending

Critical Issues

Year-end evaluations and needs assessments with participating groups have determined both the need and desire to continue programming in our four focus areas. In addition, our experience over the years has clarified the urgency in strategically planning our activities to address the critical issues effecting progress in the communities. Those issues are described as follows:

Self-esteem/Confidence

The women continually express a lack of confidence in their ability to be self-reliant. The older women in the villages can still remember when these communities provided their own food, shelter and clothing, but that has changed. Some no longer own their own land, but are now tenant farmers, forced to work for someone else to make money to supply their needs. Entering and finding their niche in a global marketplace in order to survive is an unwelcome and new experience for many of these communities. The younger women are more ready to make this leap, but the older women are understandably hesitant. Regardless of their age, the majority of the women lack the confidence to identify and value their own assets, particularly those that can enhance their quality of life.

Gender/Women's Roles

While most Mayan villages basically operate under democratic principles, they are also historically and heavily patriarchal, with women at minimum fulfilling the role of housekeeper, mother, cook, health practitioner, and clothing producer. As the women play a greater role in providing family income, the dynamics of the families are changing and causing some stress and tension in relationships. The men can occasionally be resentful when they are out of work and their wives are bringing in the sole income. It threatens and lessens their role as provider.

Community Isolation

The majority of the women live in rural villages throughout Guatemala. Transportation out of the communities is often expensive or non-existent making access to resources additionally prohibitive.

Literacy

There is a 45% literacy rate in our participating groups. The older women have a literacy rate of approximately 25% and often speak only their native language, while younger women are more often learning to read and write Spanish. Literacy skills are essential for doing research on markets, developing business plans, understanding contracts, and communicating with the outside world. It is helpful when some members of the group are literate, at the same time, it's necessary to set up a learning environment that is egalitarian.

Dependency/Leadership Development

Because of the women's lack of self-esteem and confidence in their own power to affect their situation, they have become dependent on one organization to provide them with work (e.g. MT or MH). The ability of organizations such as these to provide constant work is naturally subject to economic vulnerabilities in developed nations (the primary target market). However, many of the women simply wait for organizations like MTF or MH to find them work. There is no effort made on their part to participate in developing new markets. Investigation into the causal factors relating to entrepreneurial differences between all the groups has revealed valuable information about dependency and leadership. While some are continuously trying new products and thinking of new ways to make money, others just sit back when times are slow and wait for the next handout. Interestingly, the ones that are less involved in their own well-being are the communities that were most affected by the war (e.g. the Nahualá region) and/or the communities that got the most relief aid after Hurricane Stan (e.g. Santiago Atitlán). In order to increase sustainability and democratic participation, leaders within the groups need to be identified, trained and put into positions of responsibility within the organization. However, the existing leaders are not necessarily the obvious choices. Those women who are presently the most domineering in the group are not always the ones who have true leadership skills. Group leaders have a tremendous effect on the democracy, integrity, and success of a particular group.

Mistrust/Corruption

In poor and post-conflict communities it is common for people to react desperately. This fear has manifested in many of the women in the form of mistrusting their own group members. For example, if the group makes money, they do not trust that they are getting their fair share or suspect that someone is getting paid for not doing any work. This mistrust can lead to bitterness, gossip, rumors and/or passive/aggressive behaviors that undermine the successful functioning of the group. Corruption, a common problem, especially in developing countries at all levels of government and business, has become a way of life in much of Guatemala. It feeds off of mistrust and the feeling of never having enough. While the women in our groups are aware of it and condemn it, they also do not see an alternative for survival. We have strong evidence that this issue permeates in our groups and is a barrier to accomplishing our goals.

Recognition and Mobilization of Assets

While many of the women earn an income through the sales of their products, that income often goes directly towards meeting immediate daily needs. Consequently, never having enough leaves one feeling vulnerable and powerless. Measuring assets as solely financial, limits ones ability to consider a range of resources (e.g. natural resources, social bonds, and human assets) and to break out of the cycle of poverty.

