

HABERDASHERY & HOPE



SEWING BUSINESS DEVELOPMENT PROJECT



FOR NEW DAY FOUNDATION, HONG KONG

Haberdashery & Hope Business Development Project

 <p>Changing lives for victims of trafficking in Cambodia</p>	
Organization:	Daughters of Cambodia
Project Name:	Haberdashery & Hope
Requested Amount:	\$ 38,950
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Executive Summary

As an organization, Daughters of Cambodia (Daughters) recognizes the impact of sexual exploitation as an abuse of human rights with detrimental effects on psychological and physical wellbeing. Daughters seeks to help victims find ways out of this situation and into a situation of safety, freedom, and quality of life. Daughters developed a unique model in Cambodia, one in which sex workers come direct to the organization from the brothels by choice. They come because they are already motivated to change their lives, and Daughters gives them choice and dignity in building a different future. Daughters' vision is to empower these young women (and young men) with the internal capacity and the external resources to make healthy choices and change their own lives, practically, emotionally, and physically.

To achieve this, Daughters operates six small businesses, through which clients who are wishing to exit the sex industry can be offered a job with immediate salary and receive training on-the-job. Our approach is to empower them to change their own lives by giving them tools and skills to do so. As their skill levels increase, there are several levels of promotion that clients can achieve, including trainers, production managers, designers, head chef, front of house manager, cashier, and small business managers.

The businesses are fundamental to the model, and Daughters' aim is to build the professionalism and capacity of the businesses to make them self-sustaining and profitable. All profit goes back into the NGO, for capacity-building (many of whom are client/staff), employing more clients, and running the social service programs. By running small businesses we aim at becoming financially self-sustaining to reduce future donor dependence.

The Sewing Business, recently re-named Haberdashery & Hope, is the largest business at Daughters. It produces women's fashion accessories, sleepwear, men's accessories, and home furnishings. These products are sold through Daughters' own store and also exported to overseas buyers. The business is at a stage where it is beginning to cover a proportion of Daughters costs, and we are looking at ways in which we can introduce systems to increase productivity, quality and cost-efficiency.

As part of this business development project, we are looking to add key staff, new training resources, and equipment/building upgrades for the Haberdashery & Hope. Costs for the project total \$38,950. These additions to the Haberdashery & Hope are intended to build service and sustainability. Through growth and careful planning, we believe that future funding will decrease as the income from this business and other small businesses increases as a result of these improvements and growth.

We are pleased to present this project to the New Day Foundation. Thank you for bringing new hope to precious lives who are able to leave the sex industry and re-build their lives in freedom and dignity as a direct result of this project.

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1.0 Introduction

This document outlines Daughters of Cambodia's Sewing business development project, which we are pleased to present to New Day Foundation. The document describes key staff needs, new training resources, and equipment upgrades for the Haberdashery & Hope, sewing Business. These additions are intended to increase product lines, productivity, quality, and cost-efficiency. Our vision is to continually build service and sustainability, increasing the capacity of the business, thereby making it self-sustaining and profitable.

2.0 Organizational Background

As an organization, Daughters recognizes the impact of sexual exploitation and trafficking for sexual purposes, as abuses of human rights with detrimental effects on psychological and physical wellbeing. Daughters seeks to help victims find ways out of this situation and into a situation of safety, freedom and quality of life, to enable psychological and social recovery and to empower former victims with the capacity to over-come their own past and create a better future for themselves.

2.1 Vision

Daughters' vision is to empower clients with the internal capacity and the external resources to change their own lives, practically, emotionally, and physically. Internal resources involve empowering clients to make changes to their own lives, within their own cultural and social contexts, promoting healthy decision making so that changes are internal, voluntary and sustainable rather than imposed. Daughters' approach seeks to move away from NGO dependence or models designed for other cultures. The long-term aim is to achieve sustainable healthy outcomes in a number of key areas, and that clients implement voluntarily. Long-term success is defined as a client remaining out of the sex industry for the rest of her life, supporting herself through dignified, rewarding work, and achieving psychological and social quality of life.

2.2 Mission

The Mission of Daughters of Cambodia is to achieve the following goals:

1. To enable sex-workers to exit the sex industry permanently, by providing services that empower them internally and that create sustainability of their life-style change.
2. To provide Fair Trade Employment in Daughters businesses, to facilitate initial exit from the sex industry and skills for life-style change. To develop small businesses to achieve sustainable income from sales of products that will in the future cover salaries and running costs.
3. To facilitate holistic recovery through treatment and care (medical, psychological and social), and creative classes.
4. To educate clients in life skills in order to equip them with the ability to adopt healthy decision-making and taking responsibility for creating a positive outcome for their lives.

