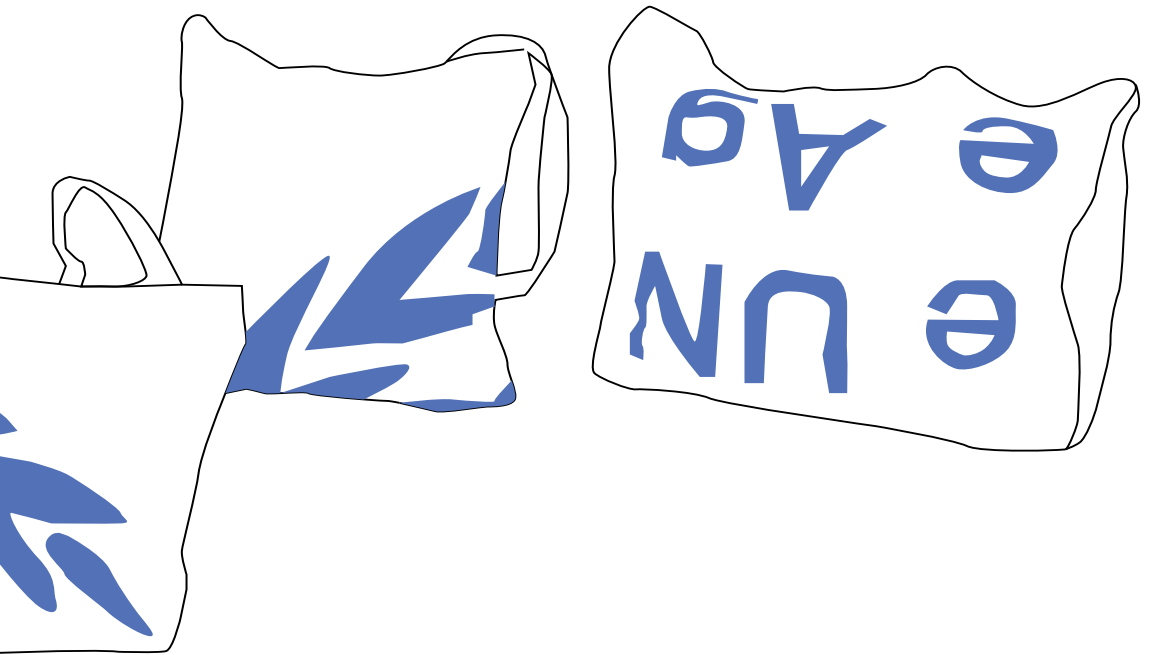


# BAG FOR LIFE

LEARNING FROM ZA'ATARI REFUGEE CAMP:  
FIELDNOTES FOR REPLICATION



MORE THAN SHELTERS.



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# BAG FOR LIFE

**LEARNING FROM ZA'ATARI REFUGEE CAMP:  
FIELDNOTES FOR REPLICATION**

WRITTEN BY:  
**CAROLINE SORBIER  
AND DANIEL KERBER**

**TO THE WOMEN OF ZA'ATARI REFUGEE CAMP**

# FOREWORD

After spending two years working on the Bag For Life project until its full life cycle was completed, we asked ourselves what would be the next steps? How can the model that we have built in Za’atari be scaled up and replicated? How can we inspire others to do the same or something similar in other regions of the world? Together with our partners and donors we thought about a handbook that could serve as a learning tool for other practitioners willing to replicate the project.

As we were screening through our notes, photos, and documents, we realized the enormous amount of data we had collected. Despite the seemingly ‘easy to explain’ process, there are a significant number of details that influence the success rate of such a project. To capture all of these, often implicit, field-based observations, we decided to build a comprehensive guide and a more complete version of how things happened, instead of telling only half of the story.

This book is divided into two parts. In the introduction, we decided to share a story - what brought us to Za’atari and how the idea of establishing such a unique project in this specific context came about. The second part is the actual “handbook” which, step by step, guides the reader through the process of building the Bag For Life project.

We hope to inspire many others to build similar projects. We also will uphold our commitment to building more Bag For Life projects in other locations.

Caroline Sorbier and Daniel Kerber

# ACKNOWLEDGMENT

Before this book takes you on the journey of the Bag For Life, it is my pleasure and honor to mention all the people who made this project possible and who put great energy into it.

Over the past few years, and with a lot of patience, the Ehlerding family has greatly supported us. Without their generosity and philanthropic mindset, we would not have been able to build this project.

Two teams have acted as the driving forces of the project over the past two years: the team from Oxfam, Jordan and the team from MORE THAN SHELTERS (MTS).

I wish to thank Andrew Boscoe, from Oxfam, who kick-started this, and Max Baldwin, also from Oxfam, who were the perfect partners for the second half of this collaboration.

Without Basma Omar, our Jordanian designer and industry specialist, this project would not have been possible. Thank you for your patience and dedication, going day after day to the camp, working with the women, developing the designs and patterns, facilitating the trainings, etc.

Thank you to all the MTS team members: Reihaneh Mozaffari, Isabelle Poncette, and Franziska Priesemeister, as our team leaders in Amman and Za'atari, Jordan. Desislava Blumenthal, Joachim Müller, and Seira Kerber were our back office team in Berlin.

Finally, I am very grateful to the team from UNHCR Made 51, who offered us the opportunity to reach out to the international markets through their network and appearance at the major handicraft fairs.

Daniel Kerber, CEO, MORE THAN SHELTERS

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# INTRODUCTION

THIS HANDBOOK  
BACKGROUND  
OUR APPROACH  
OUR GOALS  
THE CAMP  
THE PRODUCT  
THE PRODUCTION



Area - 6

Treatment plant



- 02 - Registration
- 03 - Waiting Area
- 04 - Reception Area
- 05 - Base Camp
- 06 - Security Base
- 07 - Civil Defence
- 08 - Future Central Administration
- 09 - Future District Administration
- 10 - Saudi Distribution Centre
- 11 - NRC Distribution Centre
- 12 - Returns Office
- 13 - Future Police Post
- 22 - Jordanian-Italian Hospital
- 23 - Moroccan Field Hospital
- 24 - French Field Hospital
- 25 - WHO - Min Health
- 26 - IMC Mental Health Clinic
- 27 - Future Clinic
- 29 - JHAS Clinic
- 30 - Handicap clinic
- 31 - MSF clinic
- 32 - MDM Primary Health Care
- 33 - UNFP clinic/GBV
- 34 - Feeding Centre

**EDUCATION**

- 36 - UNICEF School
- 37 - School
- 38 - Future School

**FOOD**

- 41 - WFP Market place
- 42 - WFP bread distribution Centre
- 43 - WFP Distribution Point
- 44 - Bakery

**WASH**

- 46 - Proposed ACTED water trucks park
- 47 - UNICEF Water pump station
- 48 - ACTED HP Centre
- 49 - OXFAM Water Tanks

**COMMUNITY SERVICES**

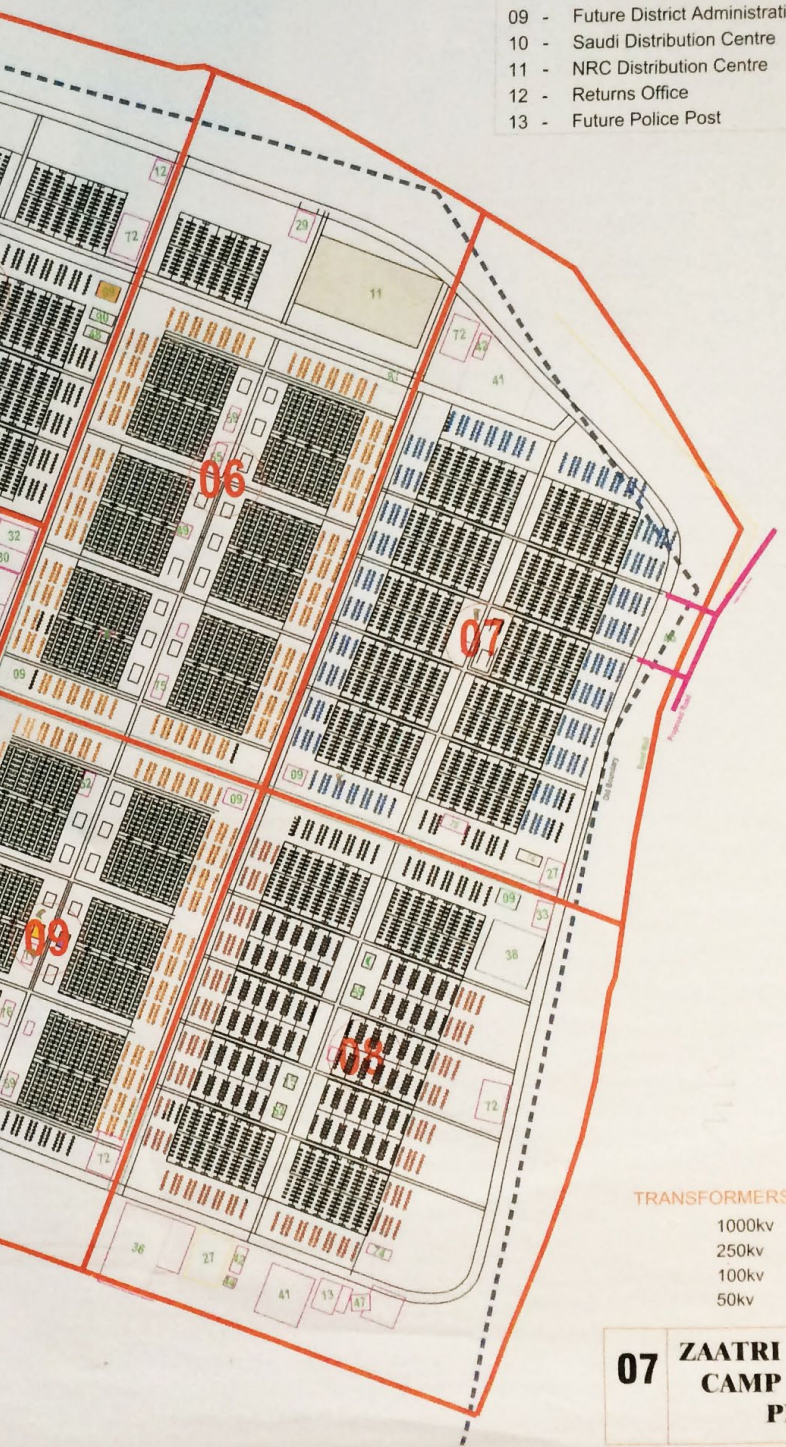
- 52 - ACTED ( Palm Community Centre )
- 53 - UN Women & Girls Oasis
- 54 - SC Men Centre
- 55 - IMC YEP Centre
- 56 - NRC YEP Centre
- 57 - LWF Psychosocial Centre
- 58 - Qatar Red Crescent
- 59 - Youth Centre
- 60 - NRC non-formal Education Centre
- 61 - IRC WPE Office
- 71 - Mercy Corps Kindergarten
- 72 - Football field
- 73 - Proposed JFA/NRC Football field
- 74 - Mercy Corps Playground
- 75 - Child Friendly Space
- 76 - SC Kindergarten
- 77 - IRC CP Reception
- 78 - IRC CP Transite Site

**COMMUNITY SERVICES**

- 81 - LWF Office
- 82 - CBM Office
- 83 - THW Office and Stores
- 84 - Mercy Corps Office
- 85 - ICRC Office
- 86 - ACTED Office and Stores
- 87 - OXFAM Store
- 88 - WFP Prefab
- 90 - IRD Centre
- 91 -
- 92 - SC
- 93 - JEN
- 94 - Oil & Gas Store
- ☞ Mosque

**TRANSFORMERS**

- 1000kv
- 250kv
- 100kv
- 50kv



**07 ZAATRI REFUGEE CAMP LAYOUT PLAN**

SCALE	
DRG NO	Z/Re/11
DESIGN	Technical Team
DATE	18 / 06 / 2013

1. A VAST AMOUNT OF OLD OR DISCARDED TENTS CAN BE FOUND IN MOST REFUGEE CAMPS.
2. WOMEN LIVING THERE OFTEN STRUGGLE TO FIND EMPLOYMENT OPPORTUNITIES THAT WOULD ALLOW THEM TO GENERATE SUSTAINABLE INCOMES.
3. WASTE, AND ITS MANAGEMENT, IS A PRESSING ISSUE WITHIN AND AROUND REFUGEE CAMPS.



**WHEREVER THESE THREE SITUATIONS ARE OBSERVED,  
THE BAG FOR LIFE PROJECT COULD BE REPLICATED**



# THIS HANDBOOK

The primary goal of this handbook is to encourage the replication of the Bag For Life project.

This book functions as a learning tool for practitioners from the creative, business, or humanitarian sector who aim to establish livelihood projects that focus on income generating activities in refugee contexts. Structured as a step by step guide, the document includes the complete value chain of how to set up a production line within the limits of a refugee camp and its restrictive environment for the refugees living there.

We wrote it based on the first upcycling pilot project, a process of learning and adapting that allowed us to identify and share, within this book, the challenges and lessons learned throughout the process. This handbook is not designed to follow a one-size-fits all model since local contexts, camp policies, and donor requirements vary from one project to another. With that in mind, and based on our experience, we highlight certain minimum conditions that we considered essential for the successful implementation of this upcycling social business.

Instead of exclusively looking at how a project happens in terms of tools and actions, we also look at the underlying steps that are often implicit, yet provide a rich description of this project's processes and people's experiences. This off-stage set of networks, local know-hows, and humanitarian cultures play an important role in defining the opportunities or limitations of a project. Therefore, throughout this handbook, we decided to depict what - in our case - shaped our project and its ecosystem.

# BACKGROUND

Za'atari is a refugee camp in Jordan located close to the border of Syria. First opened on 28th July 2012 to host Syrians who fled the Syrian civil war, the camp has now gradually evolved into a permanent settlement due to the protracted nature of the conflict. At the time of writing, the estimated population of Za'atari camp was approximately 78,804 refugees.

Humanitarian assistance is typically short-term in nature and subject to funding shortfalls. Therefore, the possibility for the refugees to earn a sustainable living is in itself limited to the viability of the activities offered to them by the humanitarian actors. This traditional top-down approach - based on a logic of assistance - often fails to identify and foster the existing economic opportunities present in refugee camps. The interesting paradox is that these economic opportunities, such as the sense of entrepreneurship amongst the refugee population, are rather explicit. A short walk along the "Shams-Elysées" - the main market in Za'atari Camp - cannot better reflect the refugees' capacity to create an innovative economy.

Refugees living in Za'atari obtain basic economic support from the UN to cover their food expenses while being provided with water, healthcare, schooling, and electricity. However, as the sustained crisis in Syria remains unresolved, international financing for the crisis decreases over time, and this support now fails to cover the overall needs of families. As a result, refugees come up with economic solutions to fill the gaps of insufficient aid. According to the UNHCR factsheet of May 2017, around 3,000 informal businesses operate in Za'atari Camp.

Several community centres within the camp integrate both work and skills training. However, numbers of these livelihood activities, such as manufacturing workshops, are limited to their social agenda and do not aim to produce on a commercial scale. Furthermore, the the Cash-for-Work (CfW) activities are set up to be unprofitable as a result of the multiple restrictions imposed on the amount of hours worked and the salary received.

However, following the recommendations from the International Labour Organisation (ILO), the Jordanian government recently launched Jordan Compact, a vast program aiming to turn the Syrian refugee crisis into a development opportunity. One of the most significant decisions was to entitle Syrian refugees the right to work. Work permits were introduced in Za'atari camp in July 2017.

Therefore, what was before presented as a constraint - the restriction on work permits - was transformed into an opportunity. The enabling environment for social enterprises within the camp setting seems to be rather encouraging. In our view, there is a visible gap between the needs and capacities of the refugees to develop sustainable economies and the response provided by the livelihood agencies. We tried to understand why these initiatives fail to be structured and scaled-up towards a profitable and sustainable model. Here are some of the notes we took:

1. POLITICAL OPINIONS AND ADMINISTRATIVE REGULATIONS HINDER REFUGEES FROM CULTIVATING THEIR IDEAS.



**RESTRICTIONS ON THE RIGHT TO WORK AND SET UP A BUSINESS IN THE COUNTRY WITHIN THE CAMP REMAIN HIGH. REFUGEES ARE OFTEN SEEN AS PASSIVE BENEFICIARIES AND NOT AS ACTIVE POTENTIAL ENTREPRENEURS.**

2. THERE IS A LACK OF COOPERATION BETWEEN DIFFERENT SECTORS AND INSTITUTIONS TO FOSTER INNOVATION AND BUSINESS DEVELOPMENT.



**THE PRIVATE SECTOR AND SOCIAL ENTREPRENEURS ARE OFTEN ABSENT FROM THE HUMANITARIAN WORLD. BUILDING A LOCAL ECOSYSTEM FOR (BUSINESS) INNOVATION IS NOT PART OF THE TRADITIONAL HUMANITARIAN RESPONSE.**

3. (SOCIAL) BUSINESS IDEAS IN REFUGEE CAMPS ARE RARELY ADEQUATELY SCALED UP.