Situation Analysis

In January of 2010, OB initiated an organizational assessment with a local organization (Vision Services and Representations) to determine the current state of OB and what steps need to be taken to effectively progress. The two-day workshop included 20 participants from the various organizations responsible for OB's development to date (MEF, ATUKA, Sharing the Dream (ShD), MTF, MH, and OB staff) as well as consultants and outside observers from local organizations. Included in the assessment was a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, with the following results:

Strengths

- Strong work commitments from the personnel
- Clear focus (i.e. educational programs)
- Target population is well identified
- Diversity of projects that complement the focus or mission
- Follow through with programs to reach stated goals and objectives
- Accomplishments in different projects
- Unified interest in articulating the improvement of the organization
- Staff shares the desire to improve conditions for Mayan women
- Incorporation of voluntary work through international volunteers and national interns
- Active participation of the staff in the programming, growth, and development of the organization

Weaknesses

- Lack of clarity in the role of the existing board
- Lack of involvement from the legal board, ATUKA
- Lack of strategic planning
- Lack of program analysis, follow-up, and group performance evaluations
- Weakness in administration of technical operations
- Dependency on few funding sources for financial stability
- Lack of a fundraising plan and mobilization of resources
- Lack of knowledge within the staff on specific topics related to the programs
- Lack of funding for institutional strengthening
- Lack of external communication, resulting in lack of credibility
- Few alliances and collaborations with other organizations

Opportunities

- MEF's financial support
- Institutional strengthening through MEF's support
- Diversity of programs provides more potential funding sources
- Important external contacts
- Potential for the groups to diversify product offerings
- Strong potential for forming alliances both locally and internationally
- High interest externally in Guatemalan culture and customs

Threats

- Decrease or closing of activities for lack of stable financing
- Duplication of efforts from similar organizations, saturation of programs
- Dependency on patrons of specific programs
- Deficiency of coordination between similar organizations
- Insufficient commitment from the communities implicated
- Excessive needs within the communities

As a result of this organizational assessment, all of the participants formed committee's to address the major weaknesses and threats facing the organization. The chart beginning on page 10 entitled, "Institutional Strengthening," outlines the strategies we developed to address those concerns.

Strategies

OB's objective from September 2010 until August 2015 is to build the women's capacities so that they are able to self-sufficiently manage their cooperative groups and become sustainable. To that aim, we will address (1) the critical issues of the communities with whom we serve and, (2) the internal concerns of the organization, by working simultaneously in the areas of "Community Program Activities" and "Institutional Strengthening." Those efforts are detailed as follows:

Institutional Strengthening

GOAL: Strengthen the infrastructure and build OB and the women’s cooperatives into sustainable operations.

Strategies	Activities	Timeframe	Implementation	Projected Outcomes
1. Develop a local Board of Directors to support OB’s operational efforts and initiate marketing and fundraising activities locally.	Conduct a board development assessment.	Completed	Planning Committee	20% annual increase in funding Increased support and visibility
	Put together board job descriptions.	In process	Planning Committee	
	Contact and meet with interested individuals.	September – December 2010	Planning Committee	
	Hold an open house event targeting specific invitee’s.	October/November 2010	Planning Committee	
	Implement the new board.	December 2010	Planning Committee	
2. Develop Advisory Board in the U.S. to oversee and initiate marketing and fundraising contacts internationally.	Reach out to existing U.S. friends for names of potentially interested individuals.	September 2010	Executive Director, Development Director	20% annual increase in funding Increased support and visibility
	Put together advisory board job descriptions and list of responsibilities.	September 2010	Executive Director, Development Director	
	Contact and meet with interested individuals.	October – January 2010	Exec. Director, Development Director, US Committee Member	
	Implement the new board.	February 2011	Executive Director, Development Director, US Committee Member	
3. Create a Cultural Center that would combine a space for organization of our workshops and training, a cooperative Fair Trade Store, a community resource center (for the women and visitors), a community meeting space,	Develop a concept paper for the Center that can be available for potential donors.	Completed	Executive Director, Development Director	1. Cultural Center self-sustaining, 20% year two, 40% year three, 60% year four, 80% year five. 2. Members have increased markets 20% each year.
	Conduct a market research study.	Completed	Development Director, Consultant, Volunteer	
	Develop a business plan.	September 1, 2010	Outside Consultant, Exec. Director, Development Dir.	

