Gratitude
To compound our internal challenges, the Ebola epidemic spreading through West Africa for much of 2014 has been devastating. Our hearts and prayers continue to go out to our sisters and brothers struggling with the horrors of this terrible disease. We have recorded no cases of Ebola in Ghana and for that we are extremely grateful. We are relieved that the stress and tension of the unknown is waning, but the ongoing economic impact remains a challenge. Due to the drastic drop in tourism in Ghana, we experienced a $60,000 reduction in sales at our Global Mamas Fair Trade Store in Accra. We want to thank our customers who purchased the overstock, thereby allowing the Mamas to maintain steady production during the second half of the year. We are also grateful to our volunteers and donors. Your contributions will allow us to maintain our training programs in 2015. And to all prospective volunteers and interns – come back! We miss your energy and your talent – both of which are instrumental in helping us to achieve our mission.

Looking back on this challenging year, we are proud to say we came out of it stronger, with a focus on our long-term goals. We are looking forward to a prosperous 2015 in partnership with you.

Sincerely,
The Global Mamas Leadership Team

Renae Adam, Gladys Adimer, Dorcas Baiden, Jessica Fox, Alice Grau, Laura Henslin, Kristin Johnson, Rosemary Kemetse, Amos Kporshiebu, Anna Rose Ott, Nick Ruffalo, Patience Treve, & Wisdom Tamakloe

At Global Mamas we take prosperity seriously. It is, after all, our mission. We believe that prosperity goes beyond financial well-being to also encompass both health and happiness. We have learned over the last eleven years that what these three states of being mean are relative to every person. But never has the relativity of prosperity been more obvious to us than over this last year. We have faced challenges that have taught us a lot about ourselves as an organization and as a community. We have turned our focus inward, evaluating where we are currently and where we are heading.

Reflecting on Our Past and Dreaming About Our Future
As the first step of our inward focus, the Global Mamas Leadership Team gathered this September for our first ever strategic planning retreat. Robin Ross, a past Global Mamas volunteer, returned to Ghana to facilitate the process. It was amazing to have the entire leadership team together, face-to-face, to celebrate our tremendous growth, reflect and learn from our experiences, and chart a course for the future. The final result was the development of a 3-year vision and strategy that will focus more of our attention internally as we stabilize operations to effectively manage the incredible growth experienced over the past eleven years.

Growth is Good - But We Need to Pause and Take a Deep Breath
Since 2003, we have grown from $22,000 to just over $1,000,000 in revenue in 2014. We have experienced this growth thanks to you – our customers, donors and volunteers – and we are grateful. This growth has enabled us to expand our programs to benefit over 400 women in Ghana, who work together to achieve prosperity for themselves, their families, and communities. However, our internal systems to effectively manage operations have been stretched too thin. Over the next three years we will clearly define roles, further develop our skills, and expand our staff to ensure we continue to:

1. Offer steady, living wages that allow the Mamas and our staff to improve their standard of living.
2. Provide the Mamas with relevant and meaningful capacity-building programs.
3. Produce high-quality products.

We are extremely committed to long-term relationships with the Mamas – ones that can be relied upon year after year!

Re-Setting our Calendar – Thank You Design Team!
Another goal of our stabilization strategy is to get the right products to the right people at the right time while maintaining our high quality. Over 60% of our revenue is generated through sales of our adult and children’s apparel. This is great news because apparel products are what the Mamas most love to sew. However, the seasonal demand for our warm-weather clothing creates several frantic months each year where demand exceeds supply. We all recognize this as a promising challenge to have, but a challenge all the same. The Global Mamas design team has responded to the challenge and is re-setting the production timeline. Finalizing our product line earlier in the year will allow us to deliver our products when our customers want them, while leveling out production throughout the year in a calm and strategic manner.

3-Year Strategy

STABILIZE!
Stabilize our incredible growth focusing on operational sustainability, financial health and building a solid foundation for future growth.