**THERE IS A LACK OF KNOWLEDGE OF HOW TO INCUBATE AND SCALE UP FROM IDEA TO MARKET. TOO MUCH EMPHASIS IS STILL PLACED ON FUNDING PILOTS WITHOUT CONSIDERATION OF HOW THEY UPSCALE.**

# OUR APPROACH

In a few words, MORE THAN SHELTER's (MTS) approach to humanitarian contexts essentially involves looking at the camp ecosystem - its constraints and opportunities - and figures out how human-centered innovation could transform this - immiserated living space - into a more sustainable environment. Seeing the evident gap between refugees' drive to create economic opportunities and the shortage of consistent and scaled responses naturally brought us to the idea of implementing income-generating activities in the form of a Social Business. Two additional factors allowed us to further define the aim and the focus of our social enterprise:

- SINGLE MOTHERS - According to the UNHCR's Camp Factsheet, 45% of Za'atari population are single mothers. They face considerable constraints to accessing economic activities. These constraints are often linked to socio-cultural norms, child care, and family responsibilities. However, most women - around six in ten (UN Women, 2017) - report that they want to work.
- WASTE MANAGEMENT - With the increase in camp population caused by the refugee influx, pressure on the landfills has become unmanageable

Between December 2014 to February 2016, MTS initiated a recycling pilot project for Za'atari. The idea was to make waste utilization a source of income for the people in the refugee camp. A project plan was developed that led to a camp-wide waste-picking system and the construction of a recycling center. This project was further executed by Oxfam and the German Government. In the meantime, MTS started to run upcycling workshops for single mothers to produce handicraft objects out of fabrics and metals found in the waste.

The resulting products were sold on local markets in the region. A new form of livelihood support was initiated.

# OUR GOALS

The UNHCR tents have an average lifespan of one year and are therefore regularly replaced. In 2017, while undertaking research on waste material and its possible upcycling value, our team found out about a whole caravan filled up with old UNHCR tents. This created a huge amount of tent fabric, with no further planned use.

Throughout multiple design thinking sessions we came up with an integrated approach: upcycling UNHCR tents and turning them into bags, and thereby hiring and providing vocational training to destitute single mothers in Za-atari camp.

With the aim of turning this upcycling project into a self-sustaining Social Business, we decided to target the following goals.

## 1. ECONOMIC

- Generate incomes for single mothers, independent from humanitarian aid.
- Develop the full value chain of the Bag for Life from idea to market, from Za'atari to international markets.
- Promote a self-sustaining model of Social Business within refugee camps.
- Teach valuable tailoring and other professional skills to increase the womens' employability in the future.

## 2. SOCIAL

- Build empathy on a global scale by sharing the tailors' stories.
- Empower consumers who decide to contribute to a social cause through the act of purchasing the bag.
- Provide women with an opportunity to spend time together, enabling them to share experiences.
- Raise women refugees' social status by fostering their economic independence and entrepreneurial thinking.

### 3. CULTURAL

- Promote Syrian and local handicraft skills.
- Encourage innovation by developing new trends and combining traditional handicrafts with a functional design.
- Foster economic collaboration and deeper cohesion between Syrian and Jordanian communities.
- Promote further dialogue on the role that Syrians can play in the Jordanian economy, and advocate for their access to the labour market.

### 4. ENVIRONMENTAL

- Raise awareness of environmental issues, notably the excessive use of plastic bags, and discuss sustainable alternatives such as recycling and upcycling techniques.
- Mitigate the waste management problems in Za'atari refugee camp



 **UNHCR**  
The UN Refugee Agency

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 **UNHCR**  
The UN Refugee Agency

71





 **UNHCR**  
The UN Refugee Agency

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 **UNHCR**  
The UN Refugee Agency

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The UN Refugee Agency

 **UNHCR**  
The UN Refugee Agency

# THE CAMP

- FOUNDED IN 2012
- 78,804 REFUGEES
- 1 OUT OF 5 HOUSEHOLDS IS HEADED BY A WOMAN
- 42 ORGANISATIONS WORK IN THE CAMP
- 9000 REFUGEES HAVE OBTAINED OR REQUESTED WORK PERMITS
- 3000+ INFORMAL SHOPS AND BUSINESSES
- 1.7% OF BUSINESSES ON THE MAIN MARKET STREETS ARE OWNED BY WOMEN
- 6,500 REFUGEES ARE ENGAGED IN CASH-FOR-WORK (CFW) INSIDE THE CAMP (18% OF THE CAMP POPULATION)
- 74% OF THE CASH-FOR-WORK ACTIVITIES ARE UNDERTAKEN BY MEN, 26% BY WOMEN
- 25,000 DISCARDED TENTS

\*(ALL NUMBERS DATE FROM DECEMBER 2018)



# THE PRODUCT

- TOTE BAGS MADE OUT OF RECYCLED UNHCR TENTS
- 3 DESIGNS: BACK BAG, TOTE BAG, BEACH BAG
- DESIGNED WITH PARTS OF THE UNHCR LOGO
- EACH BAG IS UNIQUE
- HAND MADE BY SYRIAN WOMEN IN ZA'ATARI REFUGEE CAMP
- HIGH LEVEL OF DESIGN AND CRAFTSMANSHIP
- TRANSPARENT AND TRACEABLE PRODUCTION
- EACH BAG CONTAINS A LEAFLET ABOUT ITS STORY
- CUSTOMIZATION AVAILABLE





# THE PRODUCTION

- 5,000 TENTS UPCYCLED
- 40,000 M<sup>2</sup> FABRIC USED
- 9,255 BAGS WITH LOGOS
- 16,010 PLAIN BAGS
- 60 BAGS PRODUCED PER DAY
- 7 PRODUCTION CARAVANS
- 488 WOMEN TRAINED
- 3 DESIGNERS INVOLVED
- 100% OF THE PROFIT GOES BACK TO THE WOMEN

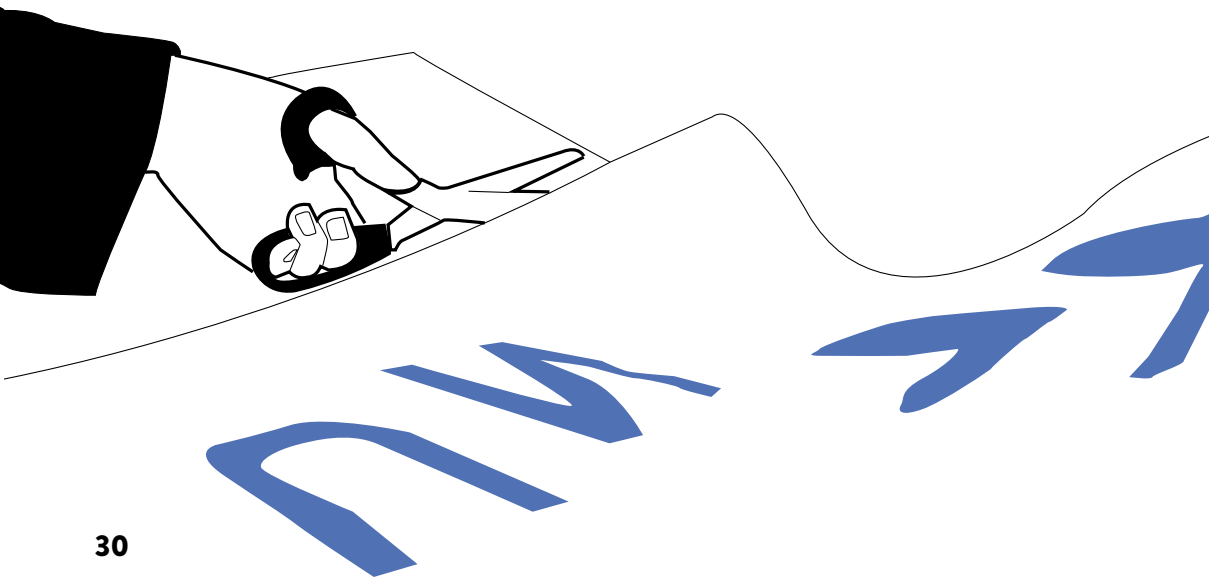






# HANDBOOK

FIRST THREE QUESTIONS  
PLANNING  
SOURCING  
COORDINATION  
DESIGN  
PRODUCTION  
TESTING & SCALING UP  
MARKETING & SALES



# 1\_FIRST THREE QUESTIONS

In the field of humanitarian work, and especially in places where the geopolitical environment is unstable, planning is a central component of a project process. Before assessing the possible effectiveness of this Social Business, you should first answer one question - is it feasible at all? Based on our experience, we consider that there are three crucial questions one needs to ask themselves before starting such a project:

- **Do you have tents?**  
For the simple reason that this Social Business is based on the concept of upcycling tents and transforming them into bags.
- **Are you allowed to do this?**  
It is important to find out about the policies and restrictions that you may encounter which could potentially jeopardise the project implementation.
- **Does it make sense?**  
The project needs to be coherent with regards to the context of its implementation. In our case, it aims at providing a sustainable solution to a protracted situation, rather than responding to an emergency crisis.

1. ASK FOR PERMISSION TO USE OLD TENTS THAT ARE NO LONGER IN USE.



**THE ORGANISATION WHO HAS ACCESS TO THE TENTS MIGHT NOT BE THE OWNER. FIND OUT WITH WHOM YOU CAN MAKE A SUPPLY AGREEMENT. IN MOST CASES, THIS WILL BE UNHCR.**

2. VERIFY THE CONDITION OF THE FABRIC AND STORE THE MATERIAL IN A DRY SPACE (→3\_1 Raw material).



**CALCULATE ROUGHLY HOW MANY SQUARE METRES OF RAW MATERIAL ARE AVAILABLE.**

3. ENQUIRE ABOUT THE SUPPLY OF RAW MATERIAL OVER TIME.



**FIND OUT IF THERE IS A PLAN TO REPLACE TENTS AND ESTIMATE HOW BIG YOUR FUTURE SUPPLY CAN BE.**

# 1\_1 DO YOU HAVE TENTS?

VERIFY THE QUALITY AND QUANTITY OF RAW MATERIAL

## WHAT WE'VE LEARNED

- Tents have a life-span of one-year and a shelf-life of five years under normal conditions. The decision to replace the tents is taken by the Camp Coordination and Camp Management (CCCM) Cluster/Sector Lead Agency.
- Not all the replaced tents can be collected, since many get dumped. Some are used by the refugees to customize their accommodation or their shop, some are sold on the black market, etc.

## IN OUR CASE

The Norwegian Refugee Council (NRC) was the organisation which had access to the tents but the UNHCR was responsible for their use.

## BIGGEST CHALLENGE

Obtain permission to use the tents and secure a future supply of raw material.

## YOU'LL NEED

An agreement with the owner of the tents to secure your current and future supply of raw material

1. OBTAIN AN OFFICIAL MANDATE TO ACCESS THE CAMP AND IMPLEMENT THE PROJECT.



**NEVER UNDERESTIMATE THE COMPLEXITY OF ADMINISTRATIVE PROCEDURES IN HUMANITARIAN CONTEXTS.**

2. TOGETHER WITH THE CAMP MANAGEMENT AGENCY, COVER THE CONDITIONS FOR SETTING UP AN INCOME GENERATING ACTIVITY FOR REFUGEES WITHIN THE CAMP.



**WHAT ABOUT THE WORK AND MONEY DISTRIBUTION REQUIEREMENTS? WHAT ARE THE POLICIES RELATED TO PRODUCT EXPORT AND SUPPLY IMPORT?**

3. BE AWARE OF THE RULES AND REGULATIONS RELATED TO TRADING AND SELLING ACTIVITIES IN THE COUNTRY OF IMPLEMENTATION.



**FIND OUT ABOUT THE CONDITIONS FOR TRADING AND EXPORTING AS A FOR-PROFIT OR NONPROFIT ENTITY. PARTNERING WITH LOCAL ENTREPRENEURS CAN HELP WITH OVERCOMING THESE RESTRICTIONS.**

# 1\_2 ARE YOU ALLOWED TO DO THIS?

FIND OUT ABOUT THE HOST COUNTRY AND THE CAMP MANAGEMENT AGENCY REQUIREMENTS.

## WHAT WE'VE LEARNED

- Build trusting relationships with local and international stakeholders.
- Understanding the local eco-system and engaging with it is of utmost importance since you will need a lot of support to run this project.

## IN OUR CASE

The way we managed to create a legal framework was to collaborate with Oxfam (→4\_2 Partners). Our project was registered as an Oxfam handicraft workshop and the trainers were paid through a Cash-for-Work program. MORE THAN SHELTERS, as a registered social business, would take the orders and sell the bags while the money was distributed by Oxfam following our joint money distribution paper (→7\_6 Money distribution).

## BIGGEST CHALLENGE

Ensure that all women have the right to work and, if not, find a scheme that allows financial compensation (e.g. Cash-for-Work programs).

## YOU'LL NEED

- A mandate to access the camp
- A business registration in the country
- A money distribution system and a written policy

1. STAKEHOLDER LEVEL: HAVE A CLOSE LOOK AT THE CURRENT INITIATIVES IN THE CAMP.



**WHAT IS THE GAP BETWEEN CURRENT NEEDS AND EXISTING RESPONSES IN THE CAMP? WHERE ARE THE OVERLAPS WITH YOUR PROJECT? WHAT CAN BE YOUR ADDED VALUE?**

2. CAMP LEVEL: FIND OUT ABOUT THE CURRENT SITUATION IN THE CAMP AND WHY IT WAS SET UP.



**WHAT IS THE CURRENT FOCUS OF THE CCCM STRATEGY IN PLACE? CAN YOU ALIGN YOUR PROJECT WITH IT?**

3. COUNTRY LEVEL: ASSESS THE PROSPECT OF THE TAILORS BEING FURTHER INTEGRATED INTO THE HOST COUNTRY LABOUR MARKET.



**FIND OUT ABOUT THE CURRENT POLICIES AND FUTURE NATIONAL PLANS TARGETING REFUGEES IN THE HOST COUNTRY.**



# 1\_3 DOES IT MAKE SENSE?

VERIFY THAT THE PROJECT IS RELEVANT WITH REGARD TO ITS IMPLEMENTATION CONTEXT.

## WHAT WE'VE LEARNED

- The project is not relevant in an emergency context, for instance after an earthquake. Rather, the goal is to focus on building durable solutions within a protracted situation.
- Shadowing other organisations gives a good insight into what influences their decisions in a given context and on a daily basis.

## IN OUR CASE

We lined up our project with the UNHCR's livelihood strategy by choosing to focus on one of their target populations - vulnerable women. The topic of waste management is also at the centre of the Jordanian plan "Jordan 2025" as well as one of the main goals of our partner - Oxfam. By doing so, we ensured that our project was relevant.

## BIGGEST CHALLENGE

Try to align with both the National-led efforts and the Camp Management team's strategy to ensure that the project is relevant, its implementation possible, and its prospect conceivable.

