

!mpact<sup>o</sup>

ANUAL  
REPORT 2019





# TABLE OF CONTENTS

1

## INTRODUCTION

- A message from our Director

2

## MISSION / VISION / VALUES

3

## SUSTAINABLE TRANSFORMATION MODEL: Systemic Model Theory

- Participatory Strategic Planning
- Monitoring and Evaluation System
- Action Strategies

4

## SUSTAINABLE DEVELOPMENT SYSTEM

5

## SCOPE 2018-2019

6

## IMPACT PER AREA

- iTEXIL
  - About the Program
  - Results
  - “A la mexicana”: a rewarding encounter
  - The Story of Luz: a leading voice
  - The Tepeaca Women Embroiderers
- Traditional Friday (VT)
  - About the Program
  - Case Mapping
  - Posting
- iReconstrucción
  - About the Program
  - Actions and Results
  - Lessons learned
- iBarro
  - About the Program
  - Actions
  - Results
  - Lessons learned
- iComunicación
  - About the Program
  - Actions and Results
  - Lessons learned
  - Media presence

7

## ALLIANCES

8

## FINANCIALS

9

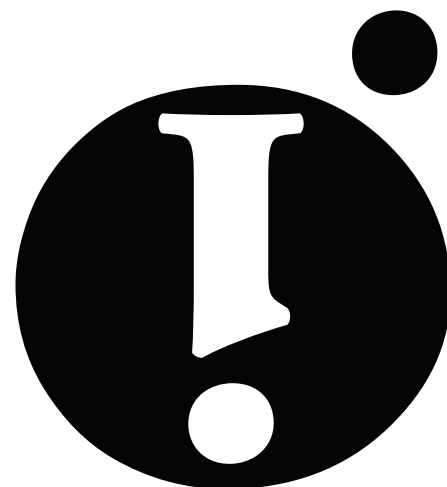
## CONCLUSIONS

10

## THE IMPACTO FAMILY

11

## INFORMATION PAGE





## INTRODUCTION

The year 2019 was an opportunity for NGOimpacto to broaden the view based on collective construction. During the month of August, we went through a participatory strategic planning process alongside leading women artisans and sectoral partners; we utilized Change Theory and the Systemic Model as a methodology to visualize and make projections about the course of the organization over the next few years. This activity was aimed at the reflection and analysis of the individual and collective consciousness that makes us part of a living system in constant evolution. It is due to this understanding that we succeeded at defining resilient action strategies able to adapt to the constant change that societies and productive processes face. We have rescued the importance of eliminating fragmented notions to make way for a conception of the whole that develops a greater sense of responsibility and points us jointly towards the established goal: The Good Living or harmony of life, *Lekil Kuxlejal*.

Similarly, we maintained the growth of our programs with the commitment and focus that have always characterized the organization.



The **Program iTEXTIL** was key this year to strengthen the abilities and skills of, mostly, indigenous women artisans from Los Altos, Chiapas, at the technical productive and business development levels, from a humanistic approach. In 2019 there was an increase of 271 direct beneficiaries in comparison to 2018, for a total of 1,491 women artisans in active collaboration with the Program. Out of the total, 303 work within the Impacto groups, while 110 are in alliance with other organizations and 78 of them collaborate through a commercial relationship. These numbers provide a total increase of 1,125 women benefited over 6 years of continuous work with the original peoples of Los Altos, Chiapas.

Part of this year's results was to enhance the importance of the ancestral knowledge of women artisans, and the collective heritage protection of the original peoples. This purpose of **preserving ancestral knowledge** is reflected in the Traditional Friday initiative, which has been since 2014 a reference in the revaluation of traditional and contemporary Mexican textiles. The movement has created a suitable space to raise awareness, to promote knowledge and to identify and follow up on inappropriate cultural appropriation cases, as well as boosting the textile industry and promoting ethical commerce between users and campaign followers.

For **Program iRECONSTRUCCIÓN**, 2019 was a time of work destined to compensate the damage caused by the September 7 and 19, 2017 earthquakes. The actions of 2019 were located in the states of Chiapas and Puebla, accomplishing a total of 5,974 beneficiaries which include: schools and community educational centers and infrastructure for productive centers: coffee, beekeeping, mushrooms, artisanal embroidery and clay.

**iBARRO** is an emerging NGOimpacto program within which a first period of workshops and introductory activities was carried out. These will set the basis for the development of contemporary innovative products aiming at their commercialization. These activities included technical-

productive and human development exercises to boost and motivate artisanal potters, both men and women.

**iCOMUNICACIÓN** is a transversal NGOimpacto program and it is essential to the organization's positioning as a reliable source of information and leading voice in the issues that concern us: artisanal textiles, women empowerment, collective heritage, ethical value chains. This year, the sum of actions worked towards define the idea of transforming the vulnerability discourse to one of strengthening, empowerment and self-management, providing visibility of the social and economic innovation processes of the groups that collaborate with us, emphasizing the voice of women as the program's main advocate. A change in the individual understanding of those who make part of the impacto system, which represents a different external perception and projects and builds outwardly.

In 2019, NGOimpacto sustained its **income level** in comparison to 2018 ( $\approx$ \$9 million pesos), which represents an increase of +200% (2017-2018). This is the result of the diversification of income sources, including: donations from American foundations (Kellogg, Global Giving ICF), individual donations, direct sale of textile products and commercial collaborations (sale of textile products through other brands).

An important step in this regard was the creation of a new legal figure, which will be focused on central Mexico (Puebla and Oaxaca), for the procurement of funds in Mexico, including donations from foundations and companies, as it will be authorized to receive donations (paperwork in progress). The legal name Impacto en Colectivo México,



## A MESSAGE FROM OUR DIRECTOR



Since 2013, NGOimpacto has influenced the economy and local development of the communities of Chiapas and, since 2019, of Puebla, by accompanying them and building on an integral perspective that prioritizes the voices and interests of each person (woman) that makes up the advocacy groups; from the understanding of the social, cultural, economic and political context to plans of action focused on innovation and social entrepreneurship; from a philanthropic basis. Our strategies, planning and actions have been directed towards positively contributing to the harmony of life, the Lekil Kuxlejal, of communities in vulnerable positions.

**Evolution** is a term that clearly defines 2019 for NGOimpacto. Alongside our beneficiaries—most of them indigenous women artisans—, allies, funders, as well as every person who is part up the working group, we paved the way forward for the organization. 2019 was a great year for learning and for the exchange of ideas and experiences.

Through collective efforts, we developed our Transformational Model 2020-2022, based on the theory of change and systemic model. Our strategy was strengthened and we identified, in an integral way, those elements that determine a proper operation for the sustainable development of the organization, of the communities and of the groups that we accompany. We went through a process of consolidating our operative experience: we have a diverse, multidisciplinary, self-managing working group which, through a horizontal structure, unites ancestral and contemporary knowledges as a means to generate shared knowledge.

We maintain a strong commitment to the strengthening of abilities and capacities, providing the appropriate tools both at the technical-productive and business development levels based on a humanistic perspective. Looking into the techniques, we are able to reflect deeply and orient our work towards a greater understanding, respect and protection of the ancestral knowledge of the women with whom we collaborate.

Through the internal working group, made up of strengthened women who are convinced of the added value they bring to the program, we managed to generate true learning communities where the beneficiaries find harmonious spaces for collaborative work, in environments of trust and cooperation at every level. This approach allows for a practical orientation based on the respect for every life form, narrative, socio-cultural context and learning need that have an impact on the motivation and happiness of the people involved in the programs.

We are satisfied by the real contributions made towards the Good Living and the excellent results of 2019. During the almost 7 years that we have been operating, we have laid the foundation to boost solid social entrepreneurship, thus accomplishing substantial change in the leadership of women, comprehensive economic development and the revaluation of the collective heritage of the communities we collaborate with.

Knowing the challenges that we face and the high vulnerability that prevails in the communities of influence, we receive 2020 enthusiastic and strong, undergoing a phase of firm evolution to realize our mission and vision, contributing in a positive, real and tangible way to the harmony of life of the Mexican women that make up the NGOimpacto system.

A handwritten signature in black ink, which appears to read 'Adriana Aguerrebere Bustos'. The signature is stylized and written in cursive.

**Adriana Aguerrebere Bustos**  
President and General Director NGOimpacto



### OUR VISION

Women **co-creating and transforming** new realities through a sustainable and innovative development platform to contribute to the harmony of life, *Lekil Kuxlejal*, of the original peoples.



### OUR MISSION

Everyone who is a part of the **NGOimpacto system fully lives the Lekil Kuxlejal**, harmony of personal and collective life.



