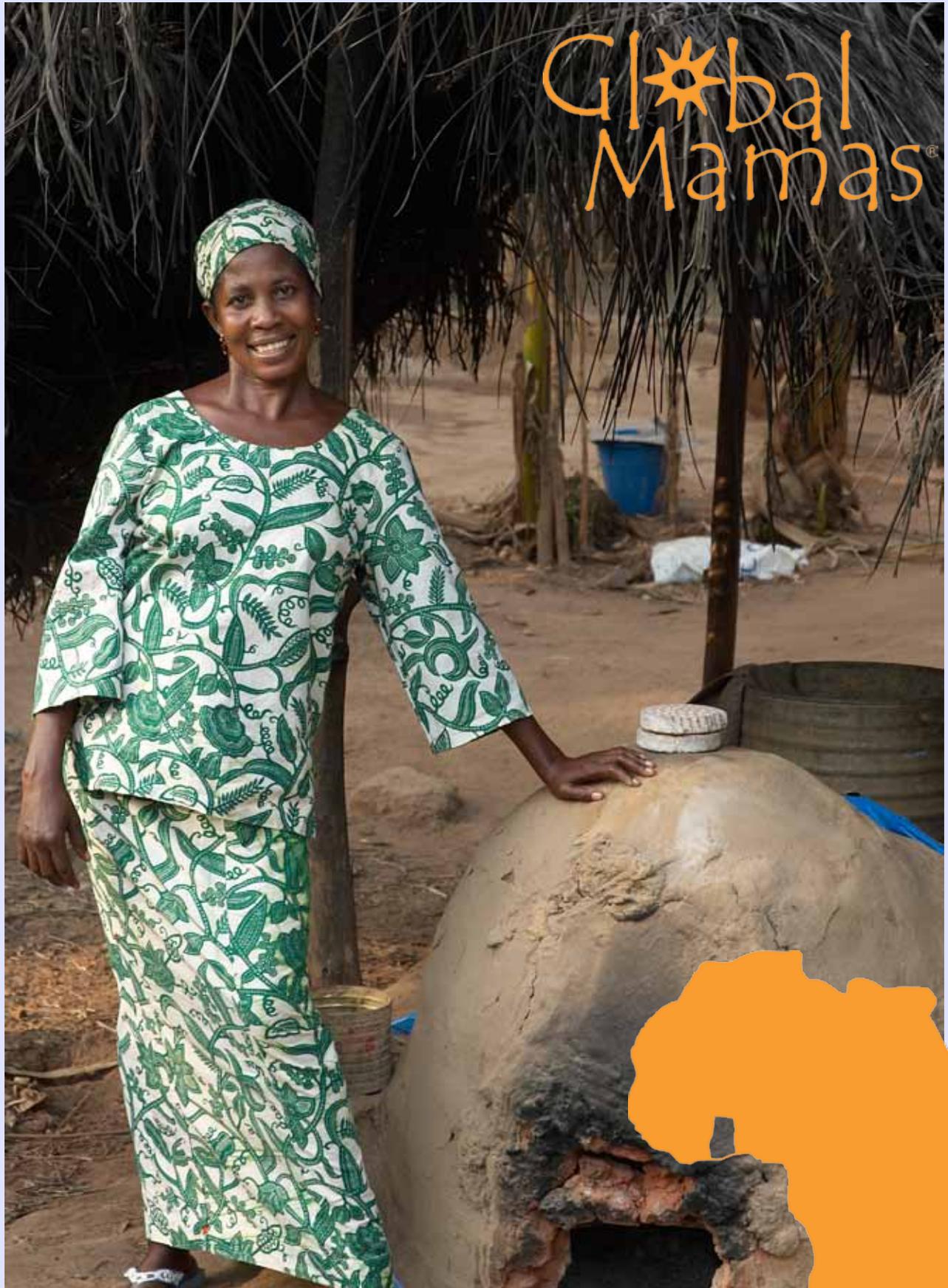


2010 ANNUAL REPORT



Global
Mamas®



WOMEN IN PROGRESS

CONNECTING CULTURES

OUR APPROACH

Mission

Women in Progress (WIP) transforms the lives of women in Africa by creating sustainable income opportunities which lead to financial independence. WIP, also doing business as Global Mamas, reduces the economic inequality of women by significantly increasing wages and generating new jobs through the production and export of Global Mamas fair trade products. This in turn improves the standard of living for women, their families, and the larger community. WIP believes that helping women gain financial independence is the most effective way to create prosperous communities.