## YOU'LL NEED

- CCCM strategy document
- Research findings on national plans for refugee integration
- List of all projects and organisations in the camp

# CHECKLIST

## 1\_1 DO YOU HAVE TENTS?

- An agreement to secure current and future supplies of tents

## 1\_2 ARE YOU ALLOWED TO DO THIS?

- A mandate to access the camp
- A business registration in the country
- A money distribution system and a written policy

## 1\_3 DOES IT MAKE SENSE?

- CCCM strategy document
- Research findings on national plans for refugees integration
- List of all projects and organisations in the camp



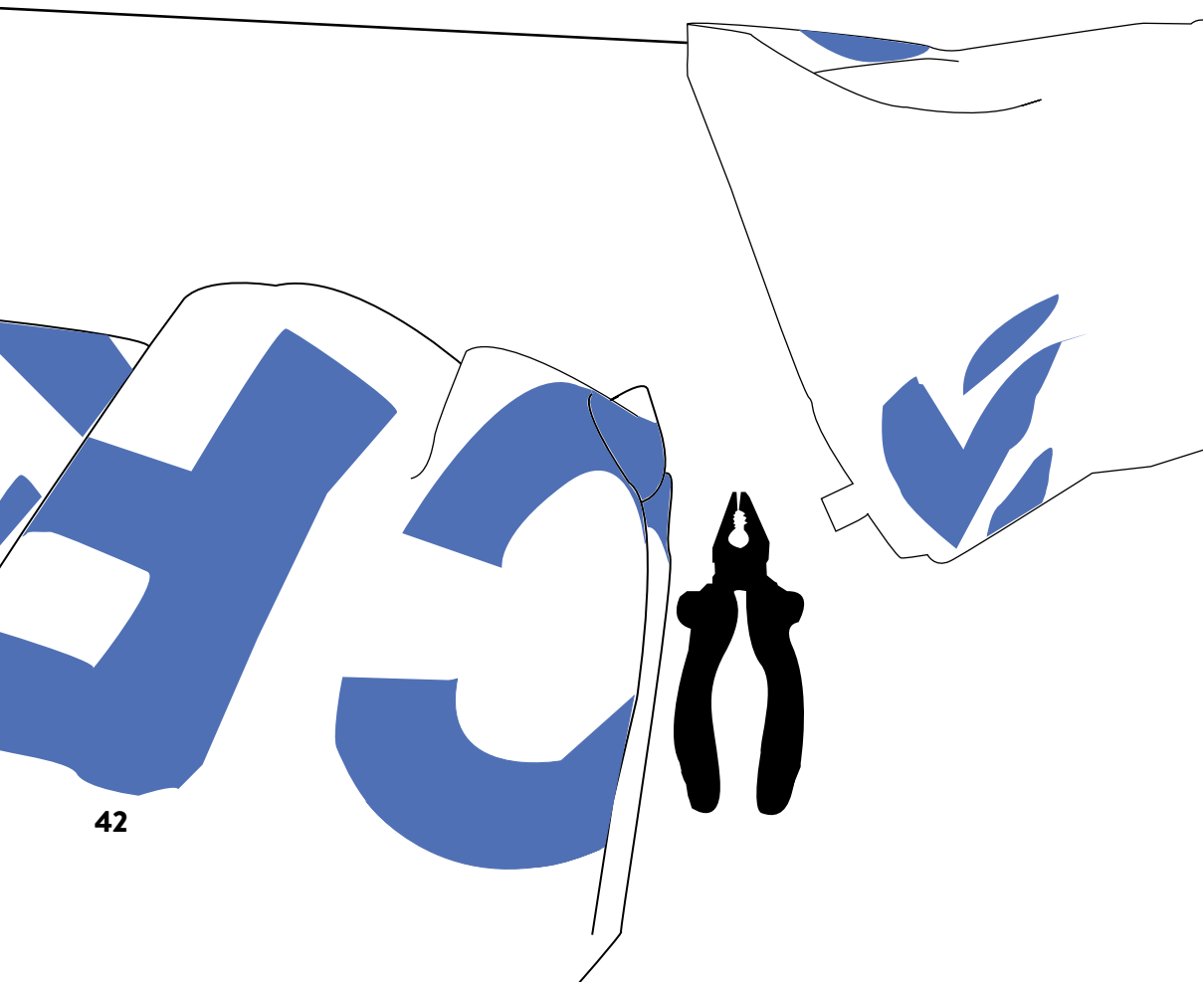


**UNHCR**

**The UN  
Refugee Agency**

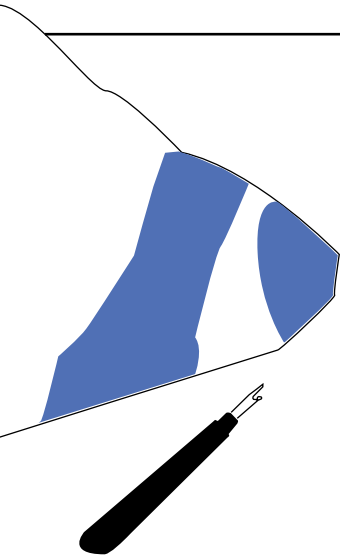






# 2\_PLANNING

## THE DIY TOOLKIT



Before setting up this project, invest some time in field and desk research so that you can identify the factors that will allow your project to succeed. For instance: the tailors' needs and constraints, implementation opportunities, market demand, etc. At this stage of the process, if you aren't too familiar with the strategy, financial management, monitoring, or legal framework, you might want to allocate some time for external or internal training on these topics.

The following tools in this handbook will help you develop a range of models and reflect on different aspects of your project. Based on traditional models, we have developed DIY tools that focus specifically on what we considered to be the most important points for setting up this Social Business. They serve as a basis for further developing more complex needs assessments, business plans, and financial statements, which will be relative to the context of your project.

Following are a selection of tools that will help you get your head around the project prior to its implementation:

# 2\_1 IMPACT STRATEGY

ENSURE THAT YOUR VISION IS MEANINGFUL, YOUR PROJECT IS FEASIBLE, AND YOUR GOALS REACHABLE.

## VISION

*What do you aspire to change in the current world?*

## MISSION

*How will you achieve your purpose and for whom?*

## VALUES

*What makes your project meaningful?*

## GOALS

*What do you aim to achieve?*



## TARGETS

*Which qualitative and quantitative data will track your project's progress toward your goals?*

## M & E

*Which reporting and tracking mechanisms will you use to see how your project is meeting its targets?*

## SCHEDULE

*What are the different phases of the project?*



**DURING THE FIRST WEEKS OF THE PROJECT, WE ASKED THE TAILORS PLENTY OF QUESTIONS ABOUT THEIR DAILY EXPENSES AND INCOMES. THE IDEA WAS TO ASSESS THEIR INCOME GAP AND SEE HOW THE SALES PROFIT COULD ALLEVIATE THIS GAP. WE HAVE SET OUR EXPECTED PRODUCTION BASED ON THIS CALCULATION.**

# 2\_2 NEEDS ASSESSMENT

UNDERSTAND THE NEEDS AND DESIRES OF YOUR TARGET GROUP  
IN RELATION TO THEIR PAST AND CURRENT LIVING CONDITIONS.

## NAME

*What is the appropriate reference name for your target group?*

## BACKGROUND

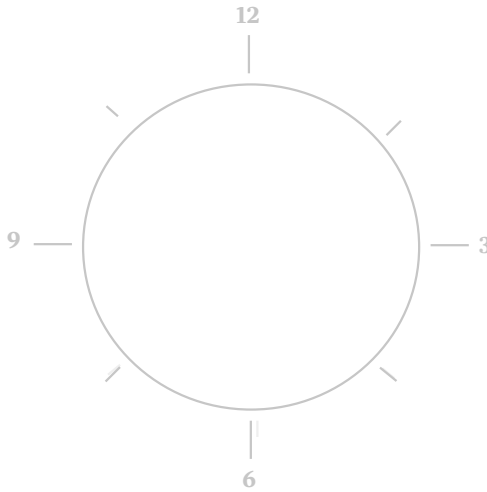
*What is their story and how does it impact their current needs and desires?*

## OUTREACH

*How can you reach out to them? What are the possible obstacles to their participation?*

## DAILY LIFE

*What is a day in the camp like for a member of your target group?*



**WE USED DIFFERENT METHODS TO GATHER DATA SUCH AS DESK RESEARCH AND FOCUS GROUPS. MANY ORGANISATIONS IN THE CAMP ALSO SHARED THEIR NEEDS ASSESSMENTS AND OBSERVATIONS WITH US.**

# 2\_3 CUSTOMER PROFILE

FIND OUT WHO YOUR CUSTOMERS WILL BE AND WHAT THEY EXPECT.

## NAME

*What are the different categories of customer groups you aim to reach?*

## BUDGET

*How much are they willing to pay for the bag and why?*

## OUTREACH

*How big is this target group and how will you reach them?*

## PROFILE

*Demographic data:  
age, gender, income,  
location, occupation,  
etc.*



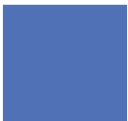
*Psychographic data:  
hobbies, personal  
values, interests, etc.*

**BESIDES THE EXPATS AND DELEGATION VISITS, WE FOUND OUT THAT THERE WAS NO MARKET INSIDE THE CAMP. WITHIN BIG CITIES, LOCALLY OR REGIONALLY, THE MARKET WOULD REACH OUT TO MIDDLE CLASSES. THE DEMAND WAS LARGELY CONCENTRATED WITHIN THE EUROPEAN MARKET.**

# 2\_4 BUSINESS MODEL CANVAS

DESIGN YOUR BUSINESS STRUCTURE AND MANAGEMENT STRATEGY

<p><b>PARTNERS</b> <i>Who are they and what do they get out of working with you?</i></p>	<p><b>ACTIVITIES</b> <i>What are the different phases of the product life?</i></p>
<p><b>COSTS</b> <i>What are the main costs of the project?</i></p>	<p><b>RESOURCES</b> <i>What key resources do you need?</i></p>



## VALUE

*What value do you offer to the customers?*

## DISTRIBUTION

*Through which channels do your customers want to be reached?*

## REVENUE

*What type of funding and revenues will you get?*

**ANY POTENTIAL DONOR WILL WANT TO SEE YOUR BUSINESS MODEL CANVAS AND BUSINESS PLAN TO MAKE SURE THE GOALS YOU HAVE SET ARE ACHIEVABLE.**

# 2\_5 BUSINESS PLAN

GET YOUR FINANCE SYSTEM RIGHT FROM THE BEGINNING TO  
TAKE CONTROL OVER YOUR GROWTH MODEL.

## INPUTS, SALES & DONATIONS

*What is your overall fund?*

## PROFIT & LOSS ACCOUNT

*What is your break even point and  
your expected profit?*



## CASH FLOW STATEMENT

*How much of your overall fund will you use over a specific period of time (e.g. every two months) ?*

## PRODUCT COST

*What is the cost, frequency and length of time for each step of the production process?*

## OVERALL COST

*Calculate all your production costs and secondary costs.*

**THE BUSINESS PLAN IS A SERIES OF CALCULATIONS ON AN EXCEL SHEET. UPDATE THESE NUMBERS AS REGULARLY AS POSSIBLE TO KEEP TRACK OF THE PROJECT'S DELAYS AND PROGRESS AND ASSESS THEIR IMPACT IN TERMS OF COST AND PROFIT.**

# NOTES

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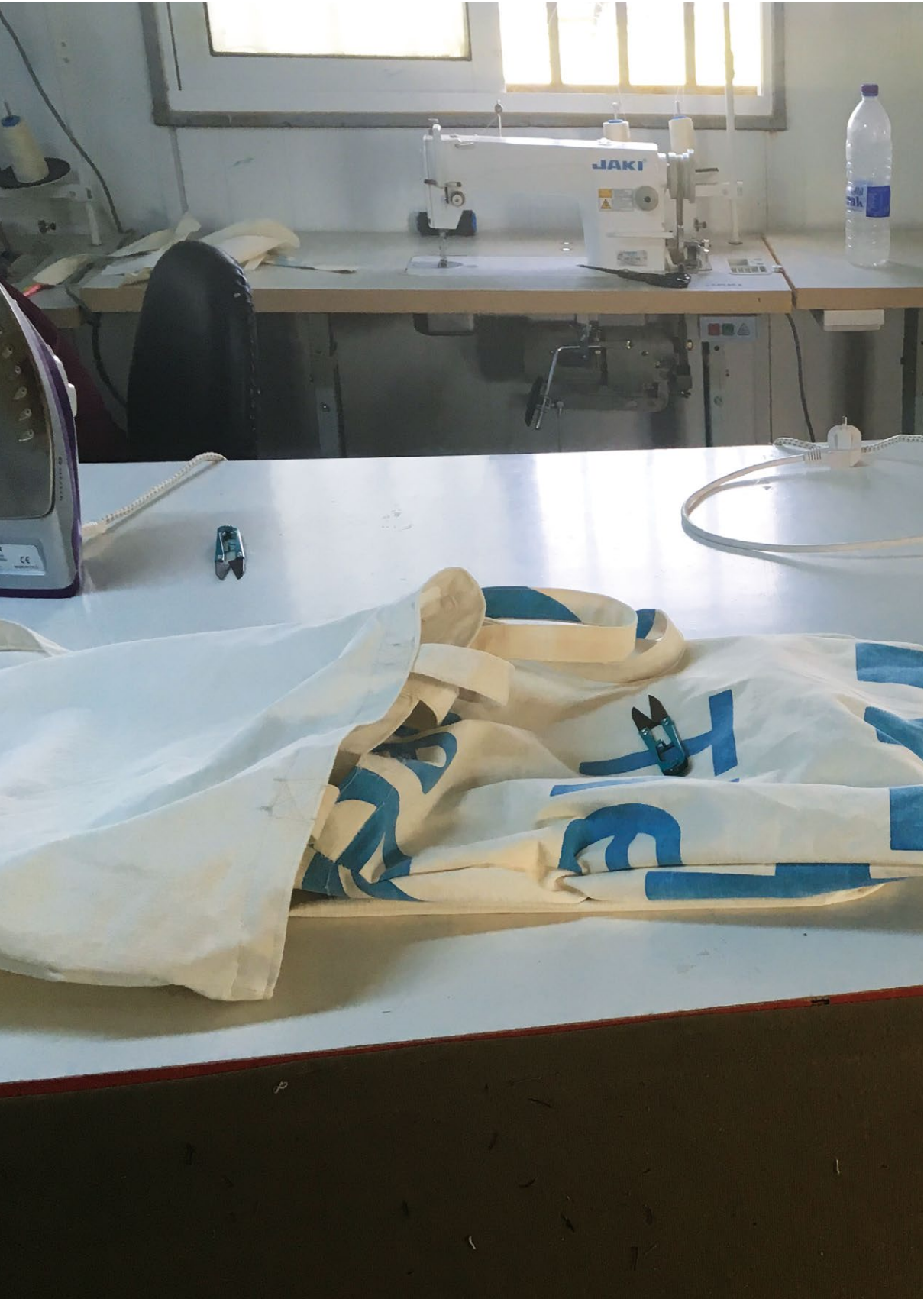
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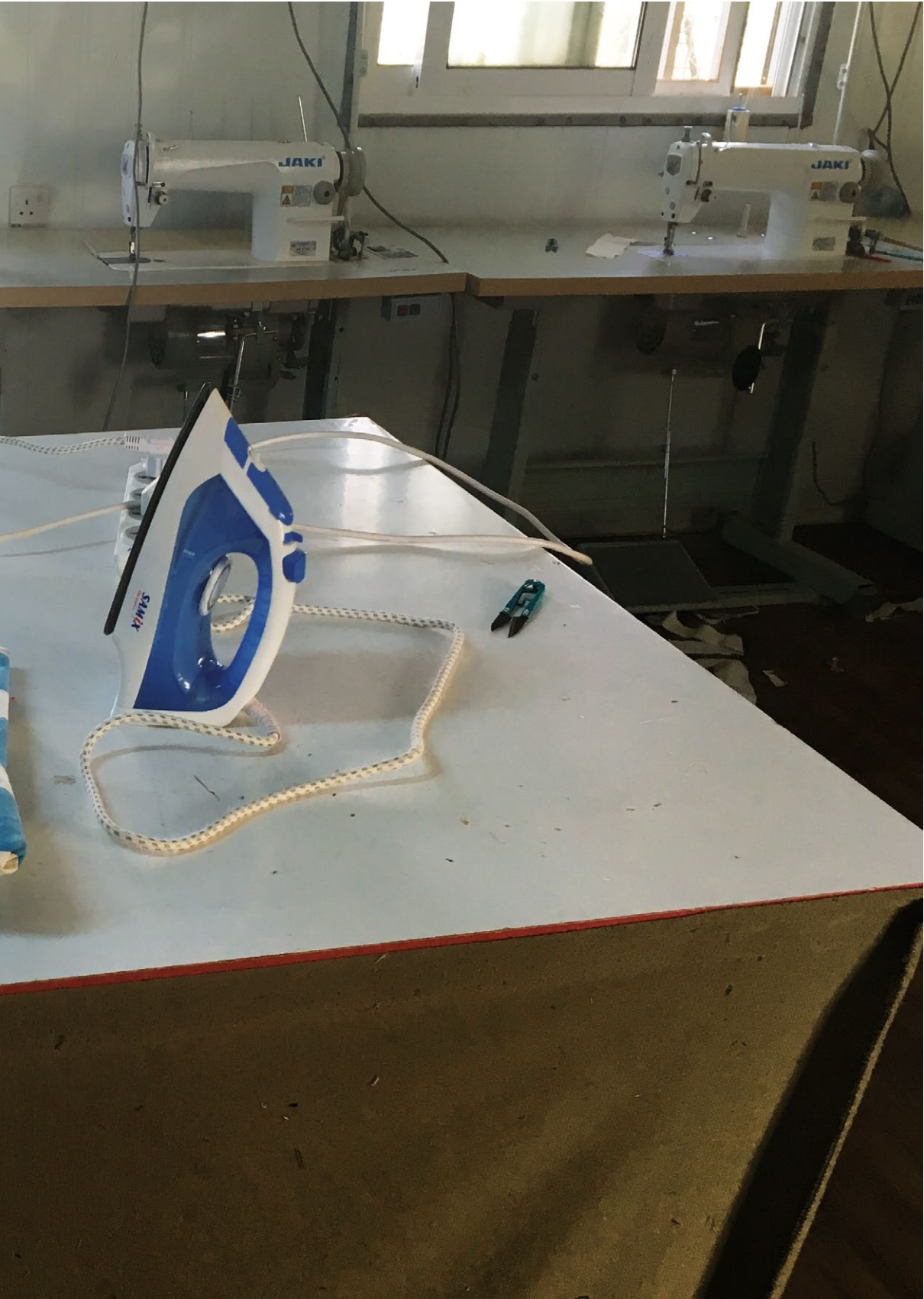
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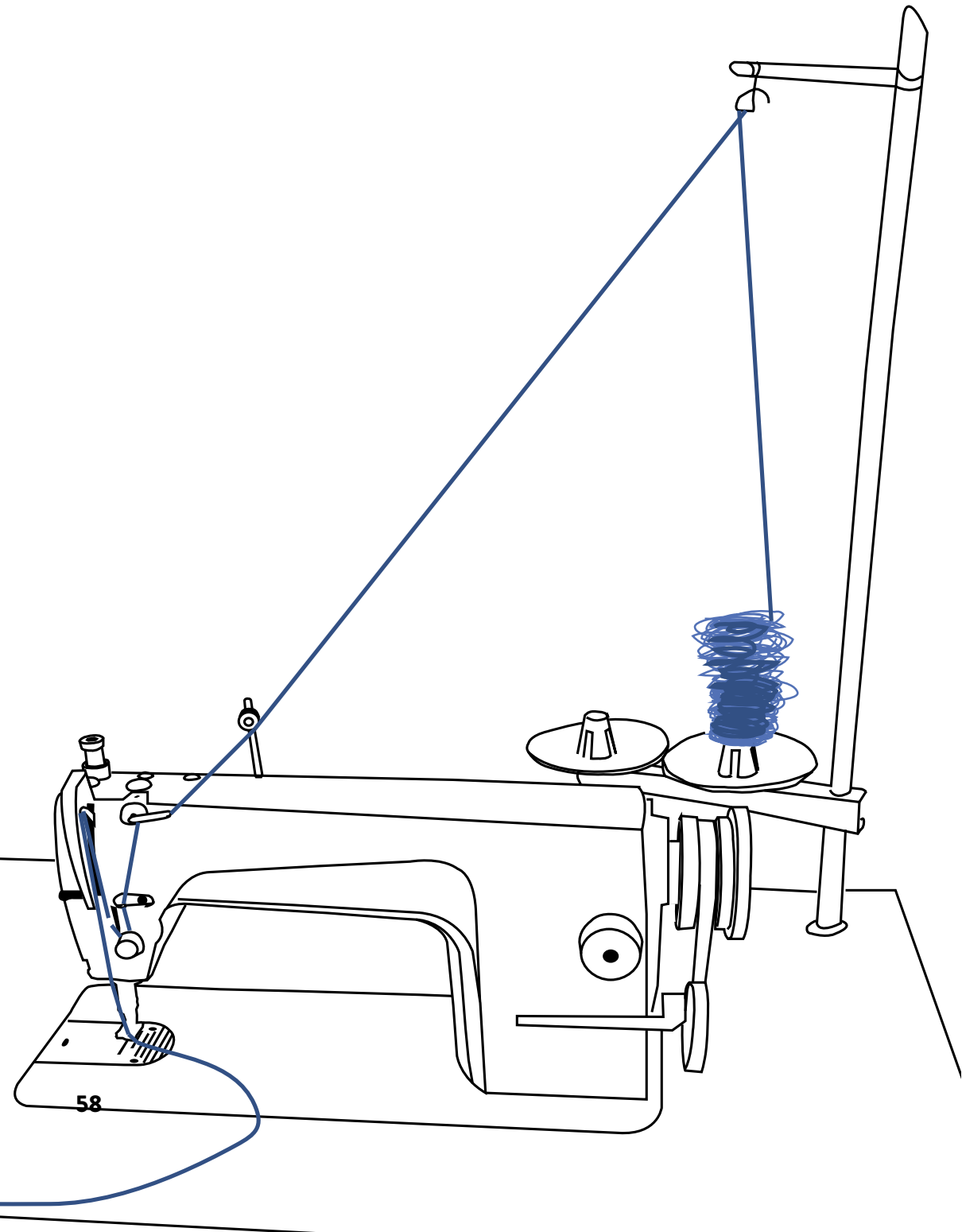
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# 3\_SOURCING