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5. To achieve professionalism as an organization, in our standards of care, operating systems and in business.

2.3 Values

Empowerment, equipping, healthy choices, sustainability, participation, hope, dignity, holistic restoration

2.4 Focus

Beneficiaries are current sex workers, working in the Cambodian sex industry, who are motivated to leave the sex industry to join Daughters full-time and start a new life. They are usually aged from 14 up to mid-20s. Any nationality is welcome, although most clients are Cambodian. Typically they are uneducated and come from poor and dysfunctional families who live off their earnings; in the case of females, families have usually been instrumental in selling them in the first place. Sex workers are one of the most outcast sectors of society in Cambodia, and have huge stigma in the local community; they have little chance of getting married or finding another job and changing their lives. They are generally despised.

2.5 Distinctive

Daughters has developed a unique model in Cambodia, one in which sex workers come direct to the organization from the brothels by choice. They come because they are already motivated to change their lives, and Daughters gives them choice and dignity in building a different future, that make their choices sustainable and respect their human rights. Most organizations in Cambodia that work with sex workers rescue them by force with the police; the process is extremely traumatic for them, and in most cases is not sustained once they re-gain their freedom because no alternative job has been provided and pressure from parents for money forces them back to the brothels. At Daughters, if girls wish to change their life-styles, they are empowered to make changes by building their internal capacity and through immediate alternative income generation in the provision of jobs. Services that equip them with inner tools and psychological empowerment include the educational, medical and counseling clinics, and social support services. Unlike other organizations, they are not kept by force in a shelter, where NGO dependence is modeled. They have to learn to be responsible for their own lives and accommodation and provide for their staple needs out of their salaries, in order to foster sustainability and long-term outcomes. In addition, girls are offered promotion in Daughters businesses to levels of leadership; within our structure they can achieve 6 levels or positions as their skill levels and aptitude increases.

2.6 The Need

The commercial sexual exploitation of children and young women and boys in Cambodia has escalated in recent years into what is now an 'industry' utilized by foreign visitors and by a large domestic market (9% Caucasian, 42% Asian/other, 49% Cambodian; figures IOM, 2007). A combination of causal factors are involved, chiefly the cultural obligation of children in Cambodia to financially support their parents. Government figures for 2003 found that 90% of girls in the sex industry are knowingly sold by their families, a factor

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which serves to maintain enslavement in the sex industry once trafficked, compounded by lack of alternative job opportunities and social stigma. For clients forcibly rescued, outcomes are often not sustained in the long-term. Ruth Elliott, Founder & CEO of Daughters, worked with rescued victims of sex-exploitation in Cambodia from 2004, and observed that rescued victims who are reintegrated to families, even with skills and education, are returned to the sex industry by their families if no viable alternative job is immediately available and because the changes were imposed rather than internal and voluntary.

3.0 Grant Proposal Summary

3.1 Daughters Operations Center

Daughters' Operations Center, in the heart of an area of Phnom Penh brothels, reaches out to girls working as sex workers and offers them ways out of this situation. The centre is not a shelter, but facilitates the clients' exit from the sex industry by providing a number of resources and programs that enable them to set themselves free and sustain healthy choices for their own lives. Clients are offered salaried jobs in our businesses, along with medical treatment, counseling, educational opportunities, a range of therapeutic creative classes, and a number of other services that are tailored to their needs but that are intended to avoid NGO dependence. Provision of a job is fundamental, being the first step in facilitating them walking free, since most are trafficked because the families demand financial support from them. Our businesses are fair trade, with higher salaries than they would earn in other comparable businesses in Cambodia, and good working conditions, along with free supplementary services built into the working day including medical clinic, counseling clinic, daycare, and educational programs.

Daughters has five sustainable small businesses and one more embryo business that is still being developed. The businesses are the mechanism through which clients exit the sex industry, as they are offered a job with immediate salary and receive training on-the-job. The sewing business, Haberdashery & Hope, is the largest business and employs up to 65 clients. Four more businesses are housed in Daughters own visitor centre; the store, a café, a women's spa, and the jewellery business. This centre provides training, and around 15 clients are taught customer service skills, chef training and the range of skills which equip them to further their careers when they leave Daughters. The sixth business,, which is in the start-up phase, is t-shirt silk screen-printing.