and a departure point for tours of the women's villages.	Meet with existing partner organizations and potential partners to determine their involvement (e.g., MH, MTF, ShD, NEST, Robert Eggs, etc.)	September 2010	Executive Director	
	Create a plan for a capital campaign.	September 2010	Development Director	
	Move to the new space.	October 2010	All staff	
	Begin a capital campaign and implement center components.	October 2010	Executive Director, Development Director	
	Grand Opening of the Fair Trade Store	December 2010	All staff, consultant	
4. Increase OB's donors/funding sources and national and international presence.	Create a Development Plan	October 2010	Development Director	Increase in donors, 20% year two, 30% year three, 50% year four, 60% year five.
	Target donor database to specific programs.	October 2010 and ongoing	Development Director	
	Hold PowerPoint presentations about OB in strategic locations.	Ongoing (see development plan)	Development Director	
	Hold fundraising events for specific occasions (e.g. Int'l Women's Day, Inauguration of the Fair Trade Store, Christmas Sale, and Int'l day of Indig. Peoples etc.)	December 11, 2010, February 14, March 8 2011, August 9, 2011 (see development plan)	Development Director	
	Participate in social networking activities (e.g. Facebook, blogs, etc.).	Ongoing	Development Director	
	Form alliances with local businesses and organizations for sponsorships and collaborations.	Ongoing	Executive Director, Development Director, Advisory Board	
	Coordinate community activities with governmental and community development organizations to receive local support.	Ongoing	Field Supervisor	
5. Create new volunteer program.	Target volunteers to specific needs of the organization.	October 2010 and ongoing	Development Director	20% annual increase in in-kind.
	Develop projects with timeframes for potential volunteers.	October 2010 and ongoing	Development Director	
	Advertise with internet resources, universities, and local sources.	October 2010 and ongoing	Development Director	

6. Reconfigure the Micro-credit Loan Program so that it is a consistent source of income for OB.	Get help from existing microcredit programs on profitable structure.	November 2010	Executive Director	10% annual increase in loan recipients.
	Secure long term funding and partnerships.	January - February 2011	Development Director	
	Promote the program in each of the communities.	March 2011	Community Facilitators	
7. Become a membership organization with a new legal structure, relinquishing the current structure under ATUKA.	Research the legal structure options.	September 2010	Executive Director	Increase in membership, 10% year two, 20% year three, 40% year three, 80% year four
	Put together a plan to determine the organizational options and benefits.	November/December 2010	Executive Director, Development Director	
	Hold meetings in the communities about the new structure and determine commitments.	January, February 2011	Executive Director, Field Supervisor	
	Develop a new General Assembly and Board of Directors.	March – May 2011	Exec. Director, Development Director, Board of Directors, Field Supervisor	
	Once the benefits of the OB membership are established, solicit the groups for participation and establish member mentor program.	June 2011	Executive Director, Field Supervisor	
	Implement the new structure.	August 2011	Executive Director	
8. Formalize exit strategies in order to graduate current groups who have reached completion and success of their curriculum.	Analyze projects received to date.	Completed	Executive Director, Admin. Asst.	Current groups graduated from programs, 10% year two, 30% year three, 50% year four, 100% year five
	Create and conduct a needs assessment with group members based on program goals and objectives.	Completed	Consultant and all staff	
	Interview Field Supervisor and Community Facilitators on current status of the groups.	In process	Executive Director	
	Design a plan for each individual group that addresses their needs and determine success indicators w/timeline. (*see note on page 21.)	September – December 2010	Executive Director Director of Development, M&E	

	Present the plan to the groups and have them sign a participation agreement.	January 2011	Field Supervisor, Community Facilitators	
	When scheduled programs are completed, measure success to determine what knowledge still lacks.	September 2011, 2012, 2013, 2014, 2015	All staff	
9. Implement entrance strategies for potential groups to participate in OB's programs, increasing membership annually, following the first year.	Review and refine new group policy.	January 2010	Executive Director, Field Supervisor	New group participation 10% year two, 30% year three, 50% year four, 100% year five
	Research and investigate new groups to participate in OB.	January 2010 – August 2011	Field Supervisor	
	Provide the new groups with an introduction to OB explaining mission, goals, and objectives.	September 2011, 2012, 2013, 2014	Executive Director, Field Supervisor, Community Facilitators	
	Evaluate the group's interest and whether they meet the conditions of the policy.	September 2011, 2012, 2013, 2014	Field Supervisor, intern	
	Create and conduct a SWOT analysis and needs assessment of the interested groups.	October 2011, 2012, 2013, 2014	M&E Director, Field Supervisor, intern	
	Design a plan for each individual group that addresses those needs.	October 2011, 2012, 2013, 2014	Field Supervisor	
	Present the plan to the group and have them sign a participation agreement.	November 2011, 2012, 2013, 2014	Field Supervisor	
	After the first year, evaluate progress and continuance of participation; make adjustments as needed to status of the group.	November 2012, 2013, 2014, 2015	Field Supervisor	
	Solicit the groups for ongoing participation in OB as a member.	November 2012, 2013, 2014, 2015	Field Supervisor	