### OUR VALUES



#### COHERENCE:

We seek an alignment between our ideological heart and the actions we take: doing what we say and believing in what we do.



#### RESPECT FOR DIVERSITY:

We are diversity; therefore, we exist because we create shared knowledge that comes from individual and collective potentialities that contribute to the Good Living.



#### COLLECTIVITY::

We are not but the other. The sum of individual knowledge makes us stronger and more resilient to the constant change that value chains face.



#### SOCIAL JUSTICE:

We work towards a development approach aimed at equity and the full and inalienable exercise of human rights.



#### GENDER EQUALITY:

We create opportunities for everyone, men and women. We work on the principle of equity as the engine of women's empowerment.



#### AUTONOMY AND SELF-MANAGEMENT:

We strengthen and empower employees to create change agents who actively participate in the organization's strategic decisions.



#### PERSEVERANCE:

We celebrate personal and collective effort and the courage to take risks in order to achieve challenging goals.



#### ASSOCIATIVITY:

we value the opportunity to participate in networks, alliances and joint collaborations with other people and organizations with which we transform sectoral ethical relationships.

# MODELO DE TRANSFORMACIÓN SOSTENIBLE



## Participatory Strategic Planning

A key moment for our organization in 2019 was the realization of the Theory of Change and Systemic Vision workshop facilitated by Carlos Mota. Craftswomen, organizations and key actors participated in this meeting aimed at reflecting on the implications of being a part of a system, of a community, of **NGOimpacto**.

A central part of this workshop was the elaboration of a **Systemic Map**, which was useful for the understanding of the composition of our organization and the elements or variables that interact with each other.

Another activity that carried a lot of weight was the discussion about the **Strengths, Weaknesses, Threats and Opportunities**, since it implies a self-exploration of what the organization is, of some mental models that are rooted and of that which can be modified at an individual level to transform the collective. In other words, to improve our practices in the future.

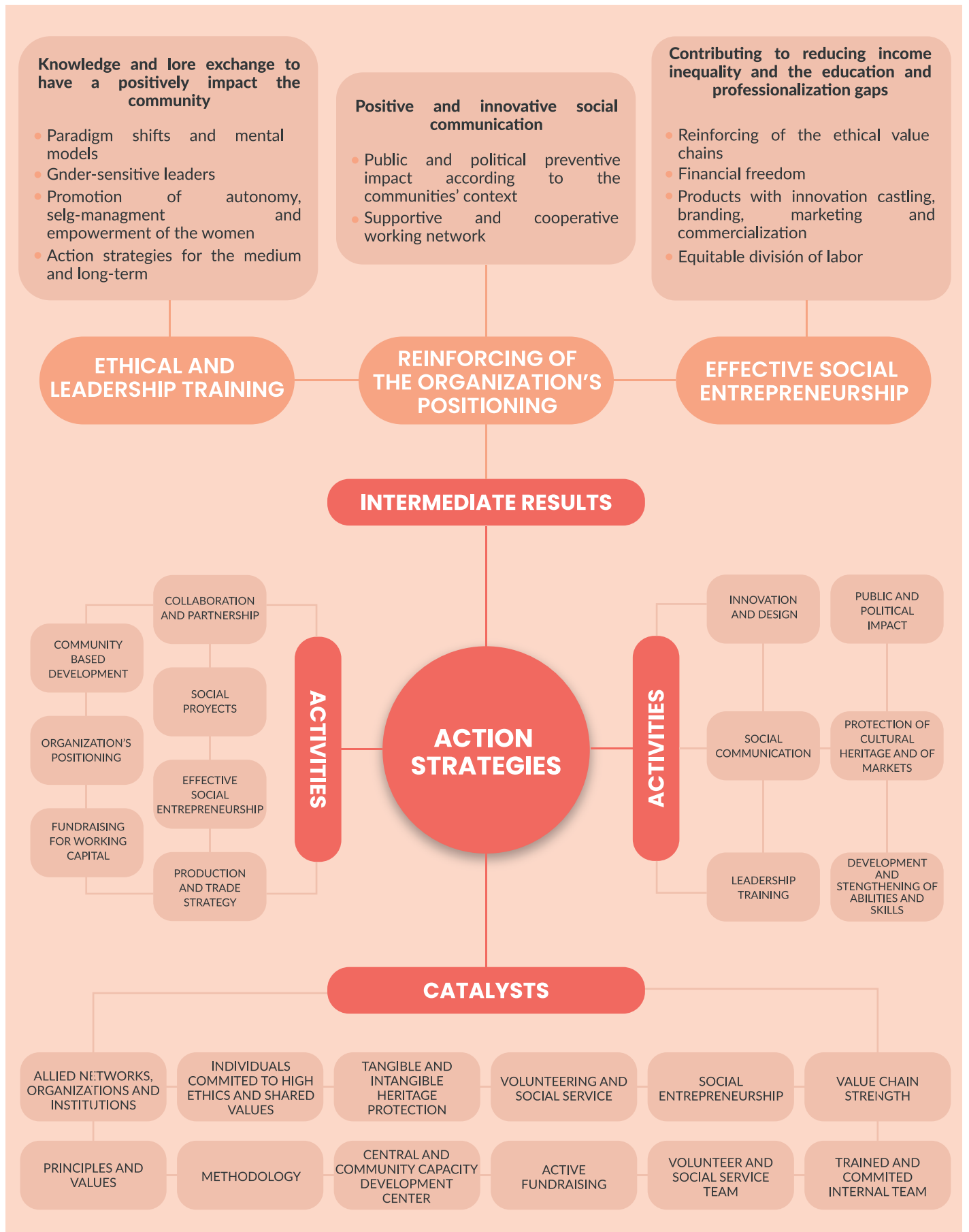
**Goal:** “The Good Living or harmony of life, Lekil Kuxlejal, as an aim and continuous goal for each person that is a part of the community.”

## Monitoring and Evaluation System

We have built a Monitoring and Evaluation System as a reference point for the processes in which we identify and analyze the added value and real impact of our actions, and as a means for managing the knowledge used in our social programs and projects. This allows us to make appropriate decisions based on the results obtained and to identify areas of opportunity, increasing the degree of effectiveness and efficiency, as well as the transparency of our interventions.









The Good Living, or harmony of life, *the Lekil Kuxlejal* as a continuous purpose and goal for each of the people who make up the community.



Aware of the challenge of eradicating poverty and reducing the inequality gap, at NGOimpacto we focus our actions on generating economic growth as a means of sustainable local development; promoting ethical value chains and influencing through awareness in responsible consumption markets.

We are committed to environmental sustainability through the creation of knowledge and the sharing of knowledge hand in hand with people whose products are friendly to biodiversity, while generating content of ethical consumption and delving into the rescue of organic raw materials.



Focused on human rights and acting on an integrated gender perspective, we integrate and build community. We work for the promotion of non-formal education and developing abilities and skills, empowering the people with whom we collaborate and directing joint efforts towards the harmony of life that under the principles of peace and justice strives for cultural heritage and collective rights.