Focus on Implementation & Tangible Results

While WIP's mission is not unique in Ghana, its methodology and measures of success are innovative. WIP challenges the typical NGO system by asking, "So you trained 500 people this month, and then what? So you prepared 20 entrepreneurs for export, and then what? Did they implement any of the ideas? Did they export? What real results were achieved?"

When WIP launched its programs in 2003 the women of Cape Coast said: "You can teach us marketing or bookkeeping, but if you don't help us to find new markets for our products, we won't be here tomorrow." WIP generates real, tangible results by taking a unique approach to economic development that is not focused on classroom training. Through an extremely talented volunteer and intern network, WIP provides hands-on, personalized assistance to respond to each business' unique challenges and opportunities and, most importantly, provides access to new markets.

Programs

Women in Progress helps women in Africa to access global markets and manage their growing businesses. WIP enables the financial independence of these women by promoting their traditional skills in producing handmade products under the brand name Global Mamas. WIP provides direct access to markets in North America, Europe, Asia and Australia. WIP works extensively with each woman on new product development and quality control. WIP also provides artisans with personalized, hands-on business assistance and computer training to strengthen their capacity to manage their growing enterprises.

Global Mamas

In 2003, WIP launched the Global Mamas network with six producers. Today the Global Mamas network is comprised of 627 women (and a few men) working together to penetrate export markets. The women are provided fair and deserved payments for their high-quality work. Sales of the Global Mamas' products provide dignity to African women who are now able to earn a living wage. WIP provides artisans in the Global Mamas network with financial and managerial support, including:

- Coordination of the production of over 180 products in hundreds of designs for over 300 customers in North America, Europe, Asia, Australia and Ghana.
- Up-front payments for the production of the high-quality goods by providing raw materials.
- Sourcing of raw materials in bulk through a Raw Materials Revolving Inventory Fund resulting in reduced costs and increased product quality.
- Practical training in quality control, new product development, fair trade business management, computer literacy, strategic planning, bookkeeping and marketing.

Commitment to Self Sustainability

The producers of Global Mamas have seen many NGOs come and go over the years due to their reliance on outside funding. While WIP recognizes individual contributors as important partners, WIP is proud to say that over 90% of its revenue is contributed by the producers of Global Mamas through a profit-sharing model and our amazing volunteers. Today every single location of Women in Progress/ Global Mamas is self-sustainable. We very much value donations to launch new programs rather than finance ongoing operations.

OUR RESULTS AND GOALS

2010 Organization Accomplishments

INCREASED REVENUES & WAGES

- WIP facilitated \$865,803 in sales of fair trade products in Ghana, North America, Europe, Asia and Australia.
- The women of the Global Mamas network collected \$320,322 in payments, which accounts for 37% of total product sales. Because raw materials are provided in advance through a Raw Materials Revolving Loan Fund, payments to the women were mainly profit or wages.
- Sales of Global Mamas products and cultural workshops directly enhanced the wages, standard of living, and confidence of 627 women in Ghana.

JOB CREATION & BUSINESS EXPANSION

- In 2010 Global Mamas directly created 17 new jobs.
- The women in the Global Mamas network worked to expand their businesses. New revenue was used to purchase new equipment for their businesses, purchase vehicles, purchase major appliances for their homes, install electricity and phone lines in their homes and workshops, open and expand savings accounts, open retirement accounts, repay loans, rent permanent business locations, and expand their product lines.

PROGRAM EXPANSION

- WIP began exporting shea butter in bulk with the aim of providing more work to the female shea butter producers in Northern Ghana.
- WIP expanded its Internship Program for fashion designers from North America and Europe. The program allowed students to experience first-hand the challenges and impact of fair trade apparel production. This expanded program resulted in significant improvements in the Global Mamas product line for 2011.

CAPACITY BUILDING

Through an extensive volunteer network, WIP provided hundreds of hours of hands-on business assistance and computer training to strengthen the capacity of women entrepreneurs to better manage their growing enterprises. Training also expanded to health and wellness topics.