## THE INGREDIENTS

Once you come to the conclusion that - yes - the whole project has the potential to succeed both in the country of production and in the country of distribution, then you can start gathering the needed ingredients for the project's kick-off. You will need facilities to accommodate the workshop, transport options for the tailors to access these facilities, raw material for the bags, tools and machines for assembling these bags, and, most importantly, the tailors themselves.

The challenge and priority here is to try to find, when possible, these ingredients within your direct environment: the camp, the village next door, or the country of implementation. In Za'atari, many goods available on the local markets make their way into the camp. The camp should therefore be understood as a marketplace in itself where one can buy goods, and thereby stimulate refugees grassroots economies and innovations. In return, the overall living conditions gradually improve.

In our case we found our facilities, the raw material (tents), most of the tools and machines, and the tailors, within the camp. The idea that the project emerges FROM and FOR the camp is important to us.

1. ARRANGE APPROPRIATE STORAGE. FOLD THE TENTS AND STORE AWAY FROM SOURCES OF MOISTURE.



**WHERE CAN YOU FIND A DRY SPACE? CAN YOU USE PALLETS? SHELVES? DEHUMIDIFIER DEVICES?**

2. CUT THE MATERIAL FOLLOWING THE CUTTING PATTERN (→5\_3 *Cutting pattern*).

3. CLEAN THE FABRIC.



**IS THERE WATER ACCESS WITHIN THE CAMPS? IF NOT, DOES THE LOCAL TOWN HAVE A DRY CLEANER?**

4. CONTROL AND SORT PIECES GIVEN TO EACH GROUP OF TRAINEES.



# 3\_1 RAW MATERIAL

COLLECT, PRESERVE, AND PREPARE THE RAW MATERIAL (TENT FABRIC) FOR THE UPCOMING PRODUCTION.

## WHAT WE'VE LEARNED

- Do not throw away the tents with stains of mold - they can be used during training sessions (→4\_4 Training).

## IN OUR CASE

With a total of four tent pieces, we could make between 45 to 50 bags.

## BIGGEST CHALLENGE

Mold stains are difficult to remove and dry cleaning is expensive so it is important to prioritise good handling and storing conditions to avoid further damages.

## YOU'LL NEED

- Dry storage space & shelves
- Dry cleaning solutions
- Posters with cutting patterns near cutting tables (→5\_3 Cutting pattern)

1. THINK ABOUT WHAT KEY ELEMENTS YOUR SPACE NEEDS TO HOST A WORKSHOP.



**E.G. WATER ACCESS, ELECTRICITY, LOCATION.**

2. GET A MAP OF THE CAMP AND HIGHLIGHT ALL POTENTIAL FACILITIES.



**E.G. COMMUNITY CENTRES, WORKSHOPS, WASH BLOCKS, EMPTY SPACES, STORAGE.**

3. CONSIDER PARTNERING-UP WITH AN EXISTING WORKSHOP GROUP TO START (→4\_2 Partners).



**COOPERATING WITH OTHER AGENCIES CAN ALLOW YOU TO MAKE USE OF FREE TIME SLOTS IN DIFFERENT WORKSHOP SPACES OR TO RENT THEM OUT FOR A FEE, RESPECTIVELY.**

# 3\_2 FACILITIES

DEFINE WHAT IS AN APPROPRIATE FACILITY TO ACCOMMODATE THE MANUFACTURING WORKSHOP, AND LOOK FOR ONE.

## WHAT WE'VE LEARNED

- The site manager of UNHCR can provide you with the most up-to-date overview of the camp and its available spaces, since this information is constantly changing.
- To use empty spaces or vacant plots ask the Camp Management team.

## IN OUR CASE

We started off by using Oxfam's workshop on a time-slot basis. Once the project was properly running, we obtained a caravan in one of their districts. Step by step, as our project grew, we obtained further facilities. At the end, we worked in seven caravans, seven districts and with four partners.

## BIGGEST CHALLENGE

Make sure you have access to electricity and that the workshop space is within walking distance from the community.

## YOU'LL NEED

- A map of the camp to highlight facilities
- Official permission to use, rent or implement a workshop space
- Access to water and electricity

1. MAP THE TRANSPORT ROUTES AND OPTIONS AVAILABLE TO YOUR TARGET GROUP ALLOWING THEM TO REACH THE WORKSHOP.



**WHAT ARE THE DISTANCES, TRANSPORT OPTIONS, UNCOVERED SPACES, ETC.?**

2. IDENTIFY THE OBSTACLES TO ACCESSING THE WORKSHOP.



**E.G. WALKING DISTANCE, SAFETY, TRANSPORT COST.**

3. COME UP WITH POSSIBLE SOLUTIONS TO OVERCOME THESE OBSTACLES.



**E.G. TRANSPORT EXPENSES REIMBURSEMENT, WORKSHOP LOCATION, MINIVAN PICK-UP.**

# 3\_3 MOBILITY OPTIONS

ENSURE THAT THE TAILORS CAN EASILY REACH THE WORKSHOP

## WHAT WE'VE LEARNED

- If you plan to integrate individuals who do not live within easy reach of the workshop, it is recommended to cover the transportation expenses. In this way, you can ensure the tailors' regular participation (→4\_3 Participation).
- Walking is the easiest and most affordable option, yet it can be unsafe and not appropriate for long distances. If the workshop place is more than one kilometre away from their home, it is likely that the tailors will not take on this walk.

## IN OUR CASE

We offered to cover transport costs but the women could not pay even if we would reimburse them afterwards. We had to set up a pre-payment system for transport expenses. The most efficient way to overcome accessibility obstacles was to team-up with other NGOs from other districts and use their local facilities.

## BIGGEST CHALLENGE

Reaching the workshop should ideally be costless, effortless, and safe for the tailors.

## YOU'LL NEED

A map of the camp to trace transports routes

1. TOGETHER WITH THE DESIGNER, MAKE A LIST OF ALL THE TOOLS AND MACHINES YOU NEED FOR THE PRODUCTION.



**E.G. HOW MANY PAIRS OF SCISSORS? WHERE TO BUY THEM?  
HOW MUCH DOES IT COST?  
HOW OFTEN DO YOU NEED TO REPLACE THEM?**

2. CREATE A CHECKLIST FOR WHAT CAN BE REUSED, RENTED OR PURCHASED WITHIN AND OUTSIDE OF THE CAMP.



**CAN YOU USE OR RENT TOOLS FROM ANOTHER WORKSHOP?**

3. TRACK MACHINES USING A CODING AND NUMBERING SYSTEM AND DEVELOP A MAINTENANCE SYSTEM.



**E.G. “15LS-523-07” INDICATES THAT THE MACHINE IS A LOCKSTITCH (LS), NUMBER (07), OUT OF 15 (15LS) MACHINES IN THE WORKSHOP, AND LOCATED IN DISTRICT 5; BLOCK 23.**

# 3\_4 TOOLS & MACHINES

LIST, PURCHASE, OR RENT THE TOOLS AND MACHINES NEEDED TO ACHIEVE THE EXPECTED PRODUCTION.

## WHAT WE'VE LEARNED

- To maintain a smooth production flow, you will need to anticipate the paperwork and delays associated with the mobility of goods inside and outside the camp (→7\_1 Logistics).
- To obtain optimal machine performance, it is recommended that a maintenance system is established. Each tailor is responsible for the maintenance of their allocated station and machine.

## IN OUR CASE

It was decided that some basic tools would be handed out to the women so that they had their own personal sewing kit. Bigger machines (e.g. irons, sewing machines) would be kept within the workshop in order to avoid conflicts amongst the tailors.

## BIGGEST CHALLENGE

To calculate the exact number of tools and machines you need, you first need to determine how big you plan your production to be.

## YOU'LL NEED

- Complete procurement list
- Checklist for in and off-camp availabilities
- Permission to bring supplies inside the camp
- Machine maintenance system

1. ENCOURAGE POTENTIAL TRAINEES TO REGISTER THROUGH PROMOTIONAL ACTIVITIES.



**CAN OTHER ORGANISATIONS SHARE THE MESSAGE AMONGST THEIR COMMUNITY?**

2. RUN AN INTRODUCTION SESSION AND CREATE A QUESTIONNAIRE.



**NAME, PHONE NUMBER, CHILDREN, AVAILABILITY, OTHER FORMS OF INCOME, AGE, PREVIOUS EXPERIENCE, ETC.**



# 3\_5 TAILORS

DEVELOP AN OUTREACH STRATEGY TO PROMOTE THE WORKSHOP AMONGST YOUR TARGET POPULATION.

## WHAT WE'VE LEARNED

- For advertising the workshop in other districts cooperate with community mobilizers who already have a relationship in place with your target group in these locations.
- Manage expectations from the beginning, especially with regard to the money distribution. Set up a plan in advance, which determines the money distribution, to avoid creating inaccurate expectations for the women (→7\_6 Money distribution). Likewise, clearly set the expectation in terms of production quality and attendance.

## IN OUR CASE

Our outreach strategy included working with community mobilizers, placing posters in community centres, organising door to door visits, creating sign-up sheets with phone numbers, calling and texting participants, etc.

## BIGGEST CHALLENGE

Mobilising a group first requires an understanding of its dynamics, needs, interests, and leadership structure. It also takes time to be known and trusted.

## YOU'LL NEED

- Promotional material
- Community mobilizers
- Questionnaires

# CHECKLIST

## 2\_1 RAW MATERIAL

- A dry storage space
- Dry cleaning options
- Posters with cutting patterns (→5\_3 Cutting pattern)

## 2\_2 FACILITIES

- A map of the camp to highlight potential facilities
- Needed permissions to use, rent, or implement a workshop
- Access to water and electricity

## 2\_3 TRANSPORT OPTIONS

- A map of the camp to trace transports routes

## 2\_4 TOOLS & MACHINES

- Complete procurement list
- Checklist for in and off-camp availabilities
- Permission to bring supplies inside the camp
- Machine maintenance system

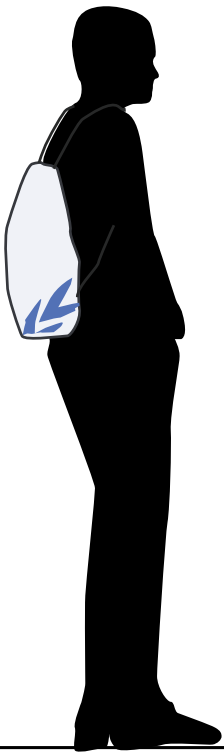
## 2\_5 TAILORS

- Promotional material
- Community mobilizers
- Questionnaires









# 4\_

# COORDINATION

## THE TEAMS



Being able to efficiently manage a workshop builds the capacity to spot the strengths and weaknesses in a group and within a given context as well as to organise the training and production accordingly. In the context of a camp, identifying these elements is arguably even more determinant. The current and past experiences of the refugees have a direct impact on their current needs, desires, capacities, and constraints, and will reflect in their level of commitment towards the project.

The challenge in this phase of the project will be to set up a flexible and circular learning system that responds to the tailors' needs without jeopardizing the design quality and the production capacity.

1. DRAW UP THE PLAN OF THE PROJECT STRUCTURE, THE MAIN FUNCTIONS AND HOW THEY ARE SPLIT INTO DIFFERENT ROLES.
2. CREATE A PLANNING TABLE WITH THE LIST OF TASKS AND THE PERSON RESPONSIBLE FOR EACH OF THEM.



**WHO IS DOING WHAT? WHEN? WHERE?**

3. SET UP A COMMUNICATION AND KNOWLEDGE MANAGEMENT SYSTEM ACROSS THE ORGANISATION AND BETWEEN ITS DIFFERENT LOCATIONS.



**E.G. MEETINGS SCHEDULE, REPORTING METHODS, SHARED DOCUMENTS AND TOOLS, ETC.**



# 4\_1 A CORE TEAM

THIS TEAM WILL BE RESPONSIBLE FOR THE PROGRAM STRATEGY, THE DESIGN DEVELOPMENT, AND THE PRODUCTION MANAGEMENT

## WHAT WE'VE LEARNED

- A prerequisite for the implementation of this project should be the presence of a) a person with skills and expertise in the field of product marketing, sales, and the product cycle, and b) a person with experience in fashion design techniques, workshop production, and processing.
- One person can take one role or you can split the tasks between different employees and throughout your partnerships.
- Prioritise recruiting locally to support the local economy and local talents and to help reducing secondary costs.

## IN OUR CASE

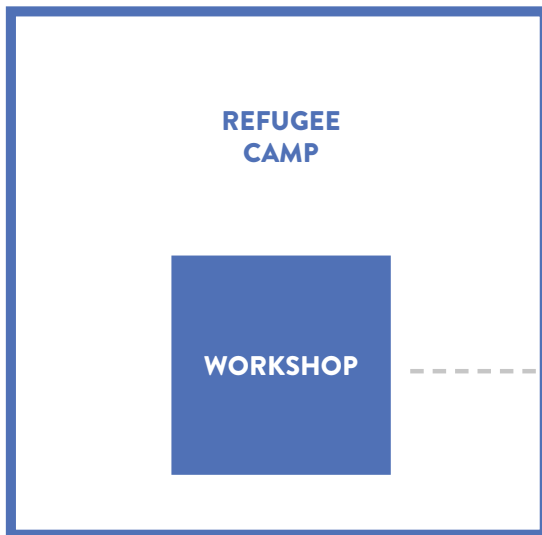
The functions were shared between Oxfam, our main partner, and MORE THAN SHELTERS's team.

