



Fair Futures Progress Report

Reporting Period: January – June 2013

Opportunity . Community . Sustainability

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3. Outcomes
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LO'UD Dyers, Lospalos 2011

1. Background

ETWA is a small Melbourne-based volunteer organisation with a big heart for women in Timor-Leste, especially women who weave. Our current focus is working with the LO'UD Cooperative, whose members live in isolated communities on the eastern tip of the island. ETWA and LO'UD have complimentary capacities that when combined are a powerful counter-action to poverty. We aim to work collaboratively, seeking solutions that respond to the needs that LO'UD identifies. This is how Fo-Ba-Malu developed; it emerged from cross-cultural collaboration between ETWA members and LO'UD in 2012 in response to problems that emerged with externally appointed cooperative leaders. ETWA members and local advocates responded by rallying to help establish LO'UD as an independent cooperative, adopting processes to generate greater levels of transparency and deliver a more positive result for coop members particularly around finances and decision-making. This has been achieved through collaboration with a highly skilled local advisor.

Outcomes of nation-wide research undertaken by ETWA members in Timor-Leste between 2011 and 2012 into the economics of textiles demonstrated that broader sector change is needed to establish more sustainable production environments for women and their organisations. In response, ETWA began to think about how our work with LO'UD can influence this broader change. This is how the *Fair Futures for Women and Girls* project developed.

Fair Futures

Fair Futures aims to embed international fair trade standards into the production environment in Timor-Leste to empower the thousands of women who rely on hand-weaving as their main livelihood. This will take time and strategic action, and cooperation with a range of stakeholders. However a powerful inspiration is the demonstration effect, the belief that evidence inspires others to put theories and actions to work. This is where the link between Fo-Ba-Malu and Fair Futures lies. Working to further strengthen LO'UD's capacity and the Fo-Ba-Malu brand locally and nationally over the coming years will demonstrate that creating sustainable and just production environments for women is possible. Through the next phase of Fo-Ba-Malu, a myriad of business and production tools will be developed, tested and perfected with LO'UD then made available to other weaving groups across the nation.

Fo-Ba-Malu

Fo-Ba-Malu is a collaborative social enterprise model and product label, which includes a collection of beautiful, naturally dyed textiles and a range of unique products that embody social, cultural, economic and environmental sustainability. The collection and label developed out of cross-cultural collaborations between members of the LO'UD Cooperative, ETWA volunteers and Australian fashion designer Kat Ashworth. The broad appeal of the collection; the importance of the design collaboration concept and the positive capacity building outcomes for the LO'UD Cooperative inspired us to establish Fo-Ba-Malu as a social enterprise initiative. The initiative focuses on capacity building and improvements in product quality and production management processes through training and the provision of business tools and resources. It builds on key outcomes of the work undertaken between 2010 -2012, which includes fair trade pricing for textiles, improved administration and tools and up-skilling of some LO'UD staff.

In action, project partners work together to:

- **Improve** the capacity of LO'UD members to manage administration, quality and production responses through face-to-face training and via Skype
- **Deliver** training in the use of key business documents (including online databases, communications and reporting)
- **Develop** traditional textile and product quality through design collaborations
- **Research**, analyse and collate a range of data to understand traditional production processes and forecast eco-production cycles of naturally dyed cotton and textiles
- **Expand** markets and increase sales and brand recognition locally and internationally
- **Promote** fair-trade practices in Timor-Leste



ETWA volunteers have committed to working with LO'UD on Fo-Ba-Malu until their organisation and the Fo-Ba-Malu brand can walk alone. We estimate that this will take a minimum of three years.

ETWA's Working Group Structure

At our planning meetings between February and March 2013, ETWA adopted a Working Group (WG) structure which aims to streamline ETWA business. Committee members and volunteers choose to participate in either of the WG which have a specific focus on work in Australia or Timor-Leste. The Committee remains responsible for all projects and activities undertaken by each WG and approves particular projects/ plans and delegates authority to these WGs to manage these projects. Committee representatives that sit on either of the WG are responsible for sharing decisions with the Committee and with members of their WG.



2. TLWG Activities

The TLWG (consisting of Deb, Kat and Minna) have undertaken a range of activities since January 2013. These include training sessions via Skype and email and developing a series of production support tools and resources. The training has occurred simultaneously during LO'UD's establishment phase and while they have managed orders for other clients. The training and tools provided to the LO'UD team via email and Skype have seen noteworthy improvements in organizational processes and production management and align to LO'UD's capacity and their learning journey. LO'UD has begun to embed more efficient processes into their management practices and have become more aware of the intricate steps required to administer both their organisation and production processes. LO'UD staff have identified that further in-depth training and ongoing support is required.