Through the small businesses, there are levels of promotion that clients can achieve, including trainers, team leaders and designers, head chef, front of house manager, and small business managers. Clients are able to graduate Daughters, and move into external employment or self-employment, using the skills learned if they wish.

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3.2 Small Business Service and Sustainability

The businesses are fundamental to the model, and Daughters' aim is to build the professionalism and capacity of the businesses to make them self-sustaining and profitable. All profit goes back into the NGO, for staff building (many of whom are client/staff), employing more clients, and running the social service programs. By running small businesses we aim at becoming financially self-sustaining to reduce future donor dependence. The businesses are at the stage where they are beginning to cover a proportion of costs, and we are looking at ways in which we can introduce systems to increase productivity, quality and cost-efficiency.

Haberdashery & Hope is the largest business at Daughters. It produces women's fashion accessories, men's fashion accessories, sleepwear and home furnishings. These are sold through Daughters' own store and to overseas buyers. Haberdashery & Hope offers clients the opportunity to learn job skills in design, garment making, trainer, inventory specialist, business management, and marketing.

As part of the business development project, we are looking to expand in the following ways:

- Create an inventory system that allows us to track stock, minimize wastage, and manage orders efficiently.
- Key staff; add new staff including inventory/stock processor and production assistant manager.
- Training – hire a contract Chef to conduct regular training with clients working in our café. Hire a designer for the jewellery business, to improve our current small range. Jewellery achieves our biggest sales, but we have a very limited number of designs, and wish to build on this. We also need a translator for trainings conducted by our foreign trainers.
- Purchase equipment, for inventory and silk screen printing. We currently have a silk screen print expert from the USA working at Daughters full time, teaching clients and client- trainers methods and techniques of screen printing,
- Upgrade to a new building for Haberdashery & Hope; the current building is too small, poorly laid out for a production facility, and has huge damp and water leakage problems that are a hazard to both health and products. We are currently searching for a new building, either one large enough to house all Daughters programs, or 2 separate premises, one for Haberdashery & Hope, and a separate one for the Social Support programs.
- Continue to offer medical treatment and daycare services, to enable clients to improve their own health and childcare standards.

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These additions to Haberdashery & Hope are intended to build service and sustainability.. We also wish to explore ways of increasing our export market, and are currently recruiting trained marketing staff, both a Cambodian staff and a foreign volunteer. Additional staff are needed to support growth and translate for foreign trainers. We believe by upgrading our facility and adding these staff and training resources that Haberdashery & Hope is poised not only to grow, but also to provide higher levels of customer and client services.

4.0 Outcomes

Our statistics and evaluations of social/psychological functioning thus far show the following results:

- In 2010, more than 100 sex workers joined Daughters in order to change their lives.
- 98% of girls stopped selling their bodies immediately after joining Daughters, a rate which further dropped to 99% over the course of the year
- Of clients who have left Daughters, a large number returned to live with their families in the province and did not return to the sex industry
- 2 girls returned to the sex industry in 2010 (2%). In 2009 the percentage was 5%.
- An average of 24 clients a week are treated in the medical clinic or through external referrals
- 20% of clients each week receive counseling
- 75% experienced a reduction in domestic violence
- 65% improvement in health and physical wellbeing
- 73% reduction in anxiety symptoms
- 82% reduction in depression symptoms
- 84% increase in self-esteem and self-worth
- 90% reduction in suicidal thoughts
- 67% reduction in somatic symptoms (headaches, stomach-aches etc)
- 60% reduction in panic attacks
- 82% reported feeling an increased sense of hope for the future

4.1 Measurable Objectives

We have the following objectives for this project:

1. **Objective 1:** Improved business efficiency by minimizing wastage and loss in Haberdashery & Hope through creating an inventory and stock control system,
Means of Verification: Inventory records. Increase in monthly turnover.
2. **Objective 2:** Improve production capacity and quality, by increasing the number and capacity of production staff, who implement production training received, including quality control and cutting methods.

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Means of Verification: Increased profit margins from sales. Quality Control Dept records show 25% higher standard and less error

3. **Objective 3:** Increase in orders and buyers (local or overseas) through an advertising campaign.

Means of Verification: Increase in number of customers buying products from Haberdashery & Hope.