10. Conduct asset-mapping exercise with all participants.	Research organizations that are trained in conducting asset mapping surveys.	September - October 2010	Executive Director, Director of Development	100% of the participants recognize and use their assets to improve their quality of life.
	Secure funding for asset-mapping.	September - October 2010	Development Director	
	Conduct asset mapping in 2011 with current groups and each time a new group is selected.	Depending on funding	Outside Facilitator, Community Facilitators, Intern, Volunteer	
11. Identify a literacy program in each community and set up a fund for those who wish to participate.	Investigate programs in the communities.	January - March 2011	Community Facilitators, Intern	Increase in literacy rate, 10% year one, 20% year two, 30% year three, 50% year five
	Present program requirements to the groups of women.	March, April 2011	Community Facilitators	
	Connect women interested to the program.	April 2011	Community Facilitators	
	Follow-up on progress.	Ongoing	Community Facilitators, M&E Director	
12. Establish a scholarship fund or collaborate with an existing organization for women who wish to complete school and for their children to continue their education.	Research other scholarship programs and offerings.	January 2011	Executive Director, Field Supervisor	1. 40% increase in level of education of women by year five. 2. 80% overall increase in level of education of children by year five.
	Create a fund for interested women.	January 2011, depending on funding	Development Director	
	Connect the children to established programs.	February 2011 and ongoing	Community Facilitators	
	Follow-up on progress.	Ongoing	Community Facilitators, M&E Director	
13. Develop the Young Mayan Women's Internship Program (YMWIP) to encourage women's participation in the	Identify young women to participate in the program.	November, December 2010 and Ongoing	Field Supervisor, Community Facilitators	50% continue to work in women's empowerment, 50% continue education in social work or other related studies.
	Create a program plan and coordinate with universities to look for students who need fieldwork.	November, December 2010	Field Supervisor	

development of their communities.	Discuss the program with OB participating groups, to involve daughters of the women.	November, December 2010	Community Facilitators
	Announce the program with town hall and with local community political systems (COCODE, indigenous mayor, and women's commission.)	November, December 2010	Field Supervisor
	Help interns learn how to identify economic, social, and environmental resources available to them by participating in the asset-mapping exercise.	Depending on funding	Outside facilitator, Field Supervisor
	Teach interns internet skills and hold internet classes in the Cultural Center for the interns to teach the women.	February 2011 and ongoing	Field Supervisor
	Compile a list of organizations/foundations that provide grants to further studies.	November, December 2010 (update continuously)	Development Director Field Supervisor
	Compile a list of community development organizations in her community.	November, December 2010 and ongoing	Field Supervisor
	Provide assistance and a set of guidelines to the intern to continue the work after finishing her internship. Provide diploma of recognition and recommendation letter. (Depending on the results of her work.)	At end of internship	Field Supervisor, Executive Director
	Check in regularly to see how she's progressed.	Ongoing	Field Supervisor

13a. Investigate the possibility of developing a Young Girls Program (YGP) as an offshoot of the YMWIP to sustain efforts of empowerment through the generations.	Research existing programs	March 2011	Development Director Field Supervisor	Young generations have better awareness of their own potential and opportunities available to them.
	Develop Program Plan of Action	April 2011	Executive Director, Development Director Field Supervisor	
	Research young boy's involvement in programs.	April 2011	Development Director Field Supervisor	
	Implement program.	TBD	Executive Director, Development Director Field Supervisor	
14. Develop and enhance educational curriculums.	Gather resources/curriculums from similar organizations. Research possible collaborations in programming.	Ongoing and as needed	Executive Director, Field Supervisor	All curriculums demonstrate effectiveness.
	Create new and enhance current curriculums.	Ongoing and as needed	Executive Director, Field Supervisor, Community Facilitators	
	Make information available in the resource library.	Ongoing	Admin Asst.	
15. Continue implementation and refine Monitoring and Evaluation system for community projects.	Create success indicators and level of standards for each project in focused meetings with staff.	Ongoing	Director of Development, M&E with staff	Determine the success of our programs based on documented evidence.
	Create M&E plan in conjunction with strategic plan.	Completed and ongoing	Director of Development, M&E	
	Monitor community's activities on a monthly basis to evaluate its effectiveness.	Ongoing	Community Facilitators	
	Collect evaluation data from each group annually and according to need. Survey participants to determine: - whether they are meeting cost of living expenses. - what were the changes in the cost of raw materials. - what skills they learned from the workshops and how they have	December 2010, January 2011 and annually	Development, M&E Director, Field Supervisors, Community Facilitators	