The flexible approach and delivery of the training has allowed us to respond to both organizational and production issues as they have emerged and it has also highlighted areas and gaps where the LO'UD team needs immediate assistance. The Training and Evaluation Project outlined in the appendices will address these gaps through face-to-face training and evaluation. It will enable an evaluation of the systems, tools and training given to LO'UD so far in order to identify areas for improvement. Importantly, it will help prepare LO'UD to receive their AVI supported volunteer in 2014, assist them in managing their current and future orders (of which there are many, particularly orders for the President's office) and also establish the foundations for further training via email and Skype to continue, which is part of an ongoing commitment by the TLWG.

Summary of Activities (Jan – June):

- Weekly Skype Training and catch-ups with LO'UD
- Provision of a range of organizational and production tools and processes
- Continued project development by Kat (and Deb when possible)
- A massive range of support documents developed (see appendices) including:
 - 5 x Key Databases for production and data management
 - Fair Futures Prospectus
 - Operations Manual for LO'UD including reporting & financial management templates
 - Draft Business Plan for Fair Futures
 - Fo-Ba-Malu product range concept and catalogue
 - Production tools including Weave & Order templates & Colour Charts
 - Position Descriptions for Volunteers & draft agreement
- Set-up of Zoho Online Project Management Portal
- Funding application submitted (Aus Ethical) and two are in development
- Application process for AVI placement with LO'UD in 2014 underway
- Application process for AYAD placement with LO'UD in 2014 underway
- Research and document editing by new TLWG volunteer
- Meeting with Timorese Embassy in Canberra
 - Partnering on event in September
 - Request for partnership from Ambassador for integrated supply chain approach

3. Outcomes

- Raised \$5,463 through Global Giving and secured permanent spot on their website
- Donations to ETWA from the Australian public and CWA of approximately \$5,800
- Partnership developed with Timorese Embassy in Canberra
- Training method is working (docs are prepared, translated and sent in advance; local situations and examples used as contexts for training to embed lessons in local context)
- Tools are working effectively– dye reports, weave design templates (crossing the boundaries of literacy), automated spreadsheets etc
- LO'UD members and staff: Coordinator is reliable and cooperative; she is learning fast and has a great eye for detail; increased understanding of new LO'UD members/ staff and heightened understanding by us of Admin Officer's amazing capacity!
- Local Advisor's assistance is proving to be excellent and invaluable
- Dye and weaving orders placed with LO'UD
- Production behind schedule necessitating toning down of FBM launch in 2013
- Alternative coordination of production assistance in Dili is needed
- LO'UD have identified that further training is required
- Increased customer base for LO'UD
- Sufficient client-base secured for 2013
- Numerous clients lined-up for 2014

5. Lessons

- Keep planning flexible
- Keeping flexible deadlines with clients is essential
- Translated support and training documents are critical
- Updates on production and reporting from LO'UD is critical
- Constant communications between all partners is critical
- Resourcing further training is essential
- Further development of Fair Futures and in line with the Timorese Ambassador's suggestions

6. Recommendations

- Training and evaluation trip in August 2013 (this project was adopted by ETWA in July 2013: see project outline in Appendix 1)
- More concise planning, particularly around training for 2014 and beyond
- Short-term assistance Dili-based coordination of production required
- More skilled volunteers needed in Australia to support and work directly with the TLWG

Education is recognised globally as the single most important key to development. It is considered development's most basic building block and a vital contributing factor to the alleviation of poverty.

The training outlined in Appendix 1 will make a major contribution to LO'UD's capacity. The integrated training model will facilitate sustained growth in the knowledge base of LO'UD staff, preparing them to take advantage of new opportunities so their business grows sustainably over time. ETWA's key partners also share this vision.

Training & Evaluation Project Outline

ETWA Volunteer: In-Country Training

Outline

This document outlines the Training & Evaluation Project to be undertaken by key TLWG members as part of broader production and training objectives of the Fair Futures and Fo-Ba-Malu Projects. The Training Program is a recommendation of the TLWG team and aligns with a request from LO'UD staff and members for further training.

Contents:

1. **Background and Rationale**
 2. **Objectives**
 3. **Schedule**
 4. **Budget**
-

1. Timeframe

The timeframe is for a period of 3-4 weeks and is coordinated to occur with:

- The peak season for weaving,
- Projected timeframe for completion of LO'UD's current orders,
- Projected timeframe for completion of Fo-Ba-Malu sewn products
- To align with stock delivery for September with the Timorese Embassy in Canberra.