IMPROVED STANDARD OF LIVING

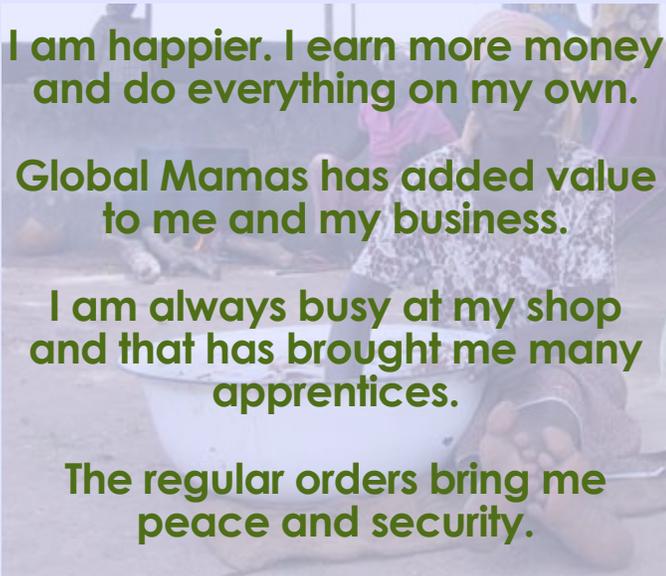
The women in the Global Mamas network improved the standard of living for themselves and their families. Utilizing their additional income, the women paid school fees for their children, adopted orphans, provided financial support for extended family members, paid medical bills, rented larger living quarters, and purchased land. New in 2010 some of our women noted they had the financial ability to send older kids to college – a first for these families. And one Global Mama actually sent herself back to school in order to earn her high school degree. Many women expressed great relief in achieving financial stability.

2011 Objectives

- Launch a new Global Mamas batik/sewing center in Prampram, Ghana in order to meet the increased demand of the North American and European marketplaces.
- Create more textile and skin care production jobs by offering private label production for export customers.
- Expand the Glass Recycling Project to include the grinding of glass to powder for use by bead makers.

GLOBAL MAMAS SPOTLIGHT

Fulfilling Life



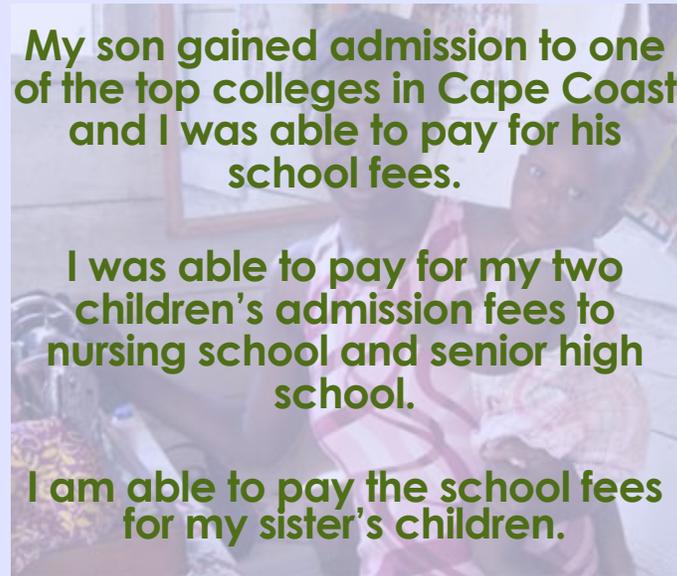
I am happier. I earn more money and do everything on my own.

Global Mamas has added value to me and my business.

I am always busy at my shop and that has brought me many apprentices.

The regular orders bring me peace and security.

Education of Children



My son gained admission to one of the top colleges in Cape Coast and I was able to pay for his school fees.

I was able to pay for my two children's admission fees to nursing school and senior high school.

I am able to pay the school fees for my sister's children.