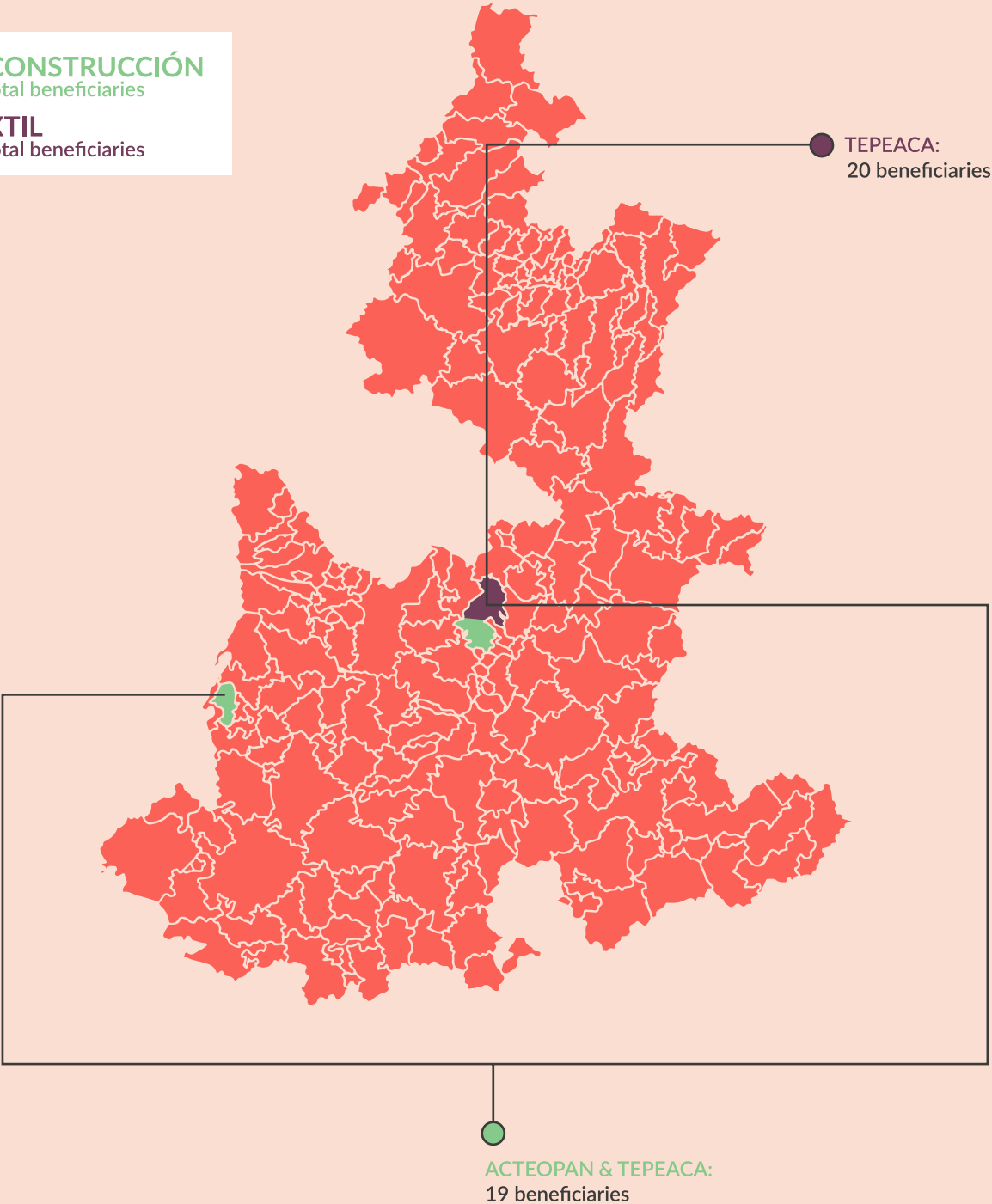


# SCOPE 2018-2019

## PUEBLA

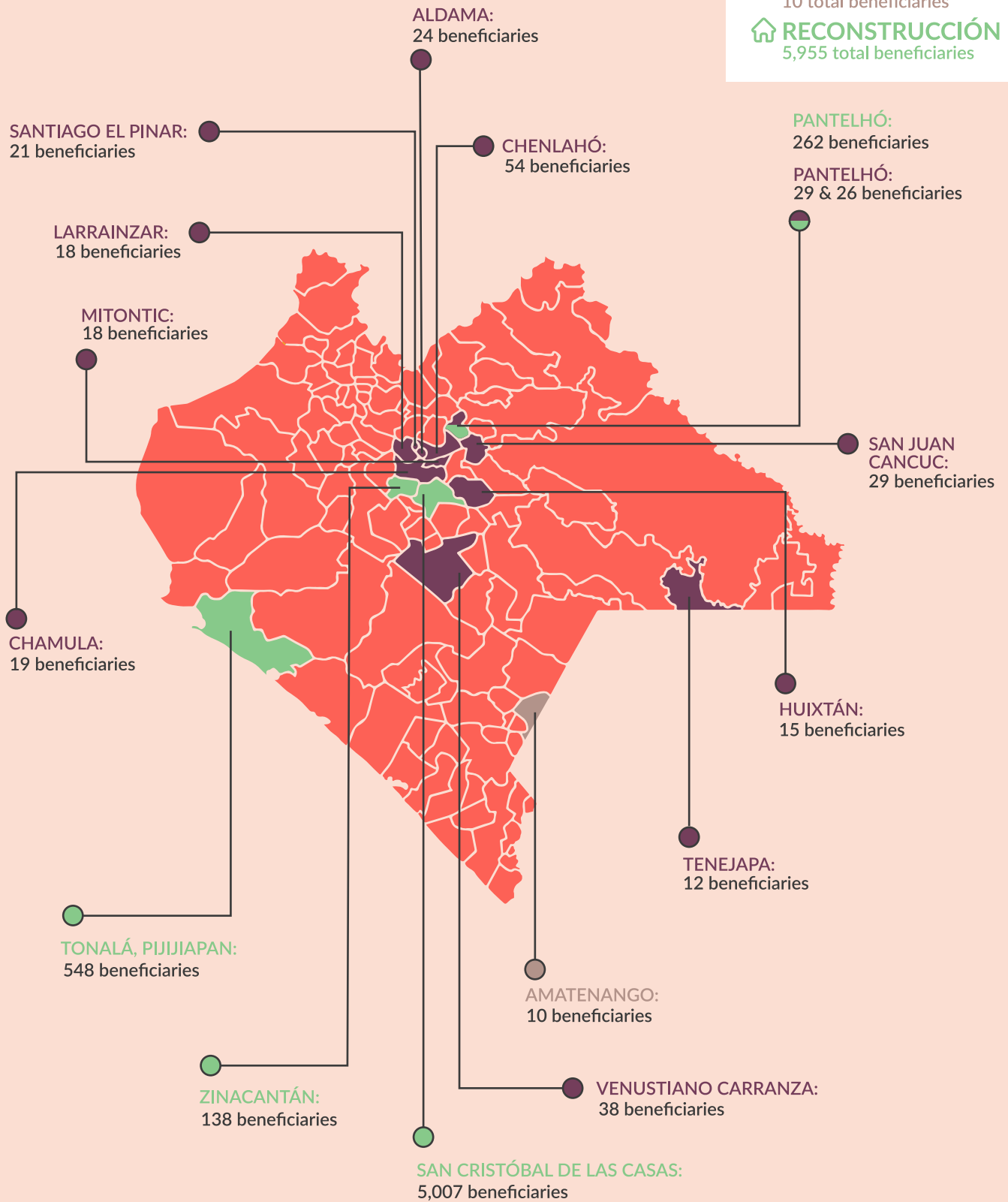
 **RECONSTRUCCIÓN**  
19 total beneficiaries

 **TEXTIL**  
20 total beneficiaries



# CHIAPAS

-  **TEXTIL**  
303 total beneficiaries
-  **BARRO**  
10 total beneficiaries
-  **RECONSTRUCCIÓN**  
5,955 total beneficiaries





## iTextil

Evolution is a term that clearly defines the iTextil Program in 2019. Hand in hand with our beneficiaries, alliances, funders, as well as each of the people who make up the team, we built the lines of action that set the course of the program for the past year. In this way, we consolidate the efforts made in past years and we give way to a deep and visionary understanding of the operational and strategic processes that have to this day positioned iTextil as a national and international reference in the **recognition and promotion of traditional and contemporary Mexican textiles.**

We worked hard to strengthen the team internally, articulating the philosophy and *raison d'être* of NGOimpacto, the vision and needs of the people with whom we collaborate; permeating and managing knowledge for the Good Living, *Lekil Kuxlejal*, with a view to sustainable local development.

Within the framework of our activities we strengthen the methodologies focused on the **development and strengthening of skills and capabilities**, both at the technical-productive and business development levels based on a humanistic approach. For this reason, 2019 allowed us to get into the use of textile techniques (waist loom, brocade and embroidery) through a concrete exercise of time and movements. This endeavor led us to deep reflection and guided us towards a greater understanding of the ancestral knowledge of the women with whom we collaborate, while strengthening the bonds of trust and intercultural communication, thanks to the Human Development team. In 2019 the project **benefited 491 women** in Los Altos, Chiapas, representing an **80 percent increase** over the previous year. According to statistical data provided by the diagnoses and baselines implemented at the beginning of a linkage, the average number of children per women living in the areas of incidence is 4.5, therefore, we can make an approximation of indirect beneficiaries in 2019 of: 2,209.5. The above, rather than a number, is a constant reminder of the importance of permeating and collectively building ways of life and livelihoods that bring us closer to communal Good Living, that is, the *Lekil Kuxlejal*.