	implemented them. - whether any new markets were identified.			
	Complete database and enter data to keep track of results.	September 2010 and ongoing	Development, M&E Director, Admin. Asst., Intern	
	Compile results of each project regularly and as-needed to help determine impact and future programming.	Ongoing	Executive Director, Development, M&E Director, Field Supervisor	
16. Encourage professional development of the OB staff.	Conduct yearly individual employee performance evaluations, including self-evaluations.	December 2010 and each following year	Executive Director	Improvement of staff performance and increase in job satisfaction = effective and efficient results.
	Create a professional development packet.	November, December 2010	Director of Development, M&E, Executive Director	
	Hold one-on-one meetings with the staff regarding their professional development goals.	December 2010 and each following year	Executive Director	
	Increase participation in trainings specific to strengthening their work with OB as well as their personal future goals.	Ongoing – determined at professional development meeting.	Executive Director	

Community Program Activities

Health and Well-Being

Goal: Our women participants have the capacity to know what to do, where to go, and how to utilize resources available to them when they are confronted with any given family health circumstance.

Objectives	Activities	Implementation
Obtain knowledge of how to acquire and use medicinal plants and traditional Mayan methods to cure specific illnesses.	Provide medicinal plant workshops, creating remedies and offering hands on practice.	Outside Facilitator, Field supervisor Community Facilitators, and intern
	Implement individual gardens in the women's homes to those who want them.	Outside Facilitator, Field Supervisor Community Facilitators, and Intern
	Provide easy-to-use manuals on qualities and uses of medicinal plants available in the local area.	Outside Contract, Community Facilitators and intern
Obtain a basic education of women's health and the value of being a woman.	Put together a list of presenters, instructors for different topics.	Field supervisor Intern
	Provide workshops in the communities on sexual, reproductive, and children's health.	Outside Facilitator, Field Supervisor Community Facilitators
	Provide workshops on gender, self-esteem, and domestic violence.	Field Supervisor and Community Facilitators
	Provide information on where to get help when difficult situations occur.	Community Facilitators
	Provide a workshop that gives information on women's human rights and information on how to defend them.	Field Supervisor and Community Facilitators
	Make available information on women's human rights in the resource center.	Admin. Assistant, Volunteer, Intern
Obtain a basic education of preventive health.	Provide workshops on basic nutrition, exercise, relaxation, and a clean, safe environment (i.e. stoves that don't smoke.)	Outside Facilitator, Field supervisor, Community Facilitators
	Provide workshops on the causes and effects of common intestinal illnesses and how to combat them. *Stress importance of clean drinking water.	Outside Facilitator, Field supervisor, Community Facilitators
	Determine how many women do not have a method of clean drinking water.	Community Facilitators, intern
	Research companies that sell water filters that are efficient and cost effective.	Executive Director
	Secure funding to purchase filters.	Development Director
	Distribute filters to the houses that need them.	Outside org., Community Facilitators, intern

Obtain information of local, national, and international health resources and rights (and how to solicit them).	Create a resource center that provides updated information on health resources.	All staff
	Create community guides for each of the groups with local and national information for health concerns and emergencies.	Volunteer, intern
	Invite health organizations to provide information in the communities on the causes and risks of serious health problems/diseases. (e.g. AIDS, infant mortality, diabetes, cancer, etc.)	Field Supervisor
	Provide information on health rights set up by the U.N. for all people; how it refers to them, and how to defend their rights.	Community Facilitators
	Make available that information in the resource center.	Admin. Assistant, Volunteer, Intern

Artisan and Product Development

GOAL: Our women participants enrich their artisanal ability and develop new products in order to access the local and global marketplace, obtain work opportunities, and acquire better income.

Objectives	Activities	Implementation
Learn how to identify what makes a high quality product.	1. Create high quality standards and 2. Monitor quality of products on a regular basis.	1. All staff/ 2. Community Facilitators
	Provide workshops in the communities on how to make a high quality product.	Community Facilitators
	Bring participants on a tour of local exclusive stores to see examples.	Development Director, Field Supervisor, Community Facilitators
Learn techniques to awaken and develop creativity, diversifying product offerings.	Provide workshops on creativity and design, and color combinations, as they relate to market trends (know the target population, fashion, seasons, etc.)	Consultant, Community Facilitators
	Teach women how to use the internet to see examples.	Intern, volunteer
	Organize a yearly exhibition where the women can observe different groups products. (Combine with fundraising event; see “institutional strengthening.”)	Development Director
	Bring participants on a tour of local exclusive stores to see examples. (Same as above.)	Development Director, Field Supervisor, Community Facilitators

Build capacity to determine what new skills are needed and how to diversify skills.	Hold an inter-group exchange of abilities demonstrating each others capacity.	Community Facilitators
	Evaluate each woman's individual capacity and that of the group.	Outside consultant, Community Facilitators, Director of Development, M&E
	Provide workshops on new skills or enhancing those that exist depending on the need.	Executive Director, Outside facilitators with Community Facilitators

Democracy and Team-Building

GOAL: Our women participants understand the concept of democracy and how those principles can be applied to every aspect of their lives.