Reflections from the Global Mamas Leadership Team

The Global Mamas Leadership Team
Renae Adam, Gladys Adimer, Dorcas Baiden, Jessica Fox, Alice Grau, Laura Henslin, Kristin Johnson, Rosemary Kemetse, Amos Kporshiebu, Anna Rose Ott, Nick Ruffalo, Patience Treve, & Wisdom Tamakloe

Some past and present members of the Global Mamas Leadership Team at the 10-Year Anniversary Party that was celebrated in Ghana in September of 2014.
Prosperity is Financial Well-Being.
Equipment Revolving Loan Fund Supports Business Growth

As the first of a series of programs to celebrate Global Mamas’ 10-year anniversary, we launched an interest-free equipment loan program in December 2013. This program was custom-tailored based on feedback from the Mamas to provide them with the equipment most needed to increase productivity. As most Mamas are paid per item made, this increased productivity means the Mamas can bring home more earnings to support their families.

Sergers (known as knitting machines in Ghana) were selected as the focus of this loan program. Knitting machines are an essential tool used by the Mamas to create seams and edging on clothing, bags, and other Global Mamas items. However, many of the Mamas lack access to these crucial machines, requiring them to spend valuable time waiting in the market to pay for the use of public knitting machines.

The lack of knitting machines can create a costly and time-consuming bottleneck in our production process. The Mamas let us know through roundtable discussions that purchasing their own knitting machines would not only save them time and money, but also improve the quality of items they make in their shops.

To implement this loan program, we asked the Mamas to complete an application in which they told us why they needed a knitting machine, the purpose the machine would serve for them, and how they would pay Global Mamas back for the machine. These applications were reviewed by Global Mamas’ office manager Patience (shown below).

Global Mamas also reviewed the financial records of each applicant and completed site visits to ensure that all applicants were in compliance with the fair trade principles set forth by the Fair Trade Federation and World Fair Trade Organization, which Global Mamas follows.

Applicants selected to participate in the program were then counseled through the loan process. All participants were asked to sign a contract acknowledging that they would repay the interest-free loan through deductions from the payments they receive from Global Mamas for their work.

Creation of a payment plan based on automatic deductions gave these Mamas access to business growth without having to save up the money for the machines themselves.

Finally, as a result of successful development and implementation of this first equipment loan program, each of our participants received a new knitting machine shortly before Christmas!
The women in the Global Mamas community are realizing prosperity for themselves and their families. Many women expressed pride in achieving financial well-being. Utilizing their additional income, the women:

**BECAME DEBT FREE**
- Paid college tuition for their older children and themselves

**PAID MEDICAL BILLS**
- Provided financial support for extended family members
- Paid medical bills for their own children and other children in their community

**PURCHASED EQUIPMENT AND LAND**
- Paid for equipment and land

**PAID SCHOOL FEES**
- Paid school fees for their own children and other children in their community

In 2014 Global Mamas provided income to 417 Mamas (and a few Papas). Global Mamas provides 100% of direct employees with health insurance.

Prosperity is having some money in hand to use for health and for my family.

Grace Joe, Global Mama since 2007

Global Mamas is very proud that 94% of the Mamas feel comfortable voicing their concerns and issues within the organization. 98% of Mamas would recommend Global Mamas as an employer.

Prosperity, to me, is being able to save money to build my house.

Alex Odonkor “Happy” Sackey, Global Papa since 2009

Global Mamas facilitated 5 health workshops that covered topics such as Ebola prevention, breast cancer awareness and nutrition. Learn more on page 8.

Global Mamas made 8 equipment loans to the Mamas and realized 100% repayment rate. Read more on page 4.

To be prosperous is to be happy.

Felicia “Mami Adjo” Adjo Ofu, Global Mama since 2011

Florence Worwomyo, Global Mama since 2012

In 2014, the Mamas supported 273 people outside of their immediate family and were able to send 234 children to school. Their handmade products were sold in 22 countries around the world.

Over 98% of the Mamas’ children go to school (an increase of almost 3% from last year).

In 2014, 40 Mamas gained pride by setting and realizing their goals through our peer mentor groups.

In 2014, the Mamas earned $317,441.77. This was 32% of Global Mamas total revenue.

94% of Mamas said they could pay for all the medical care that was needed for themselves and their family this year.

81% of Mamas said they could pay for all the medical care that was needed for themselves and their family this year.
Prosperity is Health.

Volunteer Brings New Health Education Program to Mamas

In late 2013, we heard from Mamas that they were especially interested in learning more about their health—an important part of our definition of prosperity. With this feedback in mind, we recruited Adrienne McConnell, a New Mexico native studying for a master’s in community health education, to intern at our Cape Coast location. Adrienne’s Mama-centered approach began with meeting the women and understanding their health challenges. Mamas shared that they were most interested in learning about nutrition, breast cancer, menopause, and communicable diseases, particularly Hepatitis B and HIV.