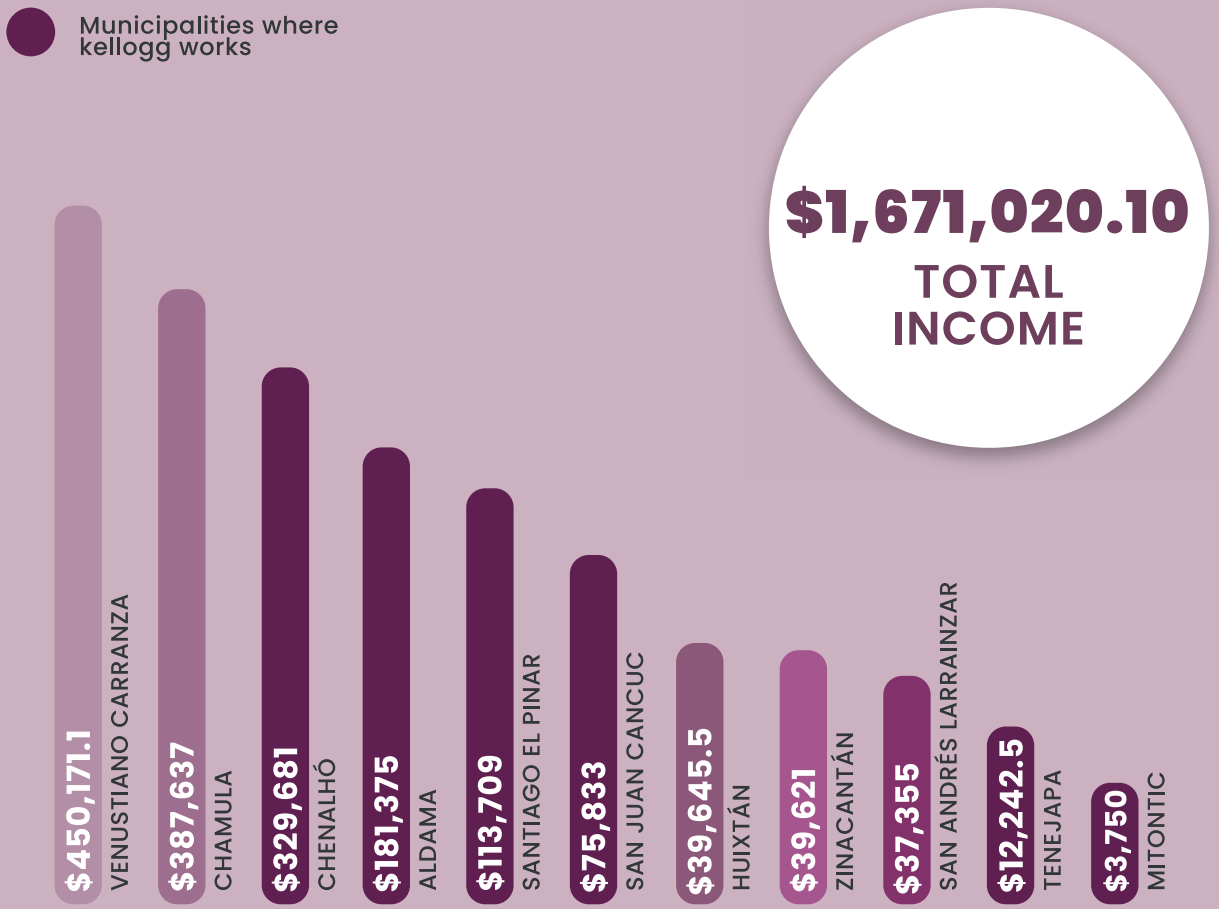


## TOTAL BENEFICIARIES



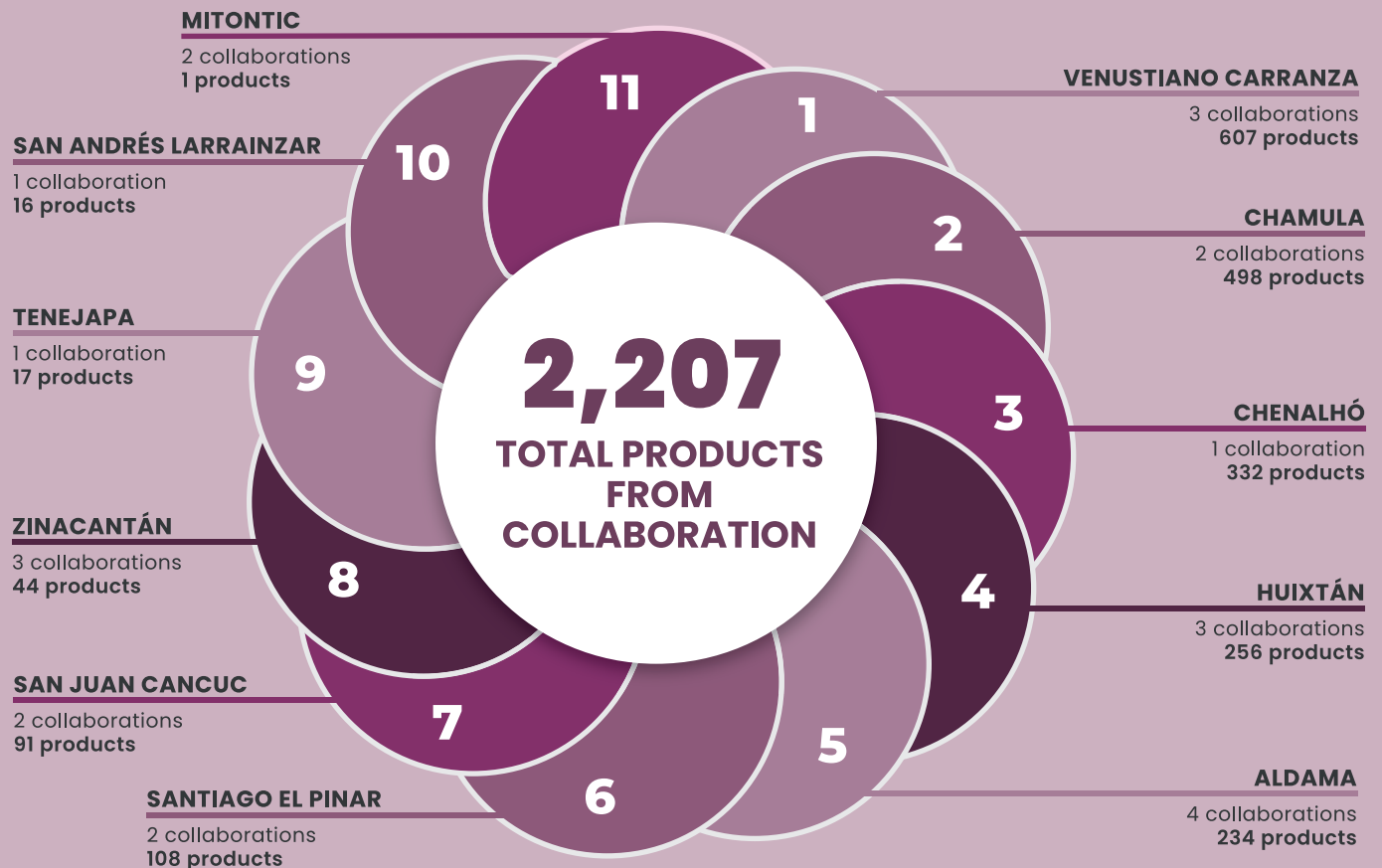
## TOTAL INCOME

● Municipalities where Kellogg works





# TOTAL PRODUCTS FROM COLLABORATION



# FIELD VISIT MOTIVE



# TRAINING WORKSHOPS

## TECHNICAL-PRODUCTIVE

BASE  
DIAGNOSIS

**318**  
artisans

BASIC  
LINE

**318**  
artisans

BASIC  
PRINCIPLES

**318**  
artisans

COLOR AND  
TRENDS

**318**  
artisans

DESARROLLO  
DE PRODUCTO

**130**  
artisans

## BUSINESS TRAINING

COSTS AND  
BUSINESS  
SCENARIOS

**212**  
artisans

## NEW DEVELOPMENT WORKSHOPS

MACHINERY  
AND PATTERN  
MAKING

**19**  
artisans

PATTERN  
MAKING

**27**  
artisans

CREATIVITY  
AND  
EMBROIDERY

**42**  
artisans

EXPERIENCES  
EXCHANGE

**23**  
artisans

FINISHES

**92**  
artisans

JEWELRY

**46**  
artisans

HOOR  
COUNT

**197**  
artisans



## “A la mexicana”, a rewarding encounter



An important and significant event in 2019 was the exhibition “A la mexicana”, organized by students of the London College of Fashion, Hilando Historias, the embassy of Mexico and NGOimpacto. The event was held at the J / M Gallery, located at Portobello Road, London. The guidelines that led this event were traditional artisan creation, ethical-fair work and the exchange of knowledge between women artisans, brands and designers.