2. Objectives

The training program will achieve vital production logistics and provide an opportunity for key partner meetings. The core objective however is further training related to production management, and evaluation of how previous training and the production tools provided are being implemented/ used by LO'UD.

Budget line items such as training resources and tools, and product swing tags will provide ongoing resources for LO'UD once the in-country training and evaluation elements of this project have been delivered.

The following is an itemised list of Objectives in relation to the people involved. The intention of outlining objectives in this way is so that meetings may be booked in and time allocated for Training with the appropriate people.

Priority objectives are black, secondary objectives are grey

With LO'UD Executive team & Staff

1. ALL: Meet about agreements. Signed Copies from all.
2. ALL: Meet and confirm Marketing Material: Brochure, Logo etc.
3. ALL: Training around Order Process & production aspects of Operations Manual
4. Staff: Training & Evaluation of document & resource storage systems
5. Staff: If time: Setup Cotton Bank of dyed Cotton (even a system for the mean time)
6. Staff: Training about Excel/Monitoring Database
7. Staff: Training about Production Foundations
8. Staff: Training about Orders & Monitoring Process
9. Staff: Training about use of camera, file naming and emailing photos
10. Staff: Training and Evaluation of Quality Control Analysis: WO1 & WO2 as resource
11. Meeting/s with Advisor around Future Plans & Progress/Capacity Evaluation

With LO'UD Members (each group or a group of reps & executive team from each group)

1. Training and evaluation of Production monitoring and Quality Assurance Systems
2. Evaluation of Production Systems & Tools: how are Templates being received?
3. Logistics: Delivery of WO1 & WO2 for Sep Event in Aus
4. If time: Collate data about Dye Plants/Colours to align with documents (such as colour charts and cotton bank and systems)

With Tailor

1. Logistics: Finalise stock completed & payment for Sep Event in Aus
2. Deliver Resources for production (from Aus)
3. Explain & Deliver resources for next Production Order: PO1 (if WO1 is complete)
4. Evaluation & Training (if time): Quality Control and Finishing product to Market Standard
5. Evaluation & Audit: Production & Organisational systems

With Partners/Suppliers

1. Meet with Jeitu/Sheila: Product Development & working agreements
2. Meet with Ceu about Retail opportunities & design ideas
3. Meet with Alola about production
4. Meet with Jose and Luis from Alola about collaborations around dyeing
5. Purchase stock (diff producer groups) for ETWA Market sales
6. Potential Meetings: Unifem, Timor Aid, Suco Ida (Agriculture/Airport project)

3. Training Program Schedule: Aug – Sept 2013

LOCATION	WEEK	DATE	FOCUS
Timor-Leste Dili	1	12/08/13	FBM Production Objectives & Partner Meetings
Timor-Leste Lospalos	2	19/08/13	LO'UD Cooperative Objectives
Timor-Leste Lospalos	3	26/08/13	LO'UD Cooperative Objectives
Timor-Leste Dili	4	02/09/13	FBM Production Objectives & Partner Meetings
Australia Melbourne	5	09/09/13	Back in Australia by end of week 15/09/13

Other Related Activities

Australia Canberra	6	16/09/13	Prepare for Timorese Embassy event
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4. Budget