Adrienne collaborated closely with Cape Coast office manager Patience and Mama liaison Anna Rose to tackle nutrition first via a workshop addressing local foods that would resonate with Mamas. Patience and Adrienne also forged a partnership with a nutritionist from the University of Cape Coast, Rebecca, to give the presentation in Fante, the local language used in Cape Coast.

In mid-April, Rebecca presented on nutrition to Cape Coast’s 40 Mamas and quality control staff members and, with Adrienne’s help, answered many questions from the audience. The Mamas greatly appreciated the lesson; as quality control employee Esther shared, “I was really happy to see the presentation and I learned a lot of new things.” As a part of the workshop, Rebecca and Adrienne distributed handouts about nutrition for women to take home and share with their families and friends. While in Cape Coast, Adrienne also shared her nutrition lesson with two friends of Global Mamas: Judith, a souvenir shop owner and former Global Mamas producer, and Eli, an owner of a small restaurant near the Cape Coast volunteer house.

In late April, Mamas at our Ashaiman location also heard Adrienne’s nutrition presentation. With inventory control manager Dorcas providing translation support to the local language of Twi, Adrienne and the Mamas created a food pyramid based on typical Ghanaian foods for a practical lesson in healthy eating.

Besides nutrition, Adrienne also taught classes about breast cancer and menopause. With this new program in place, and the help of an incoming Peace Corps volunteer that will be stationed in Krobo, Global Mamas plans to continue health workshops and build relationships with local experts and NGOs to address Mamas’ priority health concerns.

“Prosperity is having some money in hand to use for health[care] and for my family.” - Grace Joe
When asked, Martha can recount more than a few stories that illustrate her achievements are as evident as her challenges: “My father was a rich man, but he didn’t care for me. He could have sent me to high school but did not. When I was ten years, I began caring for myself. I was going to school and at the same time, making salted fish in the morning, evening, and weekends.” After completing elementary school at the age of 15, Martha closed her books and set out to learn a trade to better support herself, mother and sisters: “I was good at English; my teachers asked me to go back to school while I was learning to sew, but it was better for me to complete a sewing apprenticeship.”

Over 20 years later, Martha’s perseverance and deeply seated work ethic earned her a scholarship to complete an accelerated batik apprenticeship. With a stroke of good fortune and a knack for positioning herself on paths of success, Martha inherited a batik workshop and opened Martha’s Batiks. Today, Martha runs a thriving business with two fulltime employees and produces top-quality batik cloth for private sales and Global Mamas orders. Perhaps because of her beginnings, Martha’s dream is to open a vocational school and teach unemployed women how to batik and sew. She is determined to send her twin sister’s daughters to university and centers all her efforts towards seeing their graduation day.

Martha speaks with a voice lined with laughter that makes it obvious she is thankful for the present and is looking forward to the future: “whoever comes along my way, I encourage them to work hard and press on. I am really, really happy. I am happy where I am now.”

Global Mamas defines prosperity as financial well-being, health and happiness, but to Martha, “being prosperous means having a good heart, and the rest will follow.” We are deeply honored to work with such a prosperous woman.
Prosperity is Happiness.
*Teamwork and Recognition Improve Morale in Ashaiman*

Global Mamas opened our Ashaiman location in 2013. Over the past year, this location has seen a complete transformation from a site that was struggling with low productivity and morale to taking its place as one of our most efficient sites. The path to success has often been an uphill battle, but the introduction of a new team-based structure has been a long process that continues to evolve with constant feedback from the Mamas.

Changing the work environment to one that is team based has been a process of balancing productivity and morale, with teams determining who they wanted to work with given a chance to offer feedback and fine-tune the structure. The Mamas were then valued and that they are part of the Global Mamas family.

At the same time the team approach was introduced, Global Mamas launched a new compensation system based on performance. A Mama’s salary is made up of a base pay to ensure she always receives a living wage and is supplemented with performance pay that is based on quantity and quality of items produced by each team. These incentives have had a tremendous effect on motivating the Mamas, as well as promoting an even greater sense of pride for their work.