Among the activities the presentation of the **COSMOS collection**, created between **women artisans from Los Altos, Chiapas, and designer Andrea Velasco** stood out. A co-creation between the **cooperative Mujeres Sembrando la Vida of Zinacantán, Chiapas and Nancy Pérez**, who is part of the NGOimpacto team, was also presented. In these collaborations, an overlap between the ancestral and the contemporary was achieved, without losing the essence of traditional knowledge.

Another important moment was the discussion table on cultural appropriation, where **María Méndez**, representative of the group of women embroiderers from Aguacatenango, Chiapas, spoke about the communities’ feelings regarding cases of inappropriate cultural misappropriation. As communicated by NGOimpacto and various national and international media, the community of Aguacatenango has suffered on three occasions the improper use of its traditional iconography by the transnational Inditex, specifically through the ZARA brand. Maria expressed before the table, **led by Adriana Aguerrebere**, director of NGOimpacto, the importance of respect and spoke about the willingness of communities to collaborate ethically and co-participate, thus opening dialogue and reflection on important issues that seek to shed light on relationships, processes and actions that affect the value chain and promote healthy and horizontal relationships.



**COSMOS COLLECTION:** <https://youtu.be/ZDNjAexeQlw>

## The Story of Luz: a leading voice

**María de la Luz Gómez Martínez** is from Huixtán, a community in Los Altos, Chiapas. She always knew that women were in a position on inequality because of what she had experienced. Since she was young, she was dissatisfied by the notion that women had to stay at home. She decided to go out despite what people said about her and despite the obstacles that could arise. That was the first important moment for Luz, because it was in that search for answers that she had the opportunity to know different places, learning spaces which reinforced her perception of life and of the need to participate, share and raise her voice.

She understood with the passing of time that **women have a right to organize and go out into the world.** The greatest obstacle were always the men, who resisted women being making decisions about themselves and doing whatever it was their will dictated.

Thanks to this position, she started to join women in activities that could give their life, their independence, meaning. In the houses she visited she witnessed very complicated situations, but she always chose to approach parents or husbands and talk to them to explain that it was something inherent to these women. Rogelio, Luz's husband, was always by her side on this mission and supported her at every moment, encouraging her to keep moving forward. Today, the women she share's space with are no longer afraid to move around on their own, to make decisions.

When a group of women was created in 2003, they began to embroider and so she learned. At first they sold the clothes very cheaply, at \$20 or \$30, although they didn't realize it. Some time later she met a woman artisan who referred her to NGOimpacto. From that meeting she began to realize that this activity is very valuable. That it was necessary to develop abilities, skills and new things to be able to sell at a better price and to value handmade textiles. Luz found in NGOimpacto a space for the acquisition of new knowledge; a place where she make her dream of learning clothing design true and found a new family that accompanies her every day in the exploration of new experiences.



**“People talk about women who are alone, who move around, who are independent, but I never stopped despite what they said.”**





## The Tepeaca Women Embroiderers

Twenty-five women from Tepeaca, Puebla, have been working together for five years, making napkins, clothes to dress religious figurines or to cover the traditional Chiquihuites. The knitting they make is the result of the combination of tradition and miscegenation, which reflects the dynamic and changing process of their environment. The women resumed these activities in order to commercialize their products and improve their family income, although in the spaces where they sell their product, like the street market of Tepeaca, their work is undervalued.

In view of this group's vulnerability caused by various external elements that influence their work, a permanent textile workshop was proposed to promote the specialization of the women embroiderers' abilities and skills. The continuous work in this space will be directed to women embroiderers of the city of Tepeaca, where it will contribute to **strengthen social ties and artistic expressions to achieve a greater commercialization market through the development of new products.**

This year the artist **Jacinta Kaisar** was invited to collaborate and work creatively with the embroiderers. A **Kemiti** dress was intervened with embroidery made by the women artisans. This proposal sought to create bold pieces and different products that would interest art and fashion collectors.





## Traditional Friday

### FOLLOWERS



20,673



10,400

### POSTS COMPOSITION

#### “ QUOTES

Thirteen plates corresponding to quotes obtained from printed materials and interviews were published.

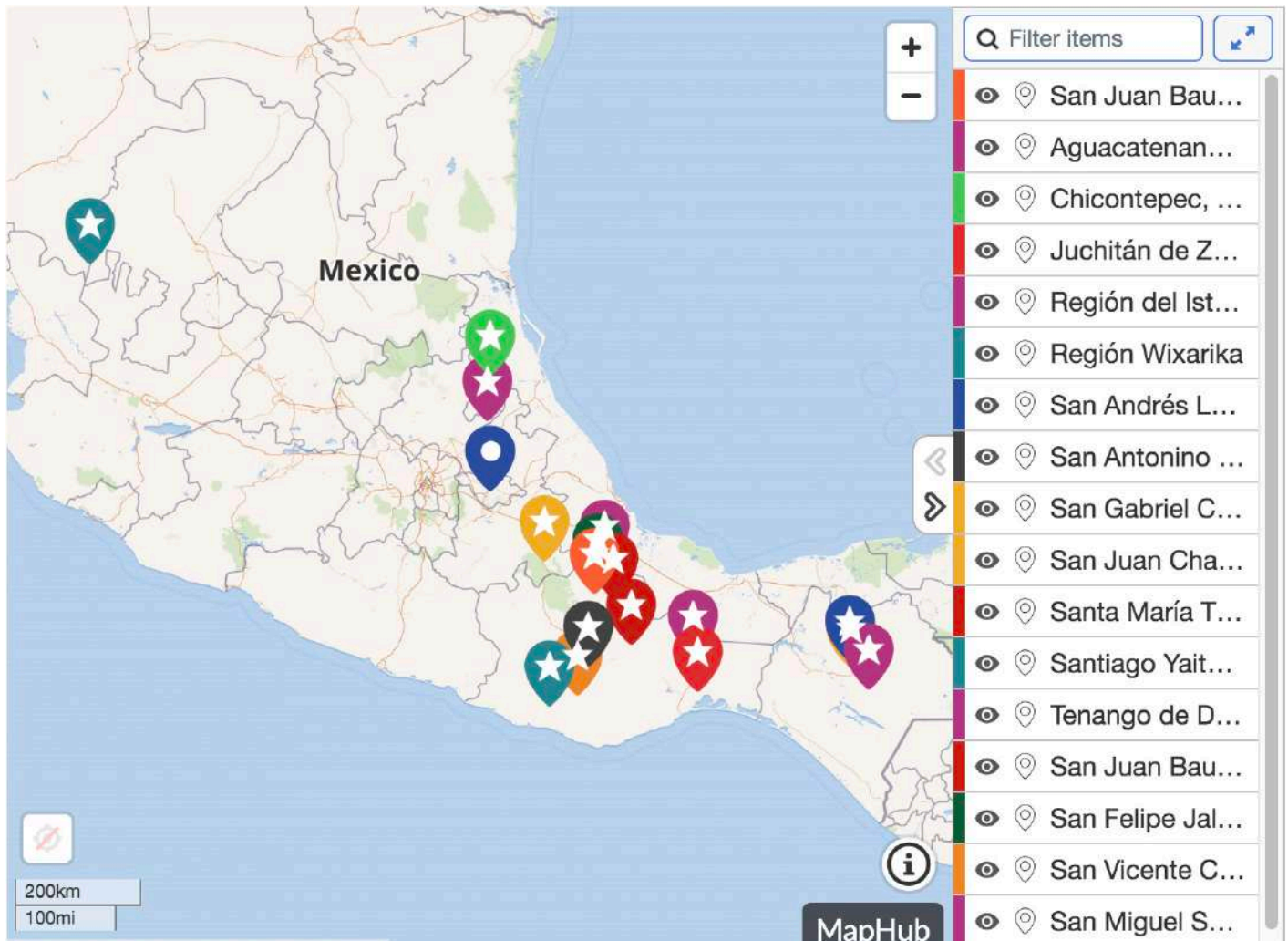
#### ◆ TEXTILE ANATOMY

4 infographics of handmade textiles throughout the year were published, according to the editorial theme of the month.

#### ⊗ AWARENESS CAMPAIGN

3 visual materials were worked as part of a mini campaign to reflect on the ideas raised when referring to traditional textiles.

# CASE MAPPING OF CULTURAL APPROPRIATION OF TRADITIONAL TEXTILES MADE IN MEXICO



The map allows visualizing the cases of cultural misappropriation of traditional textiles made by the original peoples of Mexico.

## TOOL STRUCTURE

When you reproduce the map, you will find the points where the town whose cultural heritage has been appropriated is located. When the color point is clicked, the list of national and international brands or designers involved in these cases is displayed. If you find a repeated mark, it is because they have incurred in more than one occasion in this practice. The image displayed when clicking on the point is the representation of the original textile that is worked in the region.