Objectives	Activities	Implementation
Develop democracy, leadership, and team building skills.	Train the Community Facilitators in principles of democracy, democratic decision-making, conflict negotiation, and leadership development.	Outside facilitators, Field Supervisor
	Develop a list of presenters who can offer workshops on these topics.	Executive Director, Field Supervisor
	Put together a list of techniques and teaching methods for the Community Facilitators to use in the communities	Consultant, Field Supervisor
	Develop a training plan for each of the communities.	Field Supervisor, Community Facilitators
	Hold workshops on democracy, team-building, and leadership in the communities.	Community Facilitators
	Hold bi-annual in-community interchanges with participating groups.	Community Facilitators
	Hold an annual leadership assembly with select group representatives at a designated central location. (Combine with annual fundraising event; see "institutional strengthening.")	All staff
	Identify young women to participate in the Young Maya Women's Internship Program.	Field Supervisor, Community Facilitators
Increase women's participation in the cooperative organization of their group.	Assist the groups in developing a set of operating principles (with a vision and goals) and that includes the skills the women learned in the democracy building workshops.	Community Facilitators
	Provide workshops on functioning and responsibilities of a board of directors and election process.	Community Facilitators
	Assist the group in creating a contractual agreement with current members and new members.	Field Supervisor, Community Facilitators

	Provide technical assistance in assigning functions or responsibilities for members of the group.	Community Facilitators
	Provide technical support and monitor their ongoing group organization.	Community Facilitators
	Grant yearly incentive to the “best group” cooperatively and in active participation.	Executive Director, Field Supervisor, Community Facilitators
Increase women’s participation in the operation of OB.	Prepare and sign participation commitment agreements between the groups and OB.	Executive Director, Field Supervisor, Community Facilitators
	When OB is set up as a membership organization/association, offer membership to participating groups.	Executive Director, Field Supervisor
	Identify women who have served on boards or have taken on leadership roles in their cooperative groups.	Field Supervisor, Community Facilitators
	Give the women the training they need to participate in the General Assembly of the organization.	Outside consultant, Field Supervisor

Small Business

GOAL: Our women participants obtain basic knowledge of business and administration in order to achieve self-managing, cooperative businesses.

Objectives	Activities	Implementation
Develop a group fund management plan.	Provide training in the accounting of income and expenses, savings, and inversion of capital.	Community Facilitators
	Provide specialized training to the treasurers.	Outside accountant, Community Facilitators
	Set up guides for group transparency.	Field Supervisor, Community Facilitators
	Help the groups set up a bank account.	Field Supervisor, Community Facilitators
	Provide technical support and monitor the group’s ongoing progress.	Community Facilitators
Know the process of forming a legal association or cooperative; be able to apply that knowledge as needed.	Research the various legal configurations.	Executive Director
	Help women determine best legal structure for their group.	Field Supervisor, Community Facilitators
	Provide technical assistance to the groups to complete the process.	Community Facilitators
Obtain a basic knowledge of business and marketing skills and how to apply that knowledge to the cooperative functioning of the group.	Research organizations to train Community Facilitators in market research, market identification, pricing, wholesale & retail, and product promotion.	Executive Director, Field Supervisor
	Conduct workshops on these topics in the communities. Use Fair Trade store as learning base to apply knowledge.	Community Facilitators

	Instruct each community on how to put together a catalogue of their products.	Community Facilitators
	Teach Fair Trade principles and good business practices (including environmentally.)	Community Facilitators
	Help each community develop a contract for potential clients.	Community Facilitators
Take advantage of OB's micro-credit lending program to develop new products and businesses.	Hold workshops with the groups on loan responsibility and best uses for loans.	Community Facilitators
	Offer a low interest group solidarity loan to groups who have demonstrated ability to take on the responsibility and sign agreement.	Community Facilitators

It's important to note that not all of the groups of women will receive the same programming at the same time. Activity plans for each individual group including a timeline will be created using a consistent methodology determined by our needs assessments and interviews with our Field Supervisor and Community Facilitators. The group plans will include an M&E tool packet providing projected outcomes that determine each group's point of "graduation" throughout the next 5 years.