## BIGGEST CHALLENGE

Finding the right people for this type of project is not only about looking for the right skills and experience but also making sure that their values are in line with the project's values → (3\_1 *Impact strategy*).

## YOU'LL NEED

- A plan of the organisation structure & functions (→ 4\_1 *Infographic*).
- A team planning table
- A human resources system
- Communication and knowledge management systems



# 4\_1 A CORE TEAM

INFOGRAPHIC

## STRATEGY

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- SUPPLY SOURCING
- PARTNERSHIPS & CONTRACTS
- SOURCING & SUPPLY
- BRANDING STRATEGY
- LOGISTICS

## PRODUCTION

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- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• DESIGN &amp; DEVELOPMENT</li><li>• QUALITY CONTROL</li><li>• TRAINING PROGRAM</li><li>• PRODUCTION TRACKING</li><li>• WORKSHOP SET-UP</li></ul> | <p>MAKING:</p> <ul style="list-style-type: none"><li>• MEASUREMENTS</li><li>• SEWING</li><li>• CUTTING</li><li>• PACKING</li></ul> |
|---|--|

## GOVERNANCE

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- SALES & FINANCES
- PROMOTIONAL ACTIVITIES
- STAFF
- POLICIES & GOVERNANCE

**1.** MAP THE DIFFERENT STAKEHOLDERS PER DISTRICT.



**THE CAMP MANAGEMENT TEAM SHOULD HAVE A LIST OF ALL THE MANDATED ORGANISATIONS WITHIN THE CAMP.**

**2.** CONDUCT A SWOT ANALYSIS TO SEE IF THE PARTNERSHIP IS MUTUALLY BENEFICIAL .



**WHERE ARE THE OVERLAPS IN TERMS OF RESOURCES, GOALS AND METHODS? WHAT ARE THE ADDED VALUES IN TERMS OF STAFF CAPACITY, MANDATES, EXPERTISE, FACILITIES, COMMUNITY MOBILIZATION?**

# 4\_2 PARTNERS

PARTNER UP WITH AN AGENCY THAT IS ALREADY ESTABLISHED IN THE CAMP AND WHICH CAN HELP YOU IMPLEMENT THE PROJECT.

## WHAT WE'VE LEARNED

Cooperating with different organisations can help to overcome legal constraints. Each organisation could take on different roles under their respective status and powers. For instance, the production can be registered under an NGO's Cash-for-Work scheme, while the selling and marketing part can be undertaken by a registered business. Also, if you do not have access to the camp, you can partner up with an organisation that already has a mandate within the camp.

## IN OUR CASE

We stayed highly connected with the other livelihood teams. Through them, we accessed inter-agency meetings and met other agencies that we later partnered up with. The most feasible way to scale up the project is to cooperate with other agencies that already have an established network, facilities and materials in the camp.

## BIGGEST CHALLENGE

Although other NGOs offer similar activities, their traditional role is not to incubate businesses. They often follow an agenda that focuses on capacity building activities rather than income generating activities.

## YOU'LL NEED

- A map of the mandated stakeholders within the camp
- A SWOT analysis for partnerships
- A partnership agreement

1. IDENTIFY THE TECHNICAL SKILLS NEEDED FOR DESIGNING A PRODUCT AND COORDINATING ITS MANUFACTURING PROCESS.



**E.G. SUSTAINABLE DESIGN METHODS, INDUSTRIAL PRODUCTION, GARMENTS MANUFACTURING, HEALTH & SAFETY RULES.**

2. CONSIDER THE INTERPERSONAL SKILLS NEEDED TO MANAGE THE TAILORS AND MORE SPECIFICALLY FOR WORKING WITH YOUR TARGET GROUP.



**E.G. EMPATHY, MENTORING, ADVOCACY, LANGUAGE.**

# 4\_3 A LOCAL DESIGNER

FIND A LOCAL DESIGNER THAT HAS BOTH THE TECHNICAL AND INTERPERSONAL SKILLS NEEDED FOR RUNNING THE WORKSHOP.

## WHAT WE'VE LEARNED

- The designer needs to speak the same language as the tailors. Depending on your target group, it might be relevant to belong to the same gender and cultural group.
- The idea of choosing a local designer is also about supporting the local economy and local talents.

## IN OUR CASE

Our local designer, Basma Omar, was in charge of the Research and Development, the management of the workshop, the control of the production quality, and the trainings facilitation.

## BIGGEST CHALLENGE

Consider the emotional aspect of this role and the mental strength needed for it. The workshop is not only a manufacturing place but also a safe space for the refugees to meet others and share experiences. Often, they express their difficulties, and the designer needs to be able to listen and, if relevant, to appropriately relay this information to a community worker.

## YOU'LL NEED

- A role description and corresponding budget
- Recommendations from other agencies for finding a local designer

1. IDENTIFY THE ELEMENTS THAT DISCOURAGE OR PREVENT EFFECTIVE PARTICIPATION AND THINK OF POSSIBLE SOLUTIONS.



**FOR INSTANCE, CHILDCARE ISSUES CAN BE OVERCOME THROUGH WORKING FROM HOME**

2. DEFINE WHAT IS THE APPROPRIATE FREQUENCY AND TIMETABLE FOR THE WORKSHOPS.



**WHAT ARE THE MOST CONVENIENT TIME SLOTS AND DAYS FOR THE TAILORS AND FOR THE DESIGNER? WHEN IS THE WORKSHOP AVAILABLE?**

3. DESIGN AND OFFER HIGH-QUALITY TRAINING AS AN INCENTIVE.



**E.G. TRAINING PROGRAM; SKILLS DEVELOPMENT SYSTEM; INDIVIDUAL AND GROUP FEEDBACK SESSIONS; ATTENDANCE SHEETS; CERTIFICATION SYSTEM.**



# 4\_4 TAILORS' PARTICIPATION

IDENTIFY THE ELEMENTS THAT ENABLE EFFECTIVE PARTICIPATION

## WHAT WE'VE LEARNED

The certificate of training completion might not have an official meaning. Be clear about that. However, it evinces the acquisition of skills in textiles, sewing, and fashion designing that can be useful to show to future employers or customers. It also recognises and values the tailors' commitment.

## IN OUR CASE

Since many women could not attend the workshop because of childcare obligations, we hired a Cash-for-Work employee to look after the children during the sessions. Another option was to split the production between the workshop and the women's home for non-mechanical tasks (e.g. cutting). This was decided on an individual basis. Attending the workshop is important because it is also about accessing a safe space where women can meet and talk about everyday issues and get out of their tents.

## BIGGEST CHALLENGE

Try to balance the drop-off rate by establishing a circular learning system so that new trainees can drop in anytime throughout the training program (→4\_5 Training)

## YOU'LL NEED

- A certificate of training completion
- An attendance sheet

1. DEFINE A WORKSHOP PROGRAM THAT FOLLOWS THE CONTENT OF THE TRAINING MANUAL.



**E.G. WHAT ARE THE LEARNING TARGETS PER WEEK?  
HOW LONG ARE THE SESSIONS?  
HOW MANY PERSONS PER SESSION?**

2. FIND A SYSTEM FOR MAPPING SKILLS THAT ALLOWS THE TAILORS TO CONTINUOUSLY DEVELOP THEIR SKILLS AND TO FILL ANY COMPETENCY GAPS.



**E.G. SKILL MAPPING METHODS; SELF-EVALUATIONS, INDIVIDUAL & GROUP FEEDBACK SESSIONS.**

3. ALLOCATE THE TASKS ACCORDING TO THE SKILLS AND INTERESTS OF THE TAILORS.

# 4\_5 TAILORS' TRAINING

DEVELOP A TRAINING SYSTEM FOR THE BAG MAKING THAT ALSO EQUIPS THE TAILORS WITH THE SKILLS NEEDED FOR FUTURE JOB OPPORTUNITIES

## WHAT WE'VE LEARNED

- Preferably, a workshop group should not consist of more than 20 tailors in order to ensure high-quality training.
- Stained raw material can be used for training sessions. Lower the consumption of logo-print fabric during the training sessions.

## IN OUR CASE

All tailors learn all of the basic steps of textile manufacturing from cutting and preparation to sewing. When they finish the full training, we determine which women will specialize in which step of production. This also means that the production is split into different workstations.

## BIGGEST CHALLENGE

Some tailors might not be able to read, and even numbers might be difficult to understand. Therefore, the training manual should not have too much text, but rather include many pictures.

## YOU'LL NEED

- A training manual
- A training program
- Feedback forms
- Skills mapping methods

**1.** ESTABLISH THE DESIGN TASK FORCE (DTF).



**TRY TO FIND AN INFLUENTIAL DESIGNER WHO CAN RAISE THE PRODUCT VALUE BY IMPROVING ITS DESIGN AND DRAWING PUBLIC ATTENTION TO YOUR PRODUCT.**

**2.** BRIEF THE DTF ON THE PROJECT, THE PRODUCT, AND THE PRODUCTION CONDITIONS IN THE CAMP SO THAT THEY CAN PROVIDE RELEVANT RECOMMENDATIONS.



**THEY WILL NEED TO KNOW ABOUT THE QUALITY STANDARDS AND DESIGN DIRECTIONS YOU AIM TO FOLLOW. LIKEWISE, INFORM THEM ABOUT THE TOOLS, MACHINES, MATERIAL, AND STAFF CAPACITY AVAILABLE IN THE CAMP.**

**3.** MAINTAIN THE WORKFLOW OF THE DTF.



**THE DTF SHOULD TRANSLATE THE INITIAL DESIGN INTO INDUSTRIAL STANDARDS.**

# 4\_6 DESIGN-TASK-FORCE

INVOLVE INTERNATIONAL DESIGNERS IN THE PROJECT TO RAISE THE QUALITY AND VISIBILITY OF THE PRODUCT

## WHAT WE'VE LEARNED

Getting international and influential designers involved in the design process will also increase the public visibility of the product if this collaboration is properly communicated to the customers (→7\_4 Branding).

## IN OUR CASE

Our Design Task Force emerged when Daniel Kerber - MTS's founder - connected Basma Omar, our local designer, with Konstantin Grcic, a German industrial designer. The aim of this collaboration was to ensure that her initial design matched the international market standards.

## BIGGEST CHALLENGE

Make sure that the DTF recommendations are feasible with regard to the materials and tools available back in the production country.

## YOU'LL NEED

- Influential designers
- Improved design technical documents (→5\_1 Specification sheet)

# CHECKLIST

## 3\_1 A CORE TEAM

- A plan of the organisation structure & functions
- A team planning table
- Communication & knowledge management tools

## 3\_2 PARTNERS

- A map of the mandated stakeholders
- A SWOT analysis for partnerships
- A partnership agreement

## 3\_3 LOCAL DESIGNER

- A role description and a respective budget

## 3\_4 TAILORS # 1 / PARTICIPATION

- A certificate of training completion
- An attendance sheet

## 3\_5 TAILORS # 1 / TRAINING

- A training manual
- A training program
- Feedback forms
- Skills mapping methods

## 3\_6 DESIGN TASK FORCE

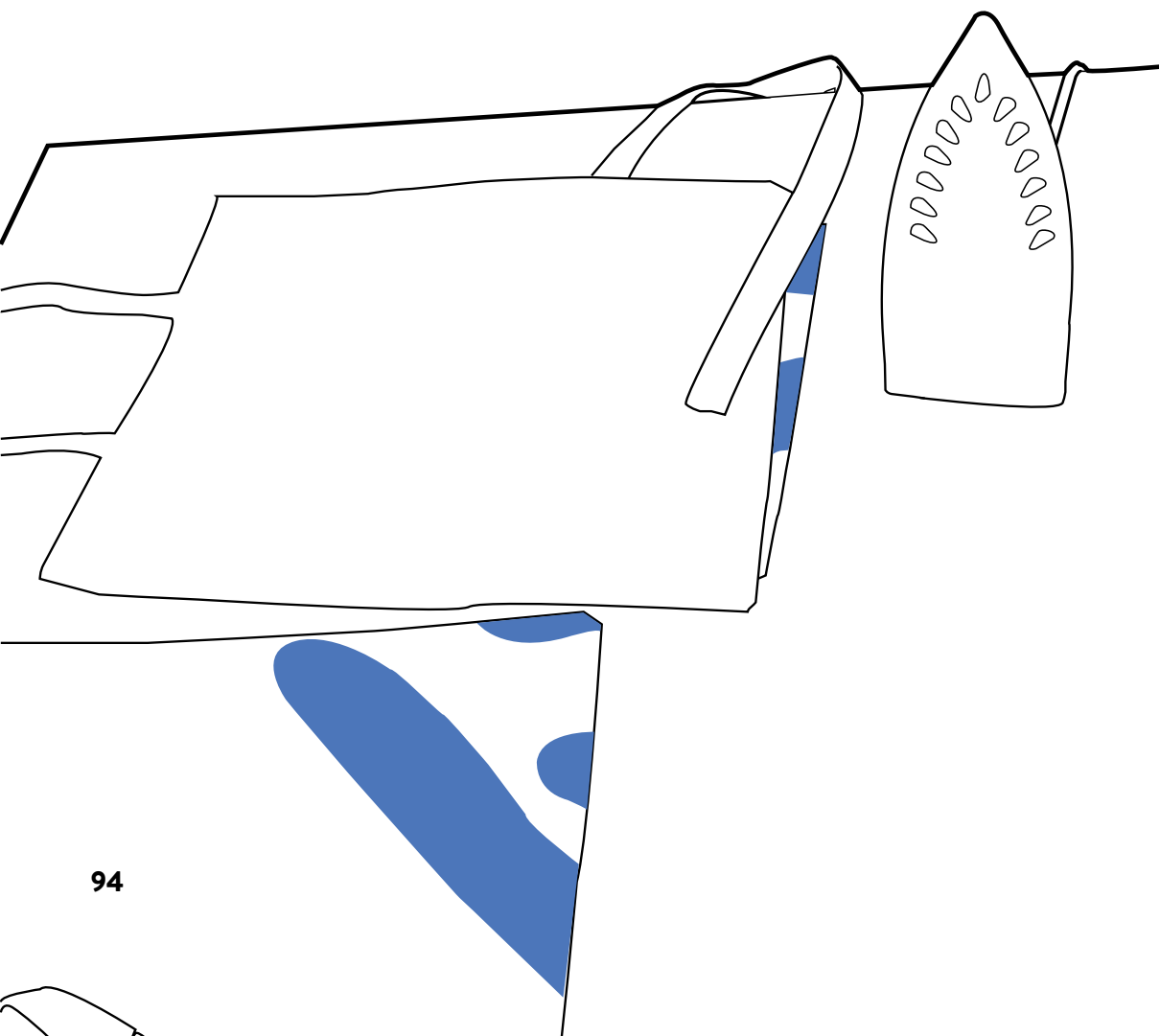
- Influential designers
- Improved design technical documents











# 5\_DESIGN

## THE TECH KIT

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There is not just one Za'atari Bag. Over the course of the project, we developed four different bags out of the tent fabric, but the creation spectrum really is unlimited. Here you have the choice to a) follow our product specification sheet and instructions provided below or b) recreate a design, and therefore restart the design process from scratch. We will not go into too much detail about the design process (sampling, testing, etc.) and the process of developing product documentation (tech pack, product specification sheet, pattern blocks, etc.). Such techniques require precise expertise that should be provided by your designer. In our case, the research and development phase was handled by the local designer and reviewed by our Design-Task-Force.