It can be denounced if a case of cultural appropriation is known where a design of a mexican traditional textiles is involved.

The stripping of intangible cultural heritage is presented in products of national and international brands, damaging the heritage of indigenous peoples through decontextualized clothing and objects lacking cultural value.

**#ElOrigenSíCuenta**



## POSTS

Posts derived from interviews and research have contributed to the positioning of the initiative within the guild.

**30**  
WEB  
ENTRIES

**4**  
Behind the...

**11**  
Articles of  
the week

**3**  
This month

**5**  
Innovation

**5**  
Cultural  
appropriation

**2**  
Closets

## RETOS



### INNOVATION

The creation of content related to textile innovation is a topic with a positioning opportunity despite the fact that the favorite content of the community is related to traditional techniques.



### GROWTH

The year 2019 presented an important growth in the community of followers in an organic way, overcoming the barrier of the reach algorithm of Facebook and Instagram.

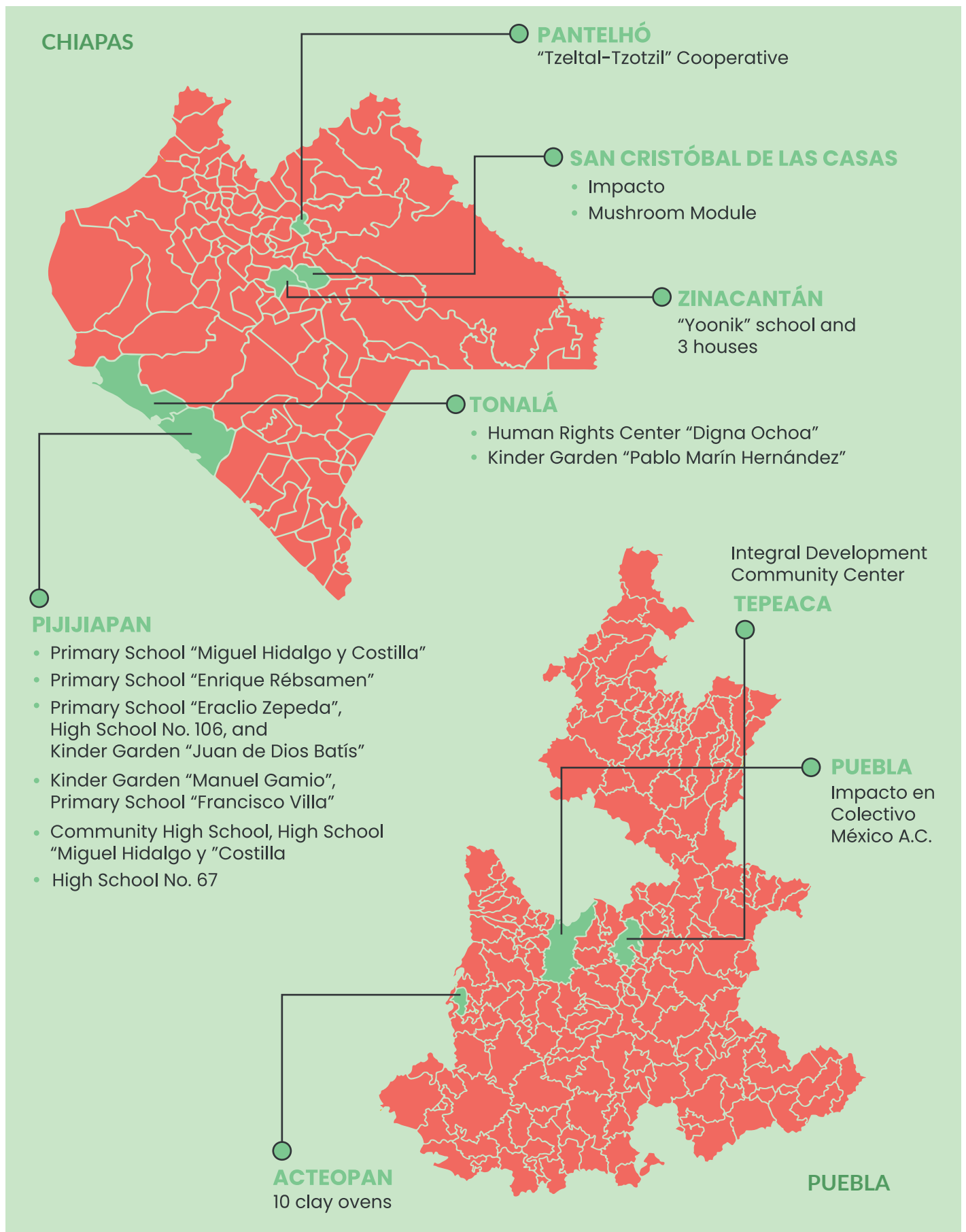


## iReconstrucción

The objective of iRECONSTRUCCIÓN this year was to **generate, collect and manage resources** for groups or organizations affected by the earthquakes of September 7 and 19, 2017, striving for the common good, and improving the quality of life of those affected and contributing to the restoration of the social ties with adequate housing and living facilities. Also, to generate conditions that will **enable local production** so as not to affect the economy of the families.

During this time the second stage was developed, in which the work with the different groups was kept constant; additionally, other social actors were included, thus allowing to increase the number of beneficiaries and to have an **impact in other states** of the Mexican Republic besides Chiapas, as was the case with the state of Puebla.





## ACTIVITIES



At the **Digna Ochoa Human Rights Center**, **11 schools** in the municipalities of Tonalá and Pijijiapan were rebuilt.

**548**

DIRECT  
BENEFICIARIES

**1,079**

INDIRECT  
BENEFICIARIES

### Actions

- Participatory process of evaluation of the educational centers, verifying safety issues that will result in adequate facilities
- Assistance in community processes with a gender and security approach
- Decision-making, organization and community cooperation

**Results:** The safety of parents, of having their children in a proper place, generating a social cohesion.



Agricultural producers **Mol Mentos** rebuilding the **module for mushroom production** in San Cristóbal de Las Casas

**7**

DIRECT  
BENEFICIARIES

**59**

INDIRECT  
BENEFICIARIES

### Actions

- Construction of spaces for storage, sale and transformation of mushrooms
- Guidance and execution of protocols to strengthen the organization

**Results:** Reinforcement of productive projects with gender strategies for capacity development.

**TOTAL  
BENEFICIARIES**

**5,974**

DIRECT

**17,837**

INDIRECT





With the **Tzeltal-Tzotzil Cooperative** in Pantelhó, the reconstruction of the coffee cellar was achieved

**342**

DIRECT  
BENEFICIARIES

**1,710**

INDIRECT  
BENEFICIARIES

**Actions**

- Construction of retaining wall to keep the base safe
- Global Giving campaign for fundraising as a communication strategy of the Cooperative.
- Construcción de muro de contención para mantener base segura
- Collaboration agreement between Impacto and the Cooperative to install and enable a Textile Development Center for women, which will serve as a space to develop abilities and skills around the creation of products and marketing, as well as awareness workshops on gender equity and women's rights.

**Results:** Benefited 5000 producers to have an adequate space to promote the consumption of organic coffee. Creation of spaces where the participation of women in production chains results in economic stability

**Results:** Support for the daughters of members of the cooperative **Mujeres Sembrando la Vida** with a safe space that allows them to promote child development.



The **Coffee Museum** in San Cristóbal de Las Casas achieved the reconstruction of its **dome, bathroom and floors.**

**5,000**

DIRECT  
BENEFICIARIES

**15,000**

INDIRECT  
BENEFICIARIES

**Actions**

- Changing the dome in the cafeteria area
- Changing the electrical wiring in the cafeteria area
- Agreement with Impacto to support diners' experiences

**Results:** Reinforcement of product projects with fair, ethical and organic trade strategies for capacity building.



The **Cooperative Mujeres Sembrando la Vida** in Zinacantán achieved the reconstruction of the **Yo'onik Educational Center** and 3 houses for women artisans

**138**

DIRECT  
BENEFICIARIES

**555**

INDIRECT  
BENEFICIARIES

**Actions**

- Reconstruction of the second floor of the educational center, adapting spaces for the children of the area
- Organization for artisan mothers and members of the cooperative to work together



In Acteopan and Tepeaca, Puebla, **9 clay ovens, 8 houses and a sewing workshop.**

**20**

DIRECT  
BENEFICIARIES

**80**

INDIRECT  
BENEFICIARIES

**Actions**

- Cleaning of debris and waste materials
- Organization of women and establishment of working groups for training

**Results:** Reconstruction and rehabilitation of houses and functional and resistant structures, according to construction safety measures. Reconstruction of social ties and economic development of the area



## LESSONS LEARNED

We will continue to provide assistance on the management of resources in order to complete reconstruction, not only in the physical area, but also in the social and economic cohesion involving the beneficiaries. We will **continue to support and monitor projects** through training in communication, organization and development of productive capacities.