VOICES OF CHANGE

Quotes from the Global Mamas

Financial Stability

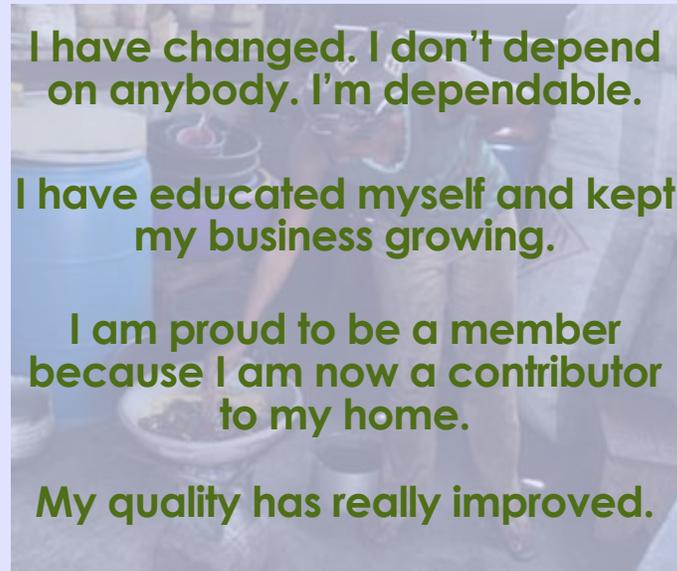


I have achieved my goal to buy land and save enough money as well as to support my extended family.

I have money at the bank for unforeseeable events. To me, Global Mamas is an asset.

I have built a beautiful permanent shop.

Self-Confidence



I have changed. I don't depend on anybody. I'm dependable.

I have educated myself and kept my business growing.

I am proud to be a member because I am now a contributor to my home.

My quality has really improved.

Global Mamas of the Year

CAPE COAST: Hannah Dadoo is one of the 'Original 6 Global Mamas'. At 70 years old, Hannah is the oldest Mama in the network, and wisdom certainly comes with those years. Hannah's talent and passion for sewing was nurtured while she lived in Germany, studying design with a focus on pattern making. In 1982, after her return to Ghana, Hannah began her own seamstress shop with a small bank loan. She started in her home with no apprentices. Now, with a staff of 20 working in a production center and shop in the Cape Coast market, she has come a long way. Hannah submits a number of ideas for the annual Global Mamas Design Competition, and has won with the Girls Panel Dress and the Velcro Basket. Hannah's goal for the future is to purchase a computer and learn computer aided design.



KROBO: Grace Joe and Moses Buernortey have been working with Global Mamas since the bead operation began in Krobo in 2006. The sibling team makes powder beads and conducts the bead making workshop for tourists who wish to learn the art of making recycled glass beads. They were chosen for their quality beads and their on-time delivery for even the largest of orders. According to Grace "I am happy to be a part of Global Mamas because the orders are large and they keep me busy." Between the two bead makers they have more than thirty years of bead making experience in the Krobo area. Both Moses and Grace learned how to make beads from their parents and Moses is passing the trade on to his son during school breaks, ensuring that the craft continues beyond this generation.

STAFF MEMBER: Dorcas Baiden started working at Global Mamas in 2006 as the first Quality Control Officer. Five years later she manages a team of ten and is at the heart of ensuring Global Mamas quality. Dorcas is well respected among her staff and is an integral part of the Global Mamas family. Before working with Global Mamas Dorcas was a teacher; however, her passion for design led her to Global Mamas where she enjoys seeing her efforts benefit so many women. Dorcas feels that her biggest accomplishment through working with Global Mamas is her improved sense of high quality – both when inspecting products as well as her own work as a seamstress. She hopes to one day combine her love of teaching with her love of fashion by opening a school to teach design.



EMBRACING FAIR TRADE PRINCIPLES



Creating Opportunities For Women

Global Mamas creates space for women to succeed and achieve financial independence.

Paying Fairly and Promptly

All Global Mamas are paid a fair and living wage for their work. Steady and continuous orders ensure a sustainable source of income. Raw materials are provided up front.

Developing Transparent and Accountable Relationships

Global Mamas maintains an open-door policy and encourages producers to examine operations and ask questions about financial data. Global Mamas is also transparent with our customers.

Providing Equal Employment Opportunities and Opportunities for Advancement

Many producers in the Global Mamas network take on apprentices and often provide them future employment opportunities. Some apprentices have even become independent producers and members of the Global Mamas network.

Ensuring the Rights of Children

Routine conversations and visits to the women's shops provide assurance that Global Mamas producers do not use child labor.