# 5\_1 SPECIFICATION SHEET

THE BLUE PRINT OF THE BAG DESIGN

1. CREATE SKETCHES FOR EACH BAG DESIGN, INCLUDING PRECISE MEASUREMENTS.



**SOME TAILORS MIGHT NOT BE ABLE TO READ, THEREFORE THE SKETCH (FLAT DRAWING) SHOULD PRIORITISE DRAWING OR PICTURES OVER TEXTS.**

2. ON ANOTHER PAGE, PROVIDE TECHNICAL INFORMATION ABOUT THE PRODUCT FABRIC, MACHINERY AND OTHER MANUFACTURING NOTES.



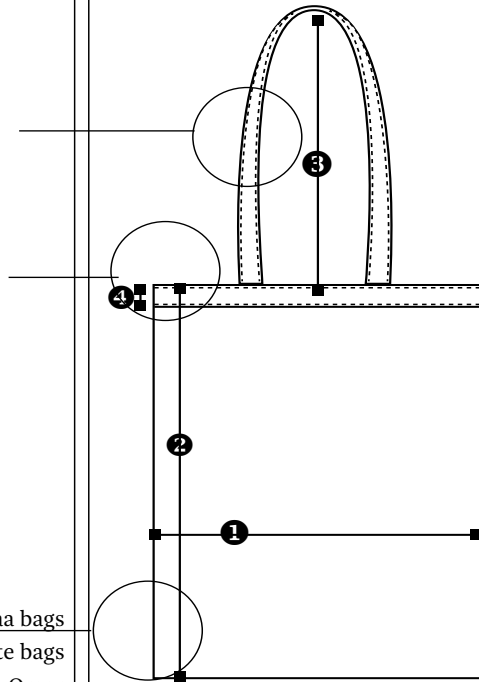
**E.G. TOLERANCES, STITCH INSTRUCTIONS, GARMENT WASHING INSTRUCTIONS, LABEL AND PACKAGING METHODS.**

كيس شنطة أساسي  
Tote bag for life - Basic  
1701

زعتري - Bags for Life	إسم المشروع Projekt Name
oxfam + MTS	الداعم
بسمة ، سهى، ندد	للمراجعة مع
<b>Basma, Suha, Nada</b>	<b>contact</b>

التفاصيل:  
Call out - details/notes

الرسم:  
sketch (flat drawing)



Brand : Ley-Hayaa bags  
Product: Tote bags  
Designer: Basma Omar  
Collection: 18-barbosa  
Originator:  
MORETHANSHELTERS

- ① 38cm
- ② 40.5cm
- ③ 60cm
- ④ 2.5cm

# 5\_2 QUALITY & DETAILS

THE ADDED-VALUE

1. DESCRIBE EACH AND EVERY DETAIL OF THE BAG IN THE BEST POSSIBLE FORMAT.



**THE MORE DETAILS YOU PROVIDE, THE EASIER IT IS FOR THE TEAM TO PRODUCE THE BAG.**

2. TRY TO BRIDGE THE GAP BETWEEN PRODUCTION POSSIBILITIES IN A REFUGEE CAMP AND INDUSTRIAL QUALITY EXPECTATIONS OF THE CUSTOMERS.



**RAISE THE AWARENESS WITHIN THE TEAM THAT STRAIGHT SEWING, REINFORCED CORNERS, STRONG CONNECTIONS ETC. ARE VERY IMPORTANT FOR CUSTOMER ACCEPTANCE OF THE PRODUCT**



**MONITOR THE PRODUCTION PROCESS INTENSIVELY TO IMPROVE THE QUALITY OF THE PRODUCT**



# 5\_3 CUTTING PATTERN

THE UNHCR FAMILY TENT

1. CUT THE ROOF AREAS INTO TWO WORK PIECES (OUTLINED IN RED). THE SIZE OF EACH PIECE IS 2 X 4 METRES.
2. SUBDIVIDE EACH PIECE INTO MULTIPLE CUTTING PATTERN SECTIONS ACCORDING TO YOUR BAG DESIGN.



**PLAY AROUND WITH YOUR PATTERNS TO USE ALL THE MATERIAL AVAILABLE AND TO SPREAD THE UNHCR LOGO ACROSS AS MANY BAGS AS POSSIBLE.**



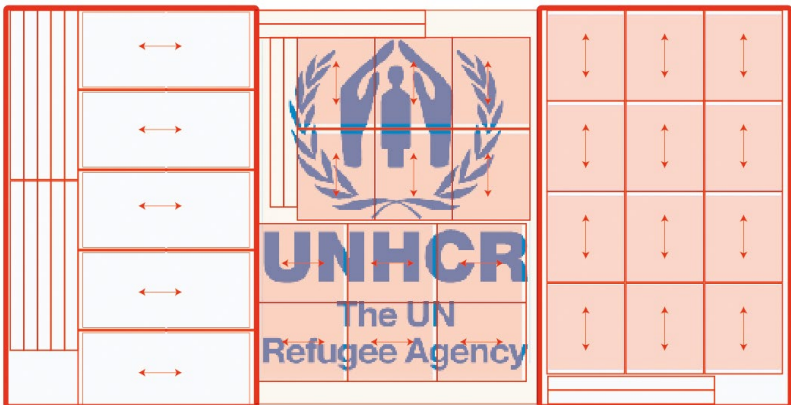
**PAPER OR CARDBOARD CUTTING PATTERNS FOR EACH COMPONENT WILL HELP YOU TO STANDARDIZE THE PRODUCTION WORKFLOW.**

3. CUT ALL PIECES THOROUGHLY AND STORE THEM PROPERLY IN A DRY AND SAFE PLACE.



**ON AVERAGE, 20% OF OUR FABRIC WAS DAMAGED DUE TO MOULD.**





# 5\_4 SEWING STEPS I

## THE BAG BODY

- 1.** TAKE A PIECE OF BAG MAIN BODY AND FOLD IT IN THE MIDDLE SO THAT THE TWO RECTANGLES ARE BACK-TO-BACK AND THE WRONG SIDES OF THE FABRIC ARE FACING OUT. NOW SEW THE EDGES ON 1 CM. TO END THE SEAM, SIMPLY CONTINUE SEWING PAST THE EDGE.
- 2.** CUT THE EDGES ON THE END WITH AN ANGLE. THEN BRING THE SEAMS TOGETHER TO SEW THE CORNER.
- 3.** HEM 1 CM OF THE UPPER EDGE, THEN TUCK IT UNDER ANOTHER 2.5 CM HEM. HERE YOU CAN INSERT THE HANDLE AND HOLD THEM WITH A PAPER CLIP.
- 4.** SEW A STRONG TRIPLE STITCH ALONG THE BOTTOM OF THE HEM WITH THE HANDLES LAYING FLAT IN IT. SECURE THE STITCHES (ABOUT 2 MM FROM THE EDGE) ALL ALONG THE UPPER EDGE.
- 5.** FLIP OUT THE BAG (PATTERN SIDE OUT) AND MAKE SURE YOU PUSH THE EDGE OUT TO CREATE A GOOD 90-DEGREE ANGLE. NOW PUSH UP THE HANDLES AND CREATE THE CROSS DIAGRAM TO SECURE THE HANDLES TO THE TOP.
- 6.** REMOVE ALL EXCESS STITCHES. FINALLY IRON THE BAG.



# 5\_5 SEWING STEPS II

## THE HANDLES

- 1.** PREPARE THE STRIPS FOR SEWING. FOLD 1 CM OF THE HANDLE ON EACH LONG SIDE. USE STRAIGHT PINS TO KEEP THE FOLD IN PLACE AND RUN AN IRON ALONG ITS EDGE TO CREATE A CREASE.
- 2.** SET THE SEWING MACHINE TO A SIMPLE STRAIGHT STITCH WITH A STITCH LENGTH OF 2 MM.
- 3.** NOW, HEM BOTH EDGE ABOUT 2MM ON BOTH SIDE OF THE LONG STRIP.



# 5\_6 LABEL & TAG

## THE STORYTELLING ELEMENTS

1. ADD STORYTELLING ELEMENTS DIRECTLY ON YOUR PRODUCT.



**LABELS ARE NOT ONLY A PROFESSIONAL DETAIL, BUT ALSO THE MOST IMPORTANT ELEMENT TO SHOW YOUR BRAND IDENTITY AND PRODUCT STORY.**

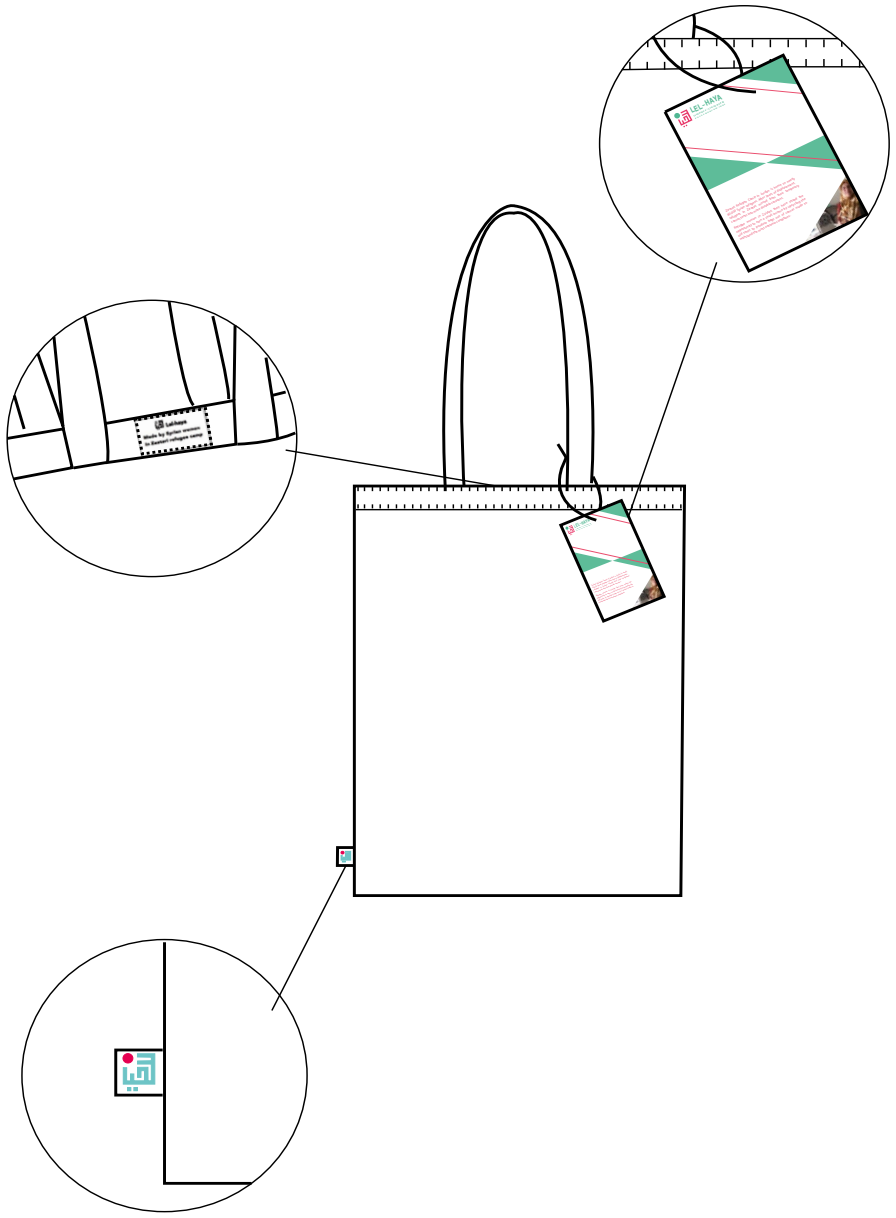
2. THINK ABOUT THE BEST WAY TO TELL THE STORY OF THE PRODUCT AND THE TAILORS WHO MADE IT.



**TODAY, BUYERS APPRECIATE INCREASED TRANSPARENCY AND TO KNOW HOW, WHY, AND WHO MADE THE PRODUCT. THIS FOSTERS AN EMOTIONAL CONNECTION BETWEEN THE BAG OWNERS AND THE BAG MAKERS.**



**IN OUR CASE WE DEVELOPED A SYSTEM OF QR CODE AND A TAG ON THE BAG THAT ALLOWS THE BUYER TO TRACE THE BAG AND FIND OUT, THROUGH OUR WEBSITE, WHO MADE THE BAG AND IN WHICH DISTRICT IT WAS MANUFACTURED.**



# 5\_7 PACKAGING

1. FIND A PACKAGING METHOD THAT IS CHEAP AND ENVIRONMENTALLY FRIENDLY.



**TO STAY IN LINE WITH THE ENVIRONMENTAL GOALS OF THIS UPCYCLING PROJECT, AVOID USING PLASTIC OR HEAVY PACKAGING MATERIALS.**

2. PROVIDE AN EASY TO UNDERSTAND PROCESS CHART OF THE PACKAGING PROCESS.



**PREPARE A SMALL LAMINATED VERSION OF THIS CHART FOR EACH TAILOR AND PRINT IT AS A BIG POSTER TO BE DISPLAYED IN THE WORKSHOP**

3. PLACE ALL THE PACKAGES IN A PARCEL AND MAKE SURE THE PARCEL RESPECTS THE LOGISTICS COMPANY'S REQUIREMENTS.



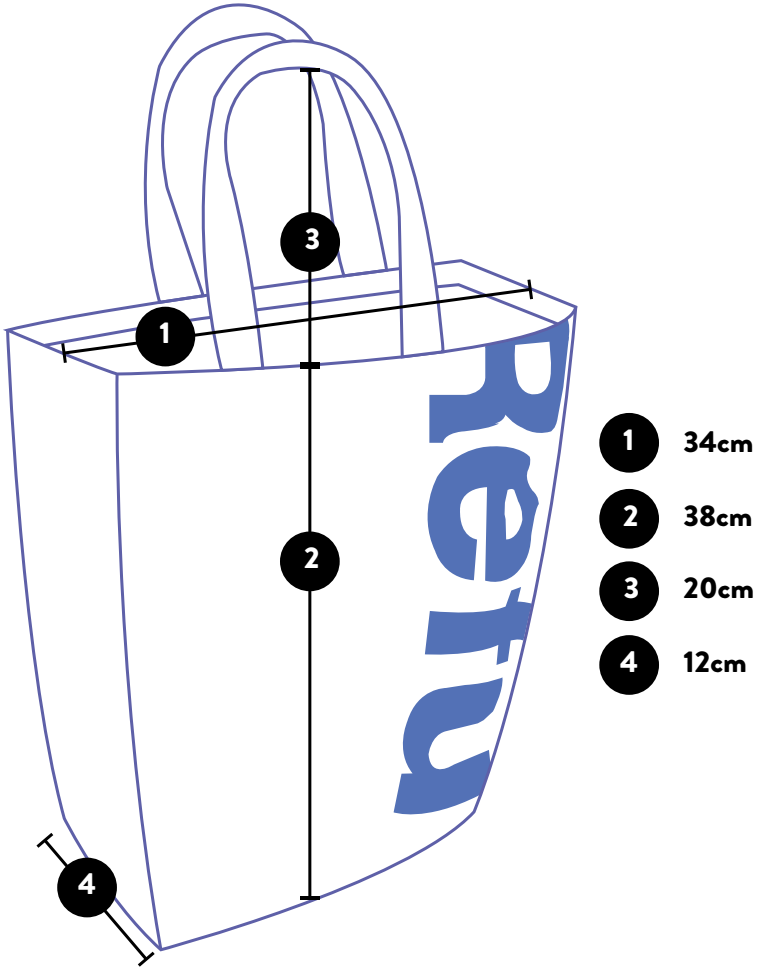
**LITTLE AND LIGHT PACKAGING HELPS REDUCING THE EXPORT COSTS WHICH CAN ACCOUNT FOR A SIGNIFICANT PART OF THE OVERALL PRODUCT COST.**











# 6\_PRODUCTION

## THE WORKSHOP

This project is not just about offering a livelihood activity, but it is also about the great product that comes out of it and its capacity to generate sustainable incomes for the women. Therefore, the project moved rapidly away from conventional handicraft sewing workshops to become a proper multi-workshop system structured around a single product line and aimed at producing, at scale, a product - The Bag for Life.

Organising an efficient and consistent production system is key and should be implemented from the very beginning of the project in order to avoid any disappointment from the customers.

1. CREATE A STOCK LIST SYSTEM TO TRACK MATERIAL INPUTS AND OUTPUTS AT DIFFERENT STAGES OF THE PRODUCTION PROCESS.



**E.G. CUT AND CLEAN RAW MATERIAL, PRE-ASSEMBLED BAGS, PACKAGED PRODUCTS.**

2. BASED ON THESE NUMBERS, CALCULATE YOUR OVERALL PRODUCTION CAPACITY.



**HOW MANY BAGS CAN BE PRODUCED BY X NUMBER OF TAILORS WITHIN A SPECIFIC PERIOD OF TIME?**

3. HAVE A SYSTEM IN PLACE FOR DEALING WITH INCOMING ORDERS.



**HOW MANY BAGS DO YOU HAVE IN STOCK? WHICH GROUP OF TAILORS IS READY TO PRODUCE THE INCOMING ORDER?**

# 6\_1 PRODUCTION TRACKING

AN EFFICIENT TRACKING SYSTEM WILL ALLOW YOU TO ASSESS THE PRODUCTION CAPACITY.

## WHAT WE'VE LEARNED

- It is important to always have enough cut and clean raw material in stock ready for assembly. This will help minimise the length of time needed to deal with incoming orders.
- A precise production tracking system is needed to calculate the exact production quantity per group and then to distribute the money fairly amongst the tailors' groups.

## IN OUR CASE

Since we paid the tailors based on the profit from the sales, it was necessary to know the exact quantity of bags produced by the different groups of tailors so that we could distribute the money fairly amongst them.

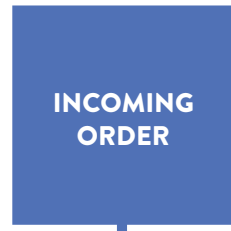
## BIGGEST CHALLENGE

Familiarise the team members, partners and tailors with the numbering and coding system. This might be difficult if the tailors do not know how to read numbers.

## YOU'LL NEED

- Stock lists
- Production tracking sheets
- An order form and process flow chart (→ 6\_1 Infographic).