We certainly know that two years after the earthquakes, help is still needed to rebuild. It is also important to restore social ties in order to generate new bases for the economic growth of the social actors.

It is necessary to **continue to create spaces** for the inclusion of other producers that benefit other actions within the organizations, seeking gender equity, ethical trade and knowledge conservation







## iBarro

**Amatenango Del Valle** is a pottery-producing community that has dedicated itself to the traditional hand built pottery technique with regional clay. Currently, the teaching of this activity to future generations has been interrupted by two important factors: **the high rates of migration within the region and the undervaluation of handicrafts.**

The iBARRO Program aims to spark dialogue between communities, technicians, designers and NGOs to promote **participation and the exchange of knowledge.** It is a process of experimentation and creation based on an ancestral activity. The expected result is a proposal for participatory design and technical improvement for the generation of a collection that represents new commercial and economic development opportunities for and artisanal potters, both men and women.

**10**  
craftsmen and  
women

**8**  
women  
**24 a 60**  
ages



# ACTIONS

## Diagnostic

As the diagnosis that started this program was made, the region's sand and clay problem arose. On the one hand, the sand tended to create pieces that were cracked due to the presence of dolomite, a mineral that when in contact with fire tends to make the material with which it comes into contact explode. As for the clay, it forms a very greasy texture that makes it difficult to knead and mold. The transformation in the use of the pigment type was also identified, since commercial acrylic paints have replaced the previously natural pigments. All of the information gathered was important for the creation of objectives and a work plan.

## Objectives and planning

So it was proposed to provide assistance to improve the production of pottery pieces, starting from the traditional knowledge and enriching it with contemporary elements to create unique pieces of better quality to sell.

The established objectives are:

- Co-designing contemporary pieces that boost sales of new products while continuing to practice traditional techniques and shapes.
- To revalue, recover, conserve and protect the heritage of the region.
- To open marketing channels to new sectors where craftsmen can be their own managers.



## Technical-Productive and Human Development Workshops

The program consists of Technical-Productive and Design workshops that are facilitated by Esly Vera and sculptor Jerónimo Morquecho.

As well as Human Development workshops provided by Imelda Gomez. These workshops focused on creating relations of trust, self-esteem, solidarity and respect among the craftsmen and women. The sense of identity was also strengthened to encourage the protection of these traditional pre-Hispanic practices.

In the design module, each stream was explained and completed with a practical workshop. We worked through presentations with images and text, and with printed photographs of objects from the corresponding period.

Based on that, prototypes were created with new figures, glazes and engobes of great potential. A new technique to work with clay and sand was learned. The first step was the sieving which must be let resting in water to remove impurities and then the clay must dry on plasterboards to obtain high quality clay.

## RESULTS



The design workshops discussed design currents through the decades: arts and crafts, art deco, art nouveau, expressionism and minimalism.

The knowledge acquired during the period from November 2019 to February 2020 is:

- Designing new shapes
- Designing utilitarian products
- Drawing organic shapes with engobes
- Spiral kneading
- Making plaster blocks for drying out clay
- Sifting clay and sand was taught
- Mixture of clay and sand by means of a new technique
- Use of glazes and engobes



## LESSONS LEARNED

As the workshops progressed, the artisans, both men and women, achieved a level of participation and disposition that made the continuity of the program possible.

There were significant learning experiences that produced substantial changes in the perspective of the possibilities for this activity, as well as personal reflections that strengthened confidence among the members of the group.

In the technical-production and design workshops, for instance, introducing glazing of the pieces produced has changed the perspective, since learning these new elements makes it possible to consider the idea of being a full time potter viable. Another point of transition was the creation of new drawings and shapes, moving away from conventional forms.

As for the human development workshops there was great willingness to learn and participate in the dynamics proposed to encourage teamwork. As the workshops progressed, relations of trust were created. In the case of the self-esteem workshop, there was a change in the participants as they identified their level of self-esteem and the way it affects their work and daily life.

The result of this first stage has resulted in the promotion of the activities that were carried out to promote the final work, and in the first two orders. The program is expected to continue in order to improve local and family economies.





## iComunicación

Since NGOimpacto was created, the iCOMUNICACIÓN team has accompanied its evolution, always seeking to improve the organization and promotion of knowledge to improve its positioning as a leading voice of change and opinion on issues involving traditional knowledge, innovative experiences, exchange of knowledge and cultural heritage protection. This line of action has relied on the **image and voice of women as its main means of communication**. This was an appropriate moment to create an innovative perspective of the, based on the empowerment and self-management of communities, specifically of women from Los Altos, Chiapas.

The strategy was also aimed at **sharing communication tools** to open the floor for those seeking to improve capabilities to organize and circulate information, according to collective needs.

The collective learning that resulted from the articulation and interaction of the parts that make up the social structure of the organization is intended to **strengthen the humanitarian nature of our actions**.



## ACTIONS AND RESULTS

The iCOMUNICACIÓN team conducted research and created appropriate content to maintain the flow of information through internal channels to make the work of the organization visible.

The creation of planning and communication strategies was accompanied by fundraising campaigns to support and strengthen the production and marketing process of community-based production groups. This meant new opportunities to promote the work that is done at a local level and the harnessing of these tools for each group's internal needs.

### Tzeltal-Tzotzil Cooperative

The Tzeltal-Tzotzil Cooperative, a productive group in Pantelho, Chiapas, received support for the creation of a fundraising campaign through the Global Giving Platform. In the shared process a creative BRIEF was made with which important points were identified to develop the creative and logistic aspects. Thanks to collective participation, professional audiovisual and photographic aids were produced with which the campaign was monitored by the group's communication media, and new channels were included for promotion. Emphasis was placed on identifying key messages and audiences to promote and make this content visible.

<https://www.youtube.com/watch?v=rQTMnDgtS0I>

As part of the activities to prioritize women's voices, mini audiovisual and photographic clips were produced which included interviews, leadership situations or important activities to portray the feelings of women artisans and producers during the processes they went through this year.

### Jimena & Mark's visit

The visit of Mark Locki from Canada and Jimena Peck from Argentina, both of them professional photographers with a particular interest in learning about the context of Los Altos, Chiapas, but especially in getting closer to women who are part of the organization, was a pleasant experience due to the **cultural exchange it inspired**. A respectful and sensible way to approach the work of those who are part of **impacto-artisans, producers, and designers, among others**—to portray and value it became notorious. These meetings confirmed the positioning of the organization as a reference on issues of social and economic innovation, since in their search for spaces with these characteristics we were deemed as the most appropriate to approach because of the way we work and our degree of visibility.





## LESSONS LEARNED

The iCOMUNICACIÓN team is versatile and it is in constant change, innovation. Since its foundation impacto has positioned itself as an organization that builds and shares, that actively and socially engages. The vision set for this year was related to a perspective built not on vulnerability but on **empowerment and self-management**. The positioning achieved during the year made it possible to form alliances. In addition, it allowed for the involvement in current relevant issues with public impact.

We made it a priority to find these **women's transforming voices**, we found it to be an ever-present challenge for impacto. Our long-term objective is for this to be a tool for change that becomes something useful and appropriate for each group. In regard to visibility, the aim is to create bonds and strengthen the assistance provided to women, since the encouraging of the use of words and the sharing of knowledge strengthens the sense of identity, of independence and transformation, both inside and out. Through the activities we held and the resulting products we seek to open communication channels that reflect the feelings of women, since the objective is for them to eventually be able to maintain the flow of information according to their needs and strategies.





# MEDIA PRESENCE

publmetro 



EL UNIVERSAL

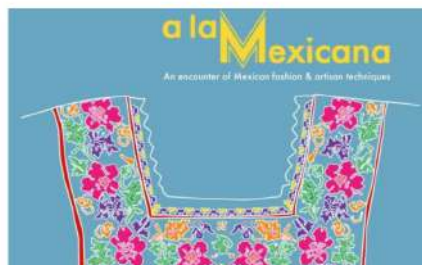
Shirley Varnagy

ELLE



## DISEÑADORES MEXICANOS PRESENTAN EXPOSICIÓN “A LA MEXICANA” EN LONDRES

Con esta iniciativa se buscó presumir el origen de nuestra cultura de moda



La exposición mostró el co-diseño entre artesanos y diseñadores Foto: Cortesía

31/07/2019 13:05

En concreto 8 estudiantes se unieron al proyecto que a su vez, contó con la colaboración de la diseñadora **Estela Ivonné** y su blog Hilando Historias, la **ONG Impacto**, y la **Embajada de México en el Reino Unido**.