Supporting Safe Working Conditions

As part of our local fair trade evaluation, each Global Mamas workplace is evaluated to ensure that it is safe and comfortable.

Cultivating Environmental Stewardship

Global Mamas has many products that fully utilize our textile scraps as well as recycled glass and plastic.

Supporting Empowering Working Conditions

Global Mamas convenes regular meetings with staff and producers to discuss and debate the important issues that impact the future of Global Mamas.

Building Capacity

Global Mamas helps business owners enhance their entrepreneurial, design, and production skills by coordinating workshops in such areas as bookkeeping, financial management, creative design, and quality control.

Promoting Fair Trade

Global Mamas implemented an internal fair trade evaluation program for our producers which includes training and on-site visits and evaluations. Global Mamas is also active in educating consumers about fair trade.



OUR PRINCIPLES IN ACTION: BUILDING CAPACITY

FAIR TRADE PLUS: In 2010 producers in the Global Mamas network earned 37% of total revenue in wages. WIP also ensures that fair trade principles are implemented at the grassroots level through the internal Global Mamas Fair Trade Business program.

Educational Opportunities Empower Women

Global Mamas highly values the women entrepreneurs with whom the organization has the privilege of working. The personal and professional growth of the women is one of the organization's primary objectives. The talented artisans are often taught their trade outside of the formal education system and have limited training in other areas. Women in Progress volunteers and interns share their expertise in a variety of areas by creating workshops that build the women's capacity as artisans and business managers. 2010 was full of opportunities for the women to attend both existing and new workshops intended to provide them with a well-rounded awareness of themselves as women in business.

BOOKKEEPING

The Basic Bookkeeping workshop has been a part of the Global Mamas program for years and has become a requirement as many of the women have no training in basic math or record keeping, which are essential to running an effective business. Bookkeeping is also important so that the entrepreneurs can honor their commitment to fair trade with transparency in business practices.

DESIGN & MERCHANDISING

Design and merchandising workshops have been requested by the women for several years since most of the artisans haven't received formal training in product design, nor have tools to present products attractively in their Cape Coast stores. Brenda Aguilar, an intern specializing in interior and textile design, presented a workshop on the principles and elements of design. In the workshop the women were taught the elements of design, such as line, shape, size, texture, color, and value. They were asked to extend their new knowledge of the elements that they learned to the principles of design: balance, repetition, contrast, dominance, and harmony. Color theory was also discussed using the color wheel to define and present the use of primary, secondary, tertiary colors, warm and cool colors, tints, shades, and tones in design and color schemes.

The other creative aspect of business that was focused on during 2010 was visual merchandising. Jordan Croft presented a comprehensive workshop on the topic, her field of expertise. The women were taught the importance of determining their target customer. Next, the women learned how to best organize their store, such as to put their best items in front to bring people in, and to put sale items, or traffic builders in back, so customers have to walk through the entire store to reach them. Finally, the women were presented with ideas to better their customer service and were then asked to apply what they learned in a role playing exercise.

HEALTH & WELLNESS

Empowering the entrepreneurs goes well beyond providing business training and into the wellness of the women and their family. Health and wellness training started two years ago as a simple slideshow presented by a volunteer who was a nurse and has since evolved. This year Global Mamas worked with local doctors and health clinics to provide more elaborate workshops on a variety of topics selected by the women. Women were also provided with the opportunity to get tested for Hepatitis B and HIV and to receive vaccinations and exams.

by heather boyd



Cervical Cancer Workshop attendees.

VOLUNTEER HIGHLIGHTS

WIP would not exist without the contributions of its international volunteers. Each year volunteers travel from all over the world to Ghana to help expand the work of WIP and Global Mamas.

Outstanding Year Produces Three New Employees

2010 brought Women in Progress many talented and motivated volunteers and interns from Europe, Asia, Australia and North America. A clear indication of their talent is the fact that Women in Progress (WIP) hired three employees from the pool of individuals that donated their time and energy over the year.



Melanie Popowich (second from right) with the Cape Coast Staff.