PRODUCTION



STORAGE



QUALITY



PRODUCTION

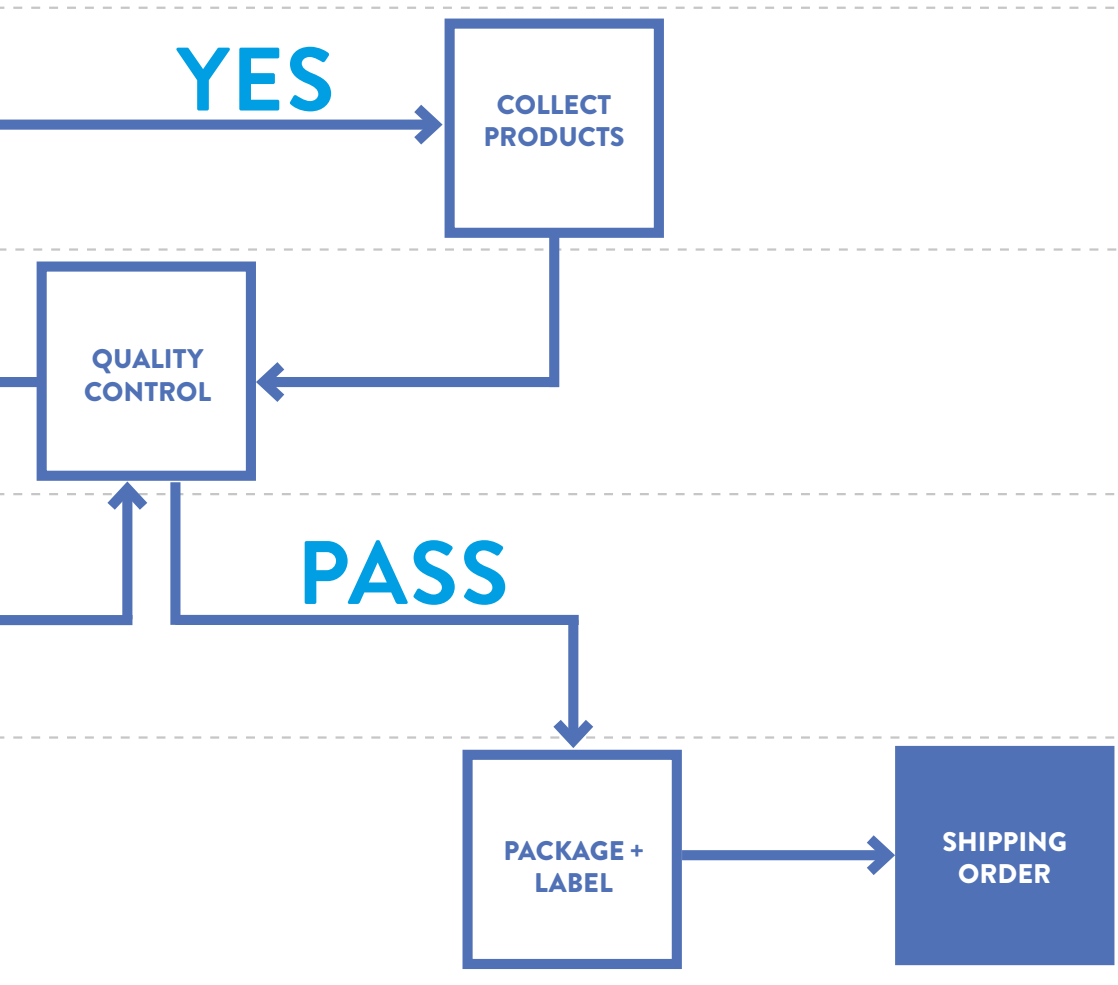


LOGISTIC



# 6\_1 PRODUCTION TRACKING

INFOGRAPHIC



**1.** DEFINE THE RIGHT PRODUCTION FLOW MODEL.



**E.G. ONE PRODUCTION TASK = ONE WOMAN;  
ONE STATION = ONE WOMAN;  
ONE GROUP = ONE DESIGN.**

**2.** SET UP THE WORKSHOP SPACE IN STATIONS, EACH STATION FOCUSING ON ONE COMPONENT OF THE BAG.



**E.G. CUTTING RAW MATERIAL, HANDLES, BAG BODY, LABEL.**

**3.** ESTABLISH A SYSTEM OF QUALITY CHECKS ALL ALONG THE PRODUCTION LINE (→6\_3 *Quality checks*).

**4.** IF IT MAKES SENSE, CONSIDER SPLITTING PART OF THE PRODUCTION BETWEEN THE TAILORS' HOMES AND THE WORKSHOP.

# 6\_2 THE WORKSHOP SPACE

FIND A SET-UP FOR THE WORKSTATIONS SO THAT THE PRODUCTION FLOW IS SMOOTH..

## WHAT WE'VE LEARNED

- Pay great attention to the comfort and ergonomic conditions of the tailors. This is important for maintaining healthy work conditions, as well as for increasing productivity by placing materials and tools within easy reach.
- If you decide to split the production between the workshop and homes (→4\_4 Participation) then make sure only non-mechanical tasks will be done from home, since the main part of the production requires industrial sewing machines.

## IN OUR CASE

Due to a relatively low, yet diverse, skill set within the camp, we decided to share the production process amongst several women with each woman being at one station, undertaking one step of the production. Afterwards, once the tailors are well experienced, they can carry out more than one production step.

因為成員原本的裁縫技巧不足，先讓每名婦女只負責其中一項任務，直到技巧熟練，才學習新技巧。

## BIGGEST CHALLENGE

You will need to comply with the country's legislation in terms of health and safety, especially regarding the use of certain machines (e.g. electric scissors).

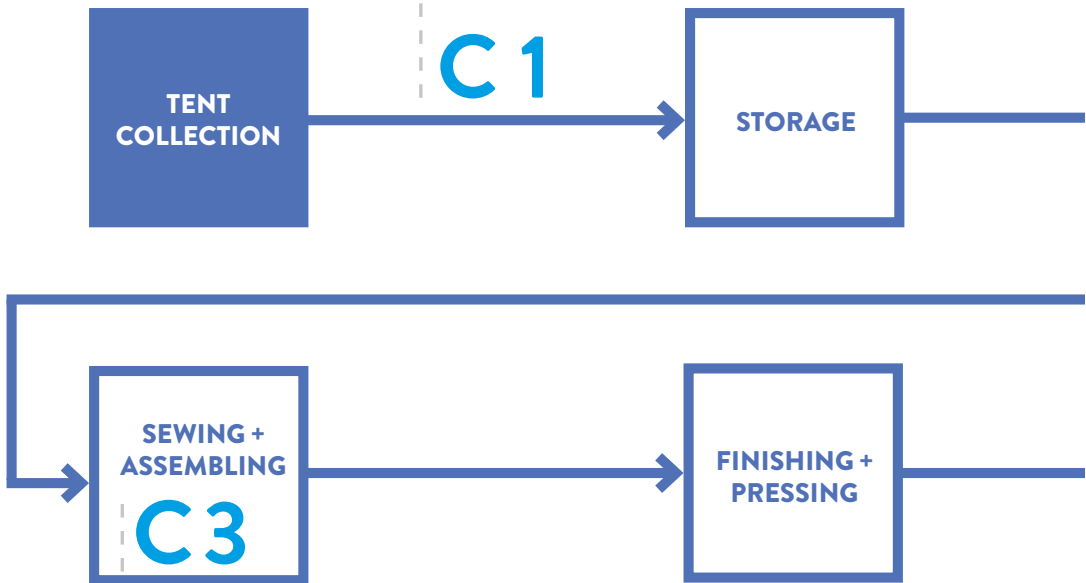
## YOU'LL NEED

- Equipped work stations and cutting table
- A first aid kit
- Posters with sewing and packaging steps
- A refreshment corner
- In-line quality checks system

沒有微菌、破裂處、污漬

- NO MOULD, OTHERWISE SET ASIDE FOR CLEANING
- NO TEARS/ STAINS OTHERWISE SET ASIDE FOR TRAININGS
- 2 X 4 METERS / PIECE

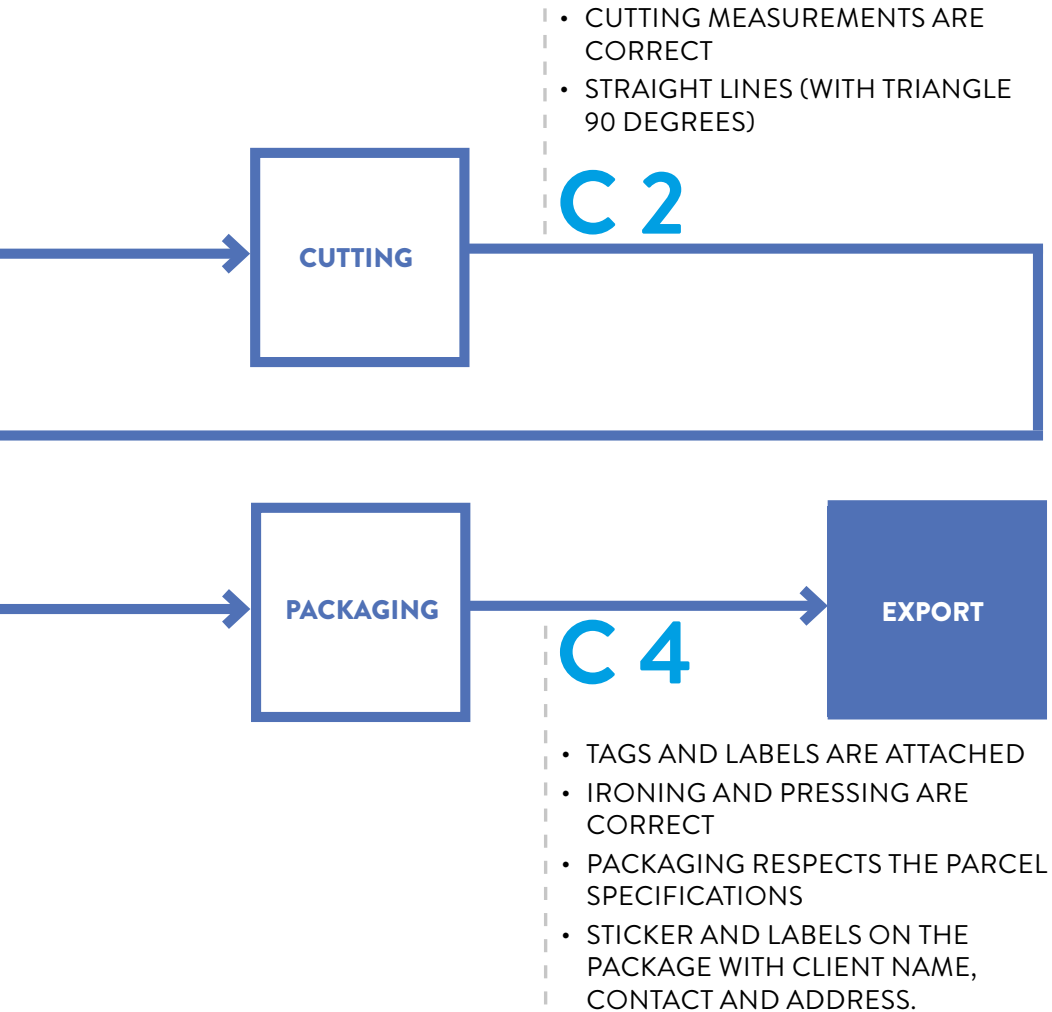
帳篷處理程序：儲放、裁切、縫製、熨平、完成成品、包裝、出貨



- HANDLES WIDTH: 2.5 CM / SEWED AT 1CM
- LOWER CORNER ARE AT 90°
- UPPER HEM IS 2.5 CM
- HANDLES AND BODY COLORS ARE MATCHING
- NO MARKS/ NO TEARS / NO OPEN ENDS
- SEWINGS ARE STRAIGHT
- DIMENSIONS ARE EXACT

# 6\_3 QUALITY CHECKS

INFOGRAPHIC



PRODUCTION

# CHECKLIST

## 6\_1 PRODUCTION TRACKING SYSTEM

- Stock lists
- Production tracking sheets
- An order form and process flow chart (→6\_1 Infographic).

## 6\_2 THE WORKSHOP SPACE

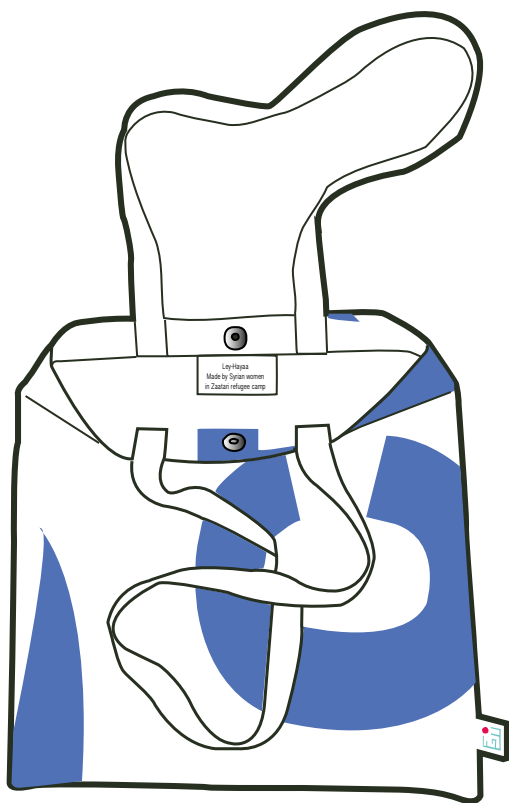
- Equipped work stations and cutting table
- A first aid kit
- Posters with sewing and packaging steps
- A refreshment corner
- An in-line quality checks system (→6\_3 Quality checks)











# 7\_MARKETING & SALES

Markets in developed countries, where the bags are likely to be sold, are fast and highly segmented. Randomly approaching any market segment will most likely produce negative results. Therefore, it is crucial to identify the relevant segments and niches and to know your potential customers. Our product, as a bag, reached out to specific apparel market segments, while its story reached out further to the ethical consumer niche.

To increase consumer response within your niche, you will need to find a creative way of branding your product. The idea here is to valorize the social and environmental components of the product and how - through the simple act of buying the bag - one can directly contribute to a wider social impact.

Including information directly about the product design, promoting it through appropriate communication channels, developing a storytelling concept, etc. are all elements contributing to the creation of a coherent narrative that should stress the high quality and ethical standard of the product. This consequently creates a trusted brand.

1. INVESTIGATE THE POLITICAL CONTEXT FOR IMPORT AND EXPORT.



**E.G. BILATERAL AGREEMENTS, TRADE AGREEMENTS AND RATES, SUPPORT FOR SPECIFIC INDUSTRIES, FISCAL POLICIES.**

2. FIGURE OUT THE BEST EXPORT ROUTE AND ITS ADMINISTRATIVE AND FINANCIAL ELEMENTS.



**START BY CHOOSING FIVE COUNTRIES WHERE YOU THINK YOU WILL HAVE CUSTOMERS AND RESEARCH HOW TO EXPORT THERE.**

3. PARTNER UP WITH A RELIABLE LOGISTICS COMPANY. CONTACT FIVE OF THEM, GET QUOTES AND COMPARE THEM.



**WHAT DO THEY EXPECT FROM YOU IN TERMS OF PACKAGING, ORDER COLLECTION, OR DOCUMENTATION?**

# 7\_1 LOGISTICS

FIND AND SET UP THE FASTEST, CHEAPEST, AND MOST RELIABLE ROUTE FOR EXPORT.

## WHAT WE'VE LEARNED

- Certain countries are not able to export worldwide (→1\_2 Are you allowed to do this?).
- Create a table with the export prices per country and per parcel weight and the estimated transit time before contacting any potential buyers. They will expect you to provide them with precise information regarding the production and export time-frame.

## IN OUR CASE

We produce on demand and only for large orders, since the logistics cost are too high. It represented 80% of our overall costs.

我們只依照大量訂單製作，因為運送費用過高，運送費用比例佔成本的8成。

## BIGGEST CHALLENGE

It can be quite difficult and time-consuming to figure out the best distribution option- because national policies and taxes are not always transparent nor straightforward. Working with an expert who can help and support you throughout this process is recommended.

## YOU'LL NEED

- Relevant export documents (e.g. certificate of origin, packing list, commercial invoices)
- Export price list and timetables
- Shipping procedure flowchart
- Local expertise on the export process

**1.** ESTIMATE YOUR TARGET PRODUCTION TO FIND OUT WHICH MARKET WILL ALLOW YOU TO SELL AT THIS SCALE.

**2.** LOCALIZE YOUR MARKET.



**START WITH CHOOSING FIVE COUNTRIES IN WHICH THE BAGS ARE LIKELY TO BE SOLD.**

**3.** IDENTIFY SEGMENT CHANNELS AND ASSOCIATED NICHES.



**SEGMENTS CHANNELS: B2B; B2C; E-COMMERCE; FAIRS; ETC.  
NICHES: FAIR-TRADE RETAILERS; INDEPENDENT SHOPS;  
CHAIN STORES; DESIGN FAIRS; ETC.**

**4.** MANAGE YOUR CONTACTS AND FIND THE BEST WAY OF ENGAGING WITH EACH OF THEM.



**WHO DO YOU ALREADY KNOW?  
HOW CAN YOU EXPAND YOUR NETWORK?  
WHAT MAKES A SALES PARTNERSHIP MUTUALLY BENEFICIAL?**

# 7\_2 SEGMENTS & NICHE

SPOT THE MARKET SEGMENTS WITHIN WHICH YOUR PRODUCT CAN BE SOLD, AND ENGAGE WITH BUYERS AMONGST THESE SEGMENTS.