4. **Objective 4:** Clients learn to implement life-style changes through social service programs (funded eventually by revenue from the businesses), which include daycare and medical clinic.

Means of Verification: A reduction in evidence of child abuse within our client population, and an increase in psychological recovery, measured through our Quality of Life Assessment.

4.2 Overall Outcome

Our mission is fulfilled when clients:

Choose freedom, leave the sex industry, and sustain their choice for the long term
Heal as their physical, emotional, and spiritual needs are met through the programs and operations of qualified staff, counselors, and trainers,
Believe in themselves as they are equipped and empowered, eventually graduating from Daughters and living successful independent lives

5.0 Budget

The costs for Haberdashery & Hope business development project total \$38,950. These costs are outlined in Table 1 and include trainers, equipment, rental for a new building location, other business operations, and key staff positions.

Thank you for bringing new hope to precious lives who are able to leave the sex industry as a direct result of this project.

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Changing lives for victims of trafficking in Cambodia

Daughters of Cambodia

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Item	Description	Amount and unit	Annual Total
Professional Trainers			
Jewellery designer	Contract designer, jewellery business (part time)	\$200/month	\$2,400
Consultant chef	Contract Chef for Daughters café (part time)	\$200	\$2,400
Equipment and Software			
Inventory software	Software for new inventory system	\$800/ unit x 2	\$1,600
Screen printing press	Professional printing press to bring accuracy & efficiency to the printing process	\$5,300	\$5,300
Screen printing inks (start up)	Professional inks from USA to raise quality of printing	\$250	\$250
Business Operations			
Sewing Business Rental	expansion to a bigger space, for housing the production, cutting, stock and training rooms	\$1200/month	\$14,400
Daycare running costs	supplies, equipment, utilities	\$50/month	\$600
Medical Treatment	medicines, referrals, equipment, travel	\$150/month	\$1,800
Advertising and marketing	Advertising & printing of advertising materials	\$200/month	\$2,400
Personnel			
Inventory/ stock controller	Staff to manage inventory, process orders and control raw materials	\$200/month	\$2,400
Production assistant manager	Staff to assist with managing production processes, check quality, manage hardware production facility, etc	\$250 /month	\$3,000
Translator	To translate for foreign trainers, including silk screen trainer.	\$200 /month	\$2,400
Total Requested			\$38,950

5.1 Cost Sharing

Samaritan's Purse Germany and Australia donate funds for some of the other running costs of Haberdashery & Hope on an on-going basis, of \$34,000 /pa.

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Haberdashery & Hope is generating its own income; \$ 50,000 in 2010.

5.2 Plan for Future Funding

The project is on going. Through growth and planning, we believe that future funding will decrease as the income from Haberdashery & Hope and other small businesses increases as a result of these improvements in production.

6.0 Leadership Team Bios

The Project Director, Ruth Elliott, is a Psychologist from the UK with a Bachelors from London and a Masters from Cambridge University. Ruth specialized in trauma treatment and Cognitive Behaviour Therapies, and worked clinically in a mental health hospital in addition to private practice. Ruth has lived in Cambodia since 2004 working with child and adult victims of sex trafficking. Before starting Daughters, Ruth worked as Aftercare Director for 2 other NGOs, receiving child victims rescued by police from brothels. Ruth set up and managed a shelter for sexually exploited children rescued in police raids. Ruth also worked with victims' families, assessing safety of reintegration. Ruth has a qualification in fashion design pre-dating her Psychology training.

Chet Quinn (American) is our Business Systems and Human Resources Manager. Chet brings over 25 years of operational and administrative management experience to the Daughters organization. His background includes retail operation troubleshooting and large-scale project management, as well as management roles at the corporate level in facility operations and human resource administration with the Zondervan Corporation. Prior to coming to Cambodia he served 12 years in administrative support roles helping a large and expanding church (2,200+) develop its facility management team and overseeing the growth and development of its computer network.

Socheata Uoch (Cambodian), has worked as the Business Manager for Haberdashery & Hope for almost 3 years. Her capacity and skill level was built recently, as a result of the GIPC production training funded by New Day Foundation. Socheata has great skills in managing unstructured and vulnerable people.

Danet Gnonn (Cambodian) is the Centre Manager, she has been at Daughters for almost 3 years. Danet has a degree in Sociology and much experience and competence in managing the centre and implementing policies.