“Como diseñadora mexicana, **siempre he querido mejorar las condiciones laborales de las industrias creativas de mi país [...]** quiero



## Carolina Herrera: ¿Reinterpretación, intercambio o apropiación cultural?

junio 15, 2019

En Shirley Radio conversamos con Mario Aranaga, periodista veneolano especialista en moda, Andrea Bonifaz, coordinadora de comunicaciones institucionales de la ONG Impacto y Andrea Velasco, diseñadora mexicana, sobre la acusación que hizo el gobierno mexicano contra la nueva colección de Carolina Herrera, Crucero 2020, por apropiación cultural.

Escuche la entrevista completa en el siguiente audio:



# ALIANZAS



This year was one for the consolidation of collaborations and alliances and the establishment of new relations that represent the clear future we have set to reach.

A clear example is the signing of an **agreement with the State Human Rights Commission** through which we will carry out actions for the prevention, education and awareness focused on human rights, which relate to the protection of heritage and the development of indigenous women in spaces historically reserved for men.

Similarly, we maintained a close relationship with national and international universities such as: **Universidad Iberoamericana and the Instituto Tecnológico y de Estudios Superiores de Monterrey** through its Center for Social Innovation based in San Cristóbal de las Casas. Thus ratifying the commitment to collaborate with enthusiastic youth in the social sector through social service and volunteer projects as key elements in the contribution and involvement of the community.

At the same time, during 2019, we strengthened our **collaboration with the federal Ministry of Culture** through a cultural management laboratory focused on the new legal anthropology in the field of cultural rights. This approach allowed the organization to delve into specific issues of access to and enjoyment of culture and the involvement of original peoples in the protection of their heritage, cultural legacy and historical memory.









# FINANCIALS

PESOS MX

## INCOME

**INDIVIDUAL DONATIONS**  
\$269,320

Global Giving

**OTHER INCOME**  
\$130,660

**COMMERCIAL COLLABORATIONS**  
\$1,767,180

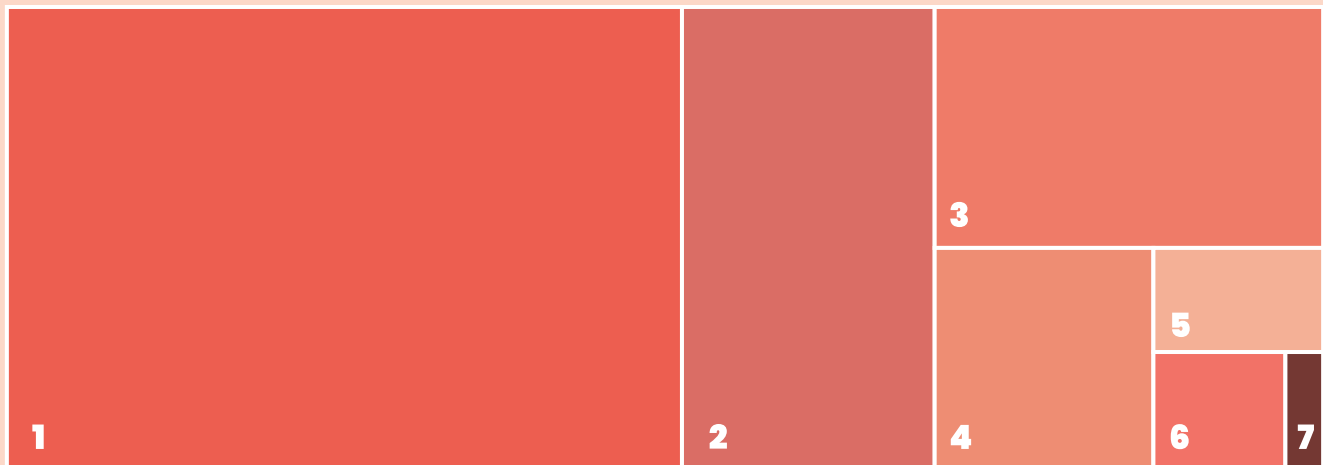
Mi Golondrina  
Grupo Jolc  
Andrea Velasco

**DONATIONS**  
\$6,977,600

Ford Foundation / IIE  
Kellogg Foundation  
Global Giving  
ICF



## EXPENDITURES



**1** PERSONNEL COSTS  
\$4,585,260

**2** ASSISTANCE TO OTHER INSTITUTIONS  
\$1,721,384

**3** OVERHEAD EXPENSES  
\$1,394,458

**4** MATERIALS & SUPPLIES  
\$704,106

**5** CONSULTING SERVICES  
\$258,483

**6** FIELD EXPENSES  
\$226,728

**7** EQUIPMENT MAINTENANCE  
\$64,921

**TOTAL:**  
**\$8,955,340**

## CONCLUSIONS AND A VISION FOR THE FUTURE

2019 was a year of transition and evolution, a moment to strengthen the acquired knowledge and to keep up the joint efforts. The challenges, which have been with us over seven years of work, set the way forward. Thanks to the participation of those who make our work possible, we broaden our own vision, generating positive synergies, strengthening alliances and promoting social dialogue.

Our goals have led us to achieve *Lekil Kuxlejal or The Good Living*, and we have built on it. We observe our progress and recognize that the planning, the methodology and the organizational development have made it possible for impacto's work to grow stronger. Throughout these years, the knowledge generated and built has been capitalized on.

This stage is essential for further work, as the consolidation of our programs will enable us to implement the long-term objectives. Our commitment is to sustainable local development, self-management, empowerment and social and economic innovation. We know that the path will be paved with challenges, learning and opportunities, therefore, we remain constant and firm in our vision and mission, according to the values that we proclaim.

We will continue to strengthen our team's abilities and skills and to work collaboratively at the local, national and international levels. And we will generate public advocacy in alliance with various institutions that seek to protect the rights and cultural heritage of our country's communities.

We are grateful to all the people, institutions, organizations and collectives who, in a committed and supportive manner, contributed to the fulfillment of our mission and objectives during 2019.

**NGOimpacto Team**





## THE IMPACTO FAMILY

### EXECUTIVE COMMITTEE

NGOimpacto

#### PIC A.C.

Adriana Aguerrebere  
Bustos  
(cofounder)

Mónica Bucio  
Escobedo  
(cofounder)

Claudia Muñoz Morales

#### ICM A.C.

Estefanía Estrada  
Carvajal  
(cofounder)

### GENERAL DIRECTOR:

Adriana Aguerrebere

### ORGANIZATIONAL DEVELOPMENT COORDINATOR:

Andrea Bonifaz

### CENTRAL REGIONAL COORDINATOR:

Karla Aguerrebere

### ADMINISTRATION:

Rosa González

### HUMAN DEVELOPMENT COORDINATOR, Tsotsil:

Silvia López

### HUMAN DEVELOPMENT COORDINATOR, Tselal :

Imelda Gómez

### COORDINACIÓN COLABORACIONES:

Nancy Pérez

### TSOTSIL TRANSLATOR/ COLLABORATIONS :

Cristina Patishtán

### TSELAL TRANSLATOR/ HUMAN DEVELOPMENT/ COLLABORATIONS:

Elva Moreno

### TECHNICAL ASSISTANT/ HUMAN DEVELOPMENT:

María de la Luz Gómez

### IRECONSTRUCCIÓN PROGRAM COORDINATOR:

Martha del Sol Gómez

### IBARRO PROGRAM COORDINATOR :

Esly Vera

### COMMUNICATIONS DIRECTOR:

Kathia Lozaga

### COMMUNICATIONS COORDINATOR:

Scheherezada López

### INTREPRETER AND COMMUNICATIONS ASSISTANT:

Xunka Hernández

### GRAPHIC DESIGN:

Monserrat Poblete

### ADVISORY COMMITTEE

TRADITIONAL FRIDAY (VT)

Claudia Muñoz

Maggie Galton

Yuki Hueda

Ilse Neri

Efraín Martínez

Karla Pérez

Manuela López Mateos

Dulce Martínez

María del Carmen

Alejandra Villegas

Ana Paula Fuentes

Caroline Álvarez

Edna Pedraza

Yoari Chao

Mariana Saravia



# !mpact<sup>o</sup>®

Phone: +52(967)6740324  
Mail: info@impacto.org.mx



@NGOimpacto

Ejército Nacional #31, Barrio  
de Guadalupe. San Cristóbal  
de Las Casas, México.