## WHAT WE'VE LEARNED

- Start with a list of 20 potential buyers, contact them using your product wholesale brochure and price list. Follow up, and try to arrange meetings. Repeat.
- Explore how you can sell your product to big corporations so that it is mutually beneficial. The social nature of the product can help to increase their corporate social responsibility and identity.
- Maintain a good relationship with buyers. Understand their needs and try to adjust to them.

## IN OUR CASE

We started off by looking into our own network - whoever could sell the bag or could put us in touch with a retailer. Many buyers visit different trade shows and events and participating in these events boosted our network.

## BIGGEST CHALLENGE

To ensure that initial contacts evolve into long term sale partnership, it is important to efficiently manage your contact database and invest time maintaining these contacts.

## YOU'LL NEED

- Contact management software.
- Salesperson
- Segment and niche mapping tool
- Product catalogue

# 7\_3 MARKETING & SALES STRATEGY

UNDERSTAND WHAT INFLUENCES THE OPINIONS OF RETAILERS AND CUSTOMERS

## PRICE

*What price are your customers willing to pay for the bag?*

## SEGMENTS

*Within which markets are similar products being sold?*

## NICHE

*Which audience amongst your segments will particularly like your product? Why?*



## DISTRIBUTION CHANNELS

*Through which wholesalers, distributors, agents, or retailers will your customers be able to purchase the product?*

## PROMOTIONAL ACTIVITIES

*How will your potential customers hear about you?*

**MARKET SEGMENTS AND DISTRIBUTION CHANNELS CAN BE QUITE COMPLEX. HAVING AN EXPERIENCED SALESPERSON DEALING WITH THIS ASPECT IS HIGHLY RECOMMENDED.**

1. DECIDE ON THE APPROPRIATE WHOLESALE PRICE FOR THE BAG. A PRODUCT SWOT ANALYSIS CAN HELP YOU TO FIGURE OUT THAT PRICE.



**WHAT PRICE IS THE CUSTOMER WILLING TO PAY, IN MIND OF THE PRODUCT'S ETHICAL ASPECT AND ITS OVERALL QUALITY? WHAT MINIMUM PRICE WOULD COVER THE OVERALL PRODUCTION COST?**

2. CHOOSE A NAME, LOGO AND PACKAGING THAT IS MEANINGFUL BOTH FOR THE TAILORS AND THE CUSTOMER.



**WHAT DO THE TAILORS THINK WOULD BE A GOOD NAME? YOU CAN ORGANISE A FUN BRAINSTORMING SESSION WITH THEM.**

3. ADD STORYTELLING ELEMENTS DIRECTLY ON THE PRODUCT ITSELF.



**HOW CAN YOU TELL THE CUSTOMERS ABOUT THE CONCEPT BEHIND THE PRODUCT THROUGH ITS NAME, LOGO, PACKAGING, TAG, ETC.**

# 7\_4 BRANDING

UNDERSTAND WHAT MAKES YOUR PRODUCT SPECIAL AND FIND CREATIVE WAYS TO PROMOTE THESE DISTINCTIVE ELEMENTS .

## WHAT WE'VE LEARNED

Do not expect the customers to have a previous understanding of the ethical and environmental impact of your Social Business. Their decision to buy will rather be influenced by storytelling information available about the product (→7\_5 Promotion) as well as traditional elements such as the design, the quality, and features of the product.

## IN OUR CASE

No two bags are alike since they are handmade and the material had another life before being turned into a bag - of course as a tent. The fabric can show traces of usage. We asked ourselves how we could transform the bag's distinctive aspects into added value. Increased transparency is appreciated by customers and this is why we provide them with enough background information so that these distinctive aspects become positive features.

## BIGGEST CHALLENGE

Consider the intercultural aspect of this product. In our case, it was important to consider the Arabic background of the project as well as the non-Arabic customers, when choosing the name and the logo.

## YOU'LL NEED

- Name, logo, tag, certification labels, etc.
- Packaging concept
- Product SWOT analysis

**1.** CREATE ONLINE MEDIA PLATFORMS.



**E.G. WEB PAGE, PARTNER'S WEB PAGE, FACEBOOK, TWITTER, INSTAGRAM, NEWSLETTER.**

**2.** CREATE A CONCISE PRESS RELEASE AND PROMOTE THE BAG THROUGH TRADITIONAL MEDIA.



**DO YOU HAVE ANY DIRECT OR INDIRECT CONTACT WITH JOURNALISTS IN THE PRODUCTION AND DISTRIBUTION COUNTRIES?**

**3.** DEFINE YOUR PHYSICAL ENVIRONMENT.



**WHERE DO YOU WANT YOUR PRODUCT TO BE DISPLAYED? WHAT IMPRESSION DOES YOUR PHYSICAL ENVIRONMENT GIVE TO YOUR SUPPLIER, CUSTOMERS AND STAFF?**

**4.** LAUNCH YOUR PRODUCT.



**ON WHICH DAY WILL YOUR PRODUCT BECOME PUBLIC? WHY THIS DAY? HOW WILL YOU LAUNCH IT?**

# 7\_5 PROMOTION

CUSTOMERS SHOULD EASILY SENSE THE CONNECTION BETWEEN THE PURCHASE OF THE BAG AND ITS CONSEQUENT POSITIVE SOCIAL IMPACT.

## WHAT WE'VE LEARNED

- Create a storytelling campaign that portrays the bag throughout its whole journey - from the tents to the bag via the tailors, the camp, the designers, etc.
- Take good quality pictures that can be used for advertising. Ensure that when taking pictures of the tailors you have their authorisation to do so. Also, make sure that the conditions for taking pictures are detailed in your partnership agreement and are in line with Camp Management Agency policies.
- Make sure your partners are also involved in the promotion process. This should be clearly stated in the partnership agreement.

## IN OUR CASE

We worked with Oxfam communication officers to develop our storytelling. Our main goal is to create connections between the bag makers and the bag owners, as well as a sense of community for the bag owners themselves.

## BIGGEST CHALLENGE

Do not advertise the product unless your whole value chain is solid. Any delays will create frustration from your customers.

## YOU'LL NEED

- High-resolution pictures
- A storytelling concept
- Online media platform
- Journalist contacts details

1. DISCUSS WITH YOUR PARTNER AND THE CAMP MANAGEMENT AGENCY WHAT THE CONDITIONS FOR DISTRIBUTING CASH WITHIN THE CAMP ARE.



**THE CAMP MANAGEMENT AGENCY PROBABLY ALREADY HAS A SYSTEM IN PLACE IN THAT REGARD.**

2. BE TRANSPARENT AND PROVIDE THE TAILORS WITH ALL THE INFORMATION REGARDING THE MONEY DISTRIBUTION.



**WHEN WILL THEY RECEIVE THE MONEY? HOW IS THE MONEY FROM THE SALES SHARED? WHO WILL DISTRIBUTE THE MONEY?**

3. TOGETHER WITH ANY AGENCY INVOLVED IN THE MONEY DISTRIBUTION PROCESS, DEVELOP A POLICY PAPER ON MONEY DISTRIBUTION.



**POST-SALE PAYMENT OR PREPAYMENT?**

# 7\_6 MONEY DISTRIBUTION

FOLLOW A SET PROCEDURE ON HOW TO DISTRIBUTE THE PROFIT SO THAT THE REDISTRIBUTION IS FAIR AND TRANSPARENT.

## WHAT WE'VE LEARNED

- If possible, it is suggested that a pre-payment system is established rather than waiting for the sales profit to pay the tailors. This could be done if a third party acts as an intermediate buyer. In that way, the risk of selling the bags will be taken over by the intermediary. The tailors are then able to generate a secure and regular income.
- 價錢公開透明 • Be transparent on both sides. Tell the tailors about the retail price of the bag, the profit, and the money distribution to avoid frustration. In the meantime, the customers should know what the retail price covers.

## IN OUR CASE

100% of the profit goes back to the tailors. Each group receives the profit from the sales of their respective production. In the initial phase of the project, neither Oxfam nor MTS has kept a percentage of the profit. The trainers were hired and paid under Oxfam's Cash-for-Work program.

## BIGGEST CHALLENGE

Keep precise track of the production per group to redistribute the money fairly amongst the tailors (→6\_1 Production tracking).

## YOU'LL NEED

- Money distribution policy
- Pre-payment system
- Production and sales tracking method

# CHECKLIST

## 7\_1 LOGISTICS

- Relevant export documents
- Export price list and timetables
- Shipping procedure flowchart
- Local expertise on the export process

## 7\_2 SEGMENTS AND NICHE

- Contact management software
- Salesperson
- Segment and niche mapping tool

## 7\_4 BRANDING

- Name, logo, tag, certification labels, etc
- Packaging concept
- Product SWOT analysis

## 7\_5 PROMOTION

- High-resolution pictures
- A storytelling concept
- Online media platform
- Journalist contacts

## 7\_6 MONEY DISTRIBUTION

- Money distribution policy
- Pre-payment system
- Production and sales tracking methods



# NOTES

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introducing

**project "Lel Haya"  
bags for life**

**Jordan,**

**Zaatari Camp**

The Syrian crisis is now in its 7th year. With the arrival of close to 1 million Syrian refugees, Jordan is consumed with a humanitarian crisis, never before seen which is straining local dynamics and overwhelming public services and state financial resources.

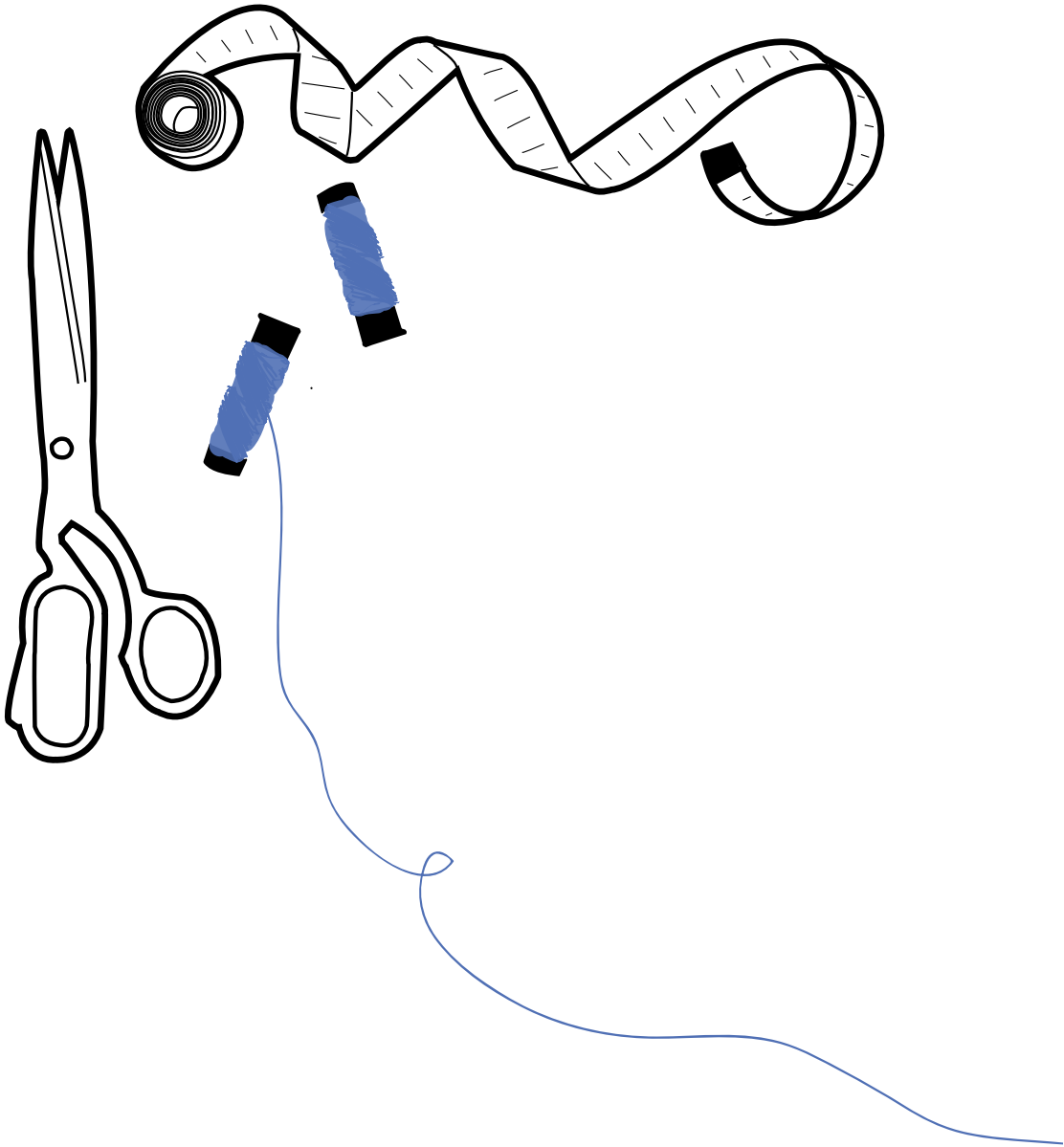
Zaatari Refugee Camp in Jordan is home to nearly 80,000 Syrian refugees. After fleeing war or persecution, the opportunity to work and earn a living is one of the most effective ways people can rebuild their lives in dignity and peace.

However after years of displacement, refugee women still have very few work opportunities, so this project provides them with training and the necessary material and space to produce tote bags made out of old and discarded refugee tents thereby creating a sustainable method for income generation. This is crucial for strengthening their resilience and restoring their sense of self-determination, boosting the refugee's social and economic interdependence in their local communities and helping to rebuild social cohesion and resilient livelihoods for these woman & their families.

The project then benefits from its association with MADE51 and UNHCR (The UN Refugee Agency) in bringing these bags to the international market enabling the refugees to participate in the global economy.



Image credit: Made 51



# END NOTES

## BEYOND THE SOCIAL BUSINESS - AN ADVOCACY PROGRAM

Ultimately, there is unlimited potential in what new products can be created out of the fabric. Therefore, the production has the potential to scale up considerably. As it grows, the project should gradually transform into an advocacy program that encourages economic opportunities for refugees not only within, but also outside the camp remit. What we aim for is a project that should not only respond to poverty within the camp, but rather to create sustainable economic growth, generate employment for refugees as well as for the host population and, by doing so, help combat discrimination and negative stereotypes.

Impactful change that can sustain itself over time and across borders requires a solid structure so that the project can evolve into a self-sustainable social business, or even into an entrepreneurial incubator.

Based on what we observed, creating economic opportunities within the camp remains limited. As long as setting up a project, importing supplies, or exporting goods are still controlled by the camp agencies, organisations will always remain an intermediary between the tailors and their production. At the moment, refugees are not even allowed to create their own civil society, therefore the chances to set up businesses in the camp are extremely limited. Starting within the limits of the

camp, the project should then slowly move in the direction of the host country. Bridges between the in-camp vocational training and the host country's education, employment and wider economic sectors must be built. Such ambition to support the tailors in taking ownership of their destiny can be further supported by the development of - or the collaboration with - cooperatives or other types of workers' collectives. Here are some ideas that can allow the project to stand as a comprehensive advocacy program:

- Provide vocational training with an official recognition. Such certificates would allow the women to apply for jobs and find customers outside the camp.
- Develop a community support model, whereby each tailor who opens a business would employ refugees as part of an equal opportunity policy.
- Possibly develop advanced training focused on high proficiency skills for the garment industry in Jordan.
- Assist in matching the tailors to individuals or companies who request referrals for employment or custom sewing work.
- Offer additional workshops for the women to expand their skill set. These could be educational programs, including English classes, financial literacy or marketing courses. This could be accomplished through further collaborations with other NGOs active in the camp who are specialists in education, such as UNICEF.
- Award the trainees their own sewing machines at the end of their training to support them with setting up their own businesses.

As we have explained, as a displaced population living within the remit of a camp, refugees face multiple barriers to self-sufficiency, whether these barriers come from the camp itself or from the host country. When we first started this project, refugees did not have the right to work. Nevertheless, this did not discourage us from setting up this social business. Constraints are inevitable and context-specific. Finding creative ways to overcome or transform obstacles is key when deciding how best to replicate this project. Whether it is by thinking of an alternative way of setting up income-generating activities or by advocating at a national level for a change of attitude toward refugee employment - the Bag for Life project can take on many different - and exciting - shapes.

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# NOTES

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