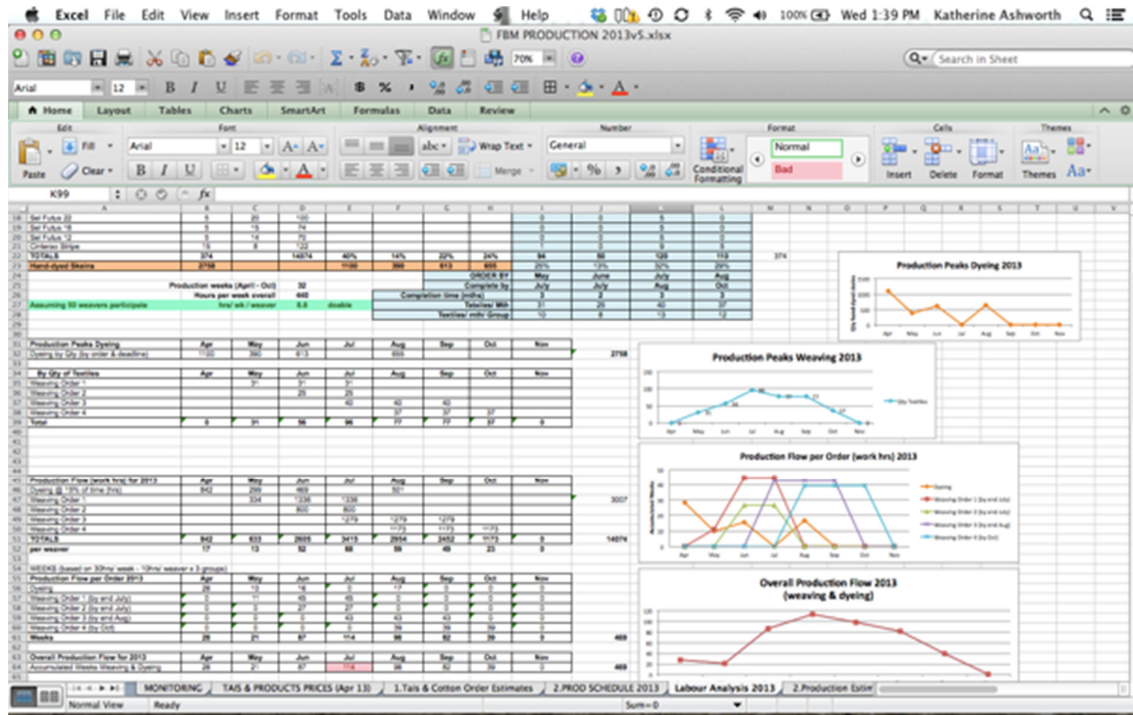
Item Detail	Amount
TRAINING	
Trainer Expenses	
Trainer Flights & Travel Insurance	\$ 1,119.00
Trainer Travel & Accommodation	\$ 400.00
Training Resources Development	\$ 2,000.00
Trainer Fee: (\$250/ day x 15 days)	\$ 3,750.00
Trainer Expenses Sub-total	\$ 7,269.00
Training Tools & Resources	
Translation of Training documents & resources	\$ 2,790.00
Training Resources: Printing	\$ 2,068.00
Training Resources: Stationary	\$ 300.00
Training Resources: Laptop	\$ 300.00
Resources & Tools Sub-Total	\$ 5,458.00
TRAINING SUB-TOTAL	\$ 12,727.00
PRODUCTION	
Swing Tags (Print x1000): Tais & Product (for POS)	\$ 181.00
Garment Labels (Bulk purchase)	\$ 300.00
Shipping	\$ 200.00
Production Coordinator (local staff - \$15/hr x 20hrs)	\$ 300.00
Production Supplies: Sewing Consumables	\$ 418.00
Production Supplies: Office Equipment	\$ 200.00
Production Supplies: Cotton x 20 packs	\$ 250.00
STOCK: Dye Order 1	\$ 386.00
STOCK: Weave Order 1	\$ 1,384.00
STOCK: Weave Order 2	\$ 1,180.00
STOCK: Tailor for Orders 1 & 2	\$ 200.00
STOCK: Other Stock purchases	\$ 500.00
SUB-TOTAL	\$ 5,499.00
LO'UD OPERATIONS	
LO'UD Operations Expenses (\$300p/m x 6mth)	\$ 1,800.00
LO'UD Additional Financial assistance for Training	\$ 200.00
SUB-TOTAL	\$ 2,000.00
MARKETING & PROMOTIONS	
Postcards	\$ 385.00
Exhibition & Visual Merchandising Expenses	\$ 1,000.00
SUB-TOTAL	\$ 1,385.00
GRAND TOTAL	\$ 21,611.00