Volunteer Melanie Popowich came to WIP with experience as a marketing manager in Canada. She sacrificed two months of paid work to share her energy with the producers in the Global Mamas network. Melanie showed her interest and dedication to the organization by working on any project presented to her. This included overhauling the results tracking system, summarizing data from the women's 2009 annual interviews, establishing the voting structure for and planning the celebration for the Global Mama of the Year event, and having one-on-one meetings with Global Mama Esther Gyepi-Garbrah to help her seek funding for her new NGO.

Interns Nick Ruffalo and Jessica Galasso built their time with WIP into their university curriculum and spent their summer helping to design Global Mamas' 2011 product line. They were 2 of 10 interns that were part of the very successful

project that put forth our strongest collection of products yet! Nick, a junior at the University of Minnesota and in the apparel design program, was particularly interested in Ghana's unique textile and jewelry traditions. Jessica (an apparel design senior from Iowa State University) had a passion for pattern drafting and a good eye for new style development.



Jessica Galasso and Nick Ruffalo (first and second from left) with fellow interns after a downpour.

As the organization continues to grow, several opportunities presented themselves this year to create new positions within the staff. With the Cape Coast General Manager moving to Accra to oversee production capacity, Melanie was asked to stay and take over this role. Jessica was also invited to stay in Ghana to become the organization's first, official design employee. The growth also extended to the US where increased shipping and customer service needs opened up a position for Nick in the Minneapolis wholesale office. All three of these new staff members have proven to be wonderful additions to the team.

Cadets Experience New Culture with Women in Progress



In 2008, West Point sent their first group of cadets to Ghana to work with Women in Progress for their summer development project. The relationship has proven to be successful for both parties and has continued each summer since. For this, the third year, six cadets: Nate Webster, Rachel Duval, Stanley Gorzelnik, Richard Talbot, Stephanie Whitaker, and Turner Holthaus were led by Major Mark Crow to assist Women in Progress with development projects in Krobo, Ghana. Krobo is the center of production for all of Global Mamas beaded products. Two main projects focused on were scouting new bead-makers to increase supply and streamlining the inventory process.

Finding more bead-makers, allowing Global Mamas to source beads directly was top priority. Not only does this ensure a consistent supply of popular bead designs, it also supports the fair trade principles of the organization. Sourcing directly ensures that the producers are paid the best rate for their work and facilitates more transparent communication through the supply chain by removing middlemen.

In the office, the cadets worked diligently to count the current bead stock, organize the stock and create a system to help keep track of inventory going forward. Human resource tools were also developed that would help to manage the tracking of hours worked and time-off hours accrued. Other projects that the team worked on included creating tools that communicate the production of current jewelry designs and creating new jewelry designs for future consideration.

The cadets enjoyed the opportunity to meet the women and learn about their aspirations for self-sufficiency and business growth. Their trips out of the office to meet the bead-makers provided plenty of opportunities to learn more about the women and the local culture. Often times, they traveled to remote villages and in one case, as Gorzelnik recalls "the village essentially adopted us, insisting on feeding us and giving us a grand tour and entertaining us for hours." The cadets also enjoyed the opportunity to take bead-making and batik workshops. It was another successful and well-rounded exchange.

"The opportunity WIP provided me to learn about and from the women of Ghana, as well as about communities in Africa, has been not only one of the most memorable experiences of my life, but also one of the most valuable."

Rachel Duval, West Point Cadet 2010

GET INVOLVED



Make a Donation

Fund the sustainable growth of businesses and women's empowerment in Africa with a tax-deductible donation. Learn more about making a donation online at www.womeninprogress.org/donate/makedonation.asp.

Purchase Products

By purchasing Global Mamas products, you are offering sustainable livelihoods to women and their families living in poverty. All proceeds go directly to the women and nonprofit programs that assist them with business development. Shop online today: www.globalmamas.org and www.tradeforchange.com.

Volunteer in Ghana

WIP is an international volunteer organization promoting volunteer work abroad through volunteer vacations and student internships. Volunteers and interns work directly with the women of the Global Mamas network to expand their businesses. Through a short-term volunteer vacation, you will be able to use your skills to help others and make a difference in the future of the women and their families in Ghana. See more online at: www.womeninprogress.org/volunteer/volunteer.asp.

Contact Us

Meet the women of Global Mamas, learn about batiking, bead-making, shea butter production, and more at www.globalmamas.org.

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