The outcomes of this new structure have exceeded all expectations. The team structure has encouraged a community environment and a spirit of collaboration. In cases where one or two Mamas were struggling with low productivity, the women now wait outside the doors in the morning to be able to get started as early as possible. Perhaps the most transformative element of this change is that this structure has not only promoted financial well-being, but also happiness.

Supporters
- Allen Warner
- Andrea Zimmerman
- Ann Bowe
- Ann Wright
- Annette Kennett
- Art of Athletics LLC
- Beth Davison
- Brittany Campanelli
- Carla Giacomangeli
- Carmen Iezzi & Vince Mezzera
- Carol Hollis
- Carolyn Sechler
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- Diana C. Stewart
- Elizabeth Fitzgerald
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- Gifts with Humanity
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- Indian Hill High School
- Jane Bliss
- Jean Cunningham

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Special Recognition
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- Tami & Rich Adam
- Unitarian Universalist Church of Bethlehem

Volunteers of South Florida
- Paige Affinito
- Anna Bailor
- Amanda Bartolini
- Jaclyn Biedronski
- Amelia Brandt
- Adrinnne Boykin
- Lauren Deupree
- Elisabet (Bet) Garriga
- Alex Gellathy
- Jane Good
- Jane Graham
- Jenna Henry-Wagner
- Claire Kean
- Lily Kinder
- Sascha Klinggaard
- Brenna Lantz
- Natalia Lutterman

Illinois University
- Adrienne McConnell
- Ivette Montalvo
- Kate Moran
- Emily O’Kelly
- Heta Patel
- Elise Pelletier
- Emma Shearman
- Amanda Treser
- Wan-Yin Tsai
- Allison VanNul
- Anna Williams

Indiana University
- Matt Beck
- India Heady
- Shelby Honekamp
- Zhiyuan Jiang
- Nick Johnson
- Skip Johnson - Team Leader

VOLUNTEERS

Fotina Karas
- Andrew Karasyk
- Corinne O’Brien

Nourish International
- Nick Cotta
- Abbey Kroll
- Ash Giri
- Ericka Walls

Semester at Sea
- Nora Benson
- Alexander Hale
- Ase Kvisberg
- Taylor Marcum
- Andrea Parrot – Faculty
- Annie Roche
- Lana Stephens - Staff
- Mary Weatherford

“A When we work in a team we motivate each other to do better.” - Faustina “Fausty” Tetteh

“Grace & Fausty of Batik Team 1 showing off their beautiful work.”

Contributions
A special thank you to the many people who contributed time, money, and passion to improving and expanding the Global Mamas community in 2014.
Retail Partners

Thanks to the efforts of these wonderful retail partners who sell at least $1,000 of our products, the Mamas’ work reaches the hands of individuals around the world.

21Tara
African Burial Ground
Azada Imports
Alternatives Global Marketplace
Amazi Contemoporary Art
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Artisans’ Hope
Aysana
Baksheesh
Bali & Soul
Because I Said So
Blue Tigress Gifts
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Weltladen Würzburg
Whitney Plantation
Wild Child Madison
Woman Art Ghana-CENSUDI
World Cup Market
World Next Door
Worldly Goods
Zeke’s Tree
Our Mission
The Global Mamas community works together to create a life of prosperity—financial well-being, happiness, and health—for African women and their families. We achieve prosperity by creating and selling handmade products of the highest quality.

Our Values
- We believe in the strength of community.
- We have a long-term commitment to each other and to the organization.
- We are innovators dedicated to quality, creativity, and continuous improvement.
- We are committed to achieving economic self-sufficiency, as individuals and as an organization.
- We are part of a global community that creates positive change through the work we do.

How You Can Get Involved
🌟 Donate - Fund the sustainable growth of businesses and women’s empowerment in Ghana with a tax-deductible donation. www.globalmamas.org/Info/Donate
🌟 Purchase Products - By purchasing Global Mamas products, you are offering women in Ghana the opportunity to achieve prosperity. All proceeds go directly to the women and nonprofit programs that assist them with business development. www.shopglobalmamas.com
🌟 Volunteer in Ghana - Volunteers work directly with the women of the Global Mamas community to expand their businesses. Through a short-term volunteer assignment, you will be able to use your skills to make a difference in the future of the women and their families. www.globalmamas.org/Volunteers

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