Proposed Operating and Governing Structure

In order to appropriately carry out our strategic plan, there are two key positions that must be added to our staff; 1) a Production and Store Manager who will be responsible for overseeing the delivery and production of OB artisan group's products and managing operations in the Fair Trade store and; 2) a 3rd Community Facilitator to effectively achieve the proposed community activities.

As for our governing structure, it is of the utmost urgency that we revise our legal status in Guatemala and develop a local Board of Directors. Once we've implemented that new structure, we will build a General Assembly comprised of women leaders from the communities. We are also developing a US Advisory Board to support our marketing and fundraising efforts. The proposed structure is detailed as follows:

Operating Structure:

Executive Director: Oversees the operational management of the OB.

Development, Monitoring & Evaluation Director: Oversees the development of the organization and the Monitoring & Evaluation of the Community Programs.

Field Supervisor: Supervises the Community Facilitators, interns, and implementation of the community programs.

Production and Store Manager: Manages store operations and production of collaborative marketing organizations.

Community Facilitators (3): Coordinates and conducts trainings and workshops in the communities.

Administrative Assistant: Provides administrative support to all aspects of the organization.

Young Mayan Women Interns: Assist the Field Supervisor and Community Facilitators for a 6 month term.

Volunteers: Assist with or manage specific projects designed according to the needs of the organization.

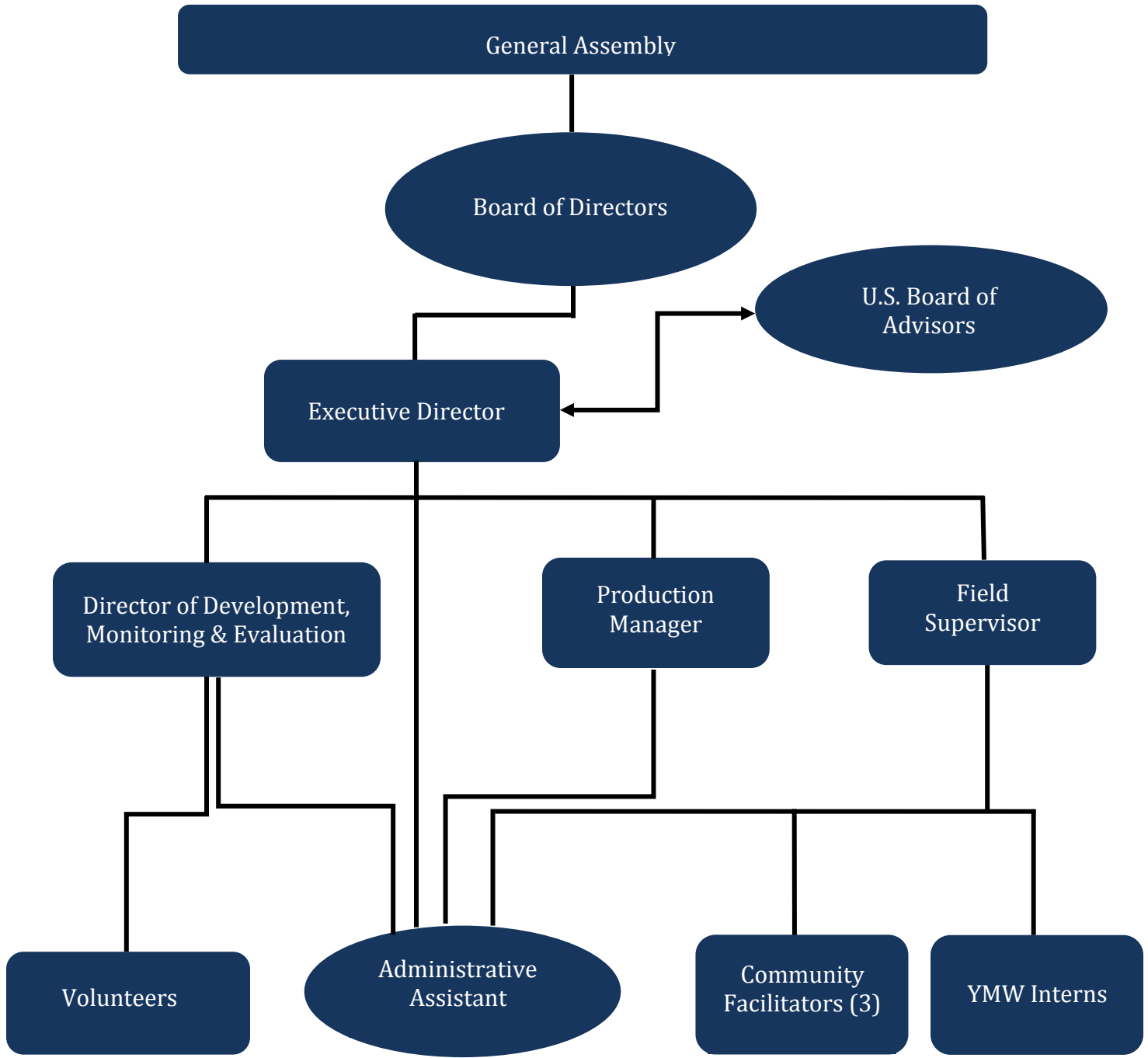
Governing Structure:

General Assembly: A forum to discuss the planning and organization of OB comprised of community leaders from our groups that meets once a year.

Board of Directors: Supports OB operational efforts; initiates marketing and fundraising activities locally. Meets four times a year.

US Advisory Board: Oversee and initiate marketing and fundraising contacts internationally. Members are from different locations throughout the U.S. Meets four times a year.

Organizational Chart



New Initiatives Timeline 2010/2011

Activity	Sep 2010	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Ago	Sep 2011
Strategic Plan begins	X												
Begin Fair Trade Store planning	X												
Research new legal structure options	X												
Begin group planning process	X												
Collect and products for Fair Trade Store	X	X											
Begin Production and Store Manager search	X	X	X										
Begin Board of Directors search	X	X											
Begin US Advisory Board Search													
Move office to Cultural Center space		X											
Start capital campaign for Cultural Center		X											
Create community tour plan		X											
Open house for the Cultural Center (Oct. 23, 30, o Nov.6)		X	X										
Begin Fair Trade store installation			X										
Final product delivery			X										
Create membership plan/women members store staffing			X										
Production and Store Manager starts (Dec.1)				X									
Fair Trade store Grand Opening (Dec.11)				X									

Activity	Sep 2010	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Ago	Sep 2011
Implement new Board of Directors				X									
Implement new legal structure				X									
Group plans completed				X									
3rd Community Facilitator Starts					X								
Begin community tours					X								
Begin investigation of new programs (women's scholarships, literacy, young girls program)					X	X	X						
Present group plans to communities/sign contracts					X	X							
Revise new group policy					X	X							
Annual exhibition/fundraising event for Int'l Women's Day (Mar.8)							X						
Develop General Assembly							X	X	X				
New Group Investigation							X	X	X	X	X		
Implement membership structure										X			
Annual exhibition/fundraising event for Intl' Indigenous Peoples Day (Aug. 9)												X	
Begin existing group graduation process/new group admission													X

Projected Income/Expense Budget

(In US Dollars)

Line Items	Year 1		Year 2		Year 3		Year 4		Year 5	
	Expense	Income	Expense	Income	Expense	Income	Expense	Income	Expense	Income
Community Educational Programs (Workshops, trainings, project supplies, etc.)	73,990	45,906 ¹	77,345		81,230		85,300		89,600	
Cultural Center (Fair Trade store, community, tours, resource library, meeting and workshop space)	75,091	69,623 ²	93,266	75,650 ²	93,985	76,275 ²	93,985	TBD	93,985	TBD
Scholarship Fund (Women's Scholarship Fund, YMW Internship Program)	6,350	4,903 ³	6,510		6,680		6,850		7,045	
Loan Fund (Micro-Credit Loan Program)	13,402	13,415 ⁴	13,494	14,571 ⁴	13,590	15,728 ⁴	13,692	16,884 ⁴	13,798	18,041 ⁴
Professional Services (Consultants, staff trainings, community evaluations, legal fees, M&E, etc.)	15,668	2,062 ⁵	9,025		9,745		10,230		17,285	
Capital (equipment) (Desks, computers, office furniture, installation, etc.)	3,987	2,500 ⁶	1,800		0.00		0.00		0.00	
Combined Totals	188,488	138,409	201,440	90,221	205,230	92,003	210,057	16,884	221,713	18,041

Note: For detailed budget projections, see Cultural Center Business Plan Financials and Oxlajuj B'atz' Five Year Development Plan.

¹ Secured from an anonymous donor, COMO, DADF, UNPFII, and MEF

² Secured from COMO, projected from DFW, and projected store and tour sales

³ Secured from DFW

⁴ Secured loan fund + 16% earned interest with a projected 10% increase each year

⁵ Secured from DADF

⁶ Secured from COMO for Fair Trade Store