ETWA FUNDED	\$ 10,637.00
Funding Required	\$ 10,974.00

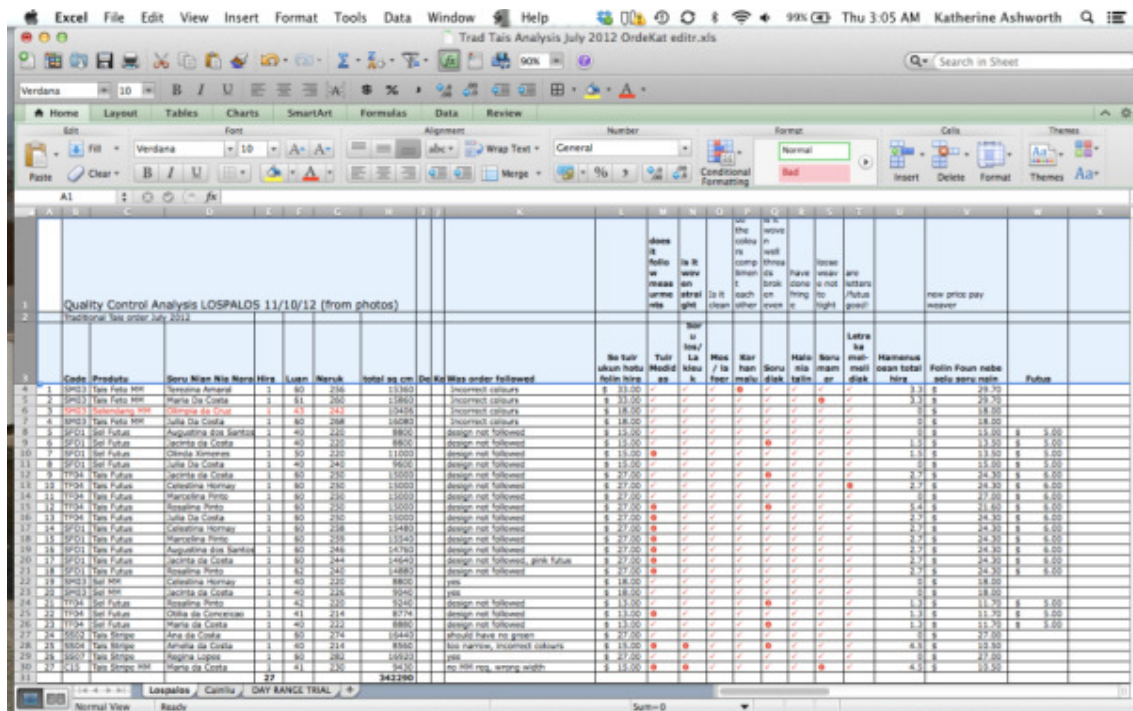
Snapshots of Training Tools and Resources

The following images are a snapshot of some of the training tools and resources that have been developed for both production and business management. To include all the tools would make this document at least 100 pages!

Production Forecasting and Planning Tool



Quality Control and Improvement



[illegible]

Excel File View Insert Format Tools Data Window Help

FBM LIBRARY 2013v3.xlsx

100%

Search in Sheet

Home Layout Tables Charts SmartArt Formulas Data Review

Font Alignment Number Format Cells Themes

Normal

Insert Delete Format Themes

FBM LIBRARY DATABASE CONTENTS

SHEET #	TITLE	DESCRIPTION	LAST EDIT	DATE	EDITING DETAILS
1	CONTENTS	Summary of contents of Library Database	KAT	14/05/13	Adjust contents list when adding or subtracting sheets from this database
2	GLOSSARY	Glossary of terms & acronyms used in the FBM project	KAT	18/05/13	Volunteer collate from documents. I've added dropdown menus
3	FBM MAP	Database overview of position descriptions necessary for FBM project	KAT	18/05/13	Is this making any sense?
4	PEOPLE	A network database of the people involved in FBM	KAT	14/05/13	Kat to Add dropdown menus
5	WEAVERS	A network database of the weavers involved in the LOUD Cooperative	KAT	14/05/13	Require Weavers list. Where is best place to copy?
6	NETWORK	A network database of all partners, clients & suppliers current & potential	KAT	18/05/13	I have added dropdown lists, what do you think? My 1st attempt! Bagust!
7	DOCUMENT BANK	Database of all documents, artwork and computer based files for FBM	KAT	14/05/13	Kat to Add dropdown menus
8	COLOUR BANK	Database of all natural dye colours in FBM project & integral information	KAT	14/05/13	Information is uniform with FBM documents & databases
9	TEXT DESIGN BANK	Database of textile designs used in FBM production	KAT	14/05/13	Information is uniform with FBM documents & databases
10	TEXT FORMULAS	Database of Colour percentage/textile designs across textile size	KAT	14/05/13	Kat required to continue to collate formulas as artwork is done
11	SURVEY	Collation of survey results with LOUD members in 2013			To develop
12	WORKSHOP 2013	Pre & during Schedule for FBM workshop 2013; with Kat Ashworth & Team	KAT	18/05/13	What do you think????? Makes the escape clearer to me! We could export this sheet as excel
13	LAUNCH SCHEDULE	Pre & during Schedule for FBM Launch			To develop
14	EVENT COLLATE	Collation of information regarding FBM Launch		15/05/13	To develop

FBM DATABASES

DB #	TITLE	DESCRIPTION
1	BUDGET	Central file documenting all finances, planned to actual
2	PRODUCTION	Central file documenting all necessary elements of the production process
3	MONITORING	Central file for reporting with the ETWALUD Cooperative staff on behalf of the groups
4	LIBRARY	Central file documenting all key information held utilised in this project
5	DESIGN BANK	Central file documenting all design concepts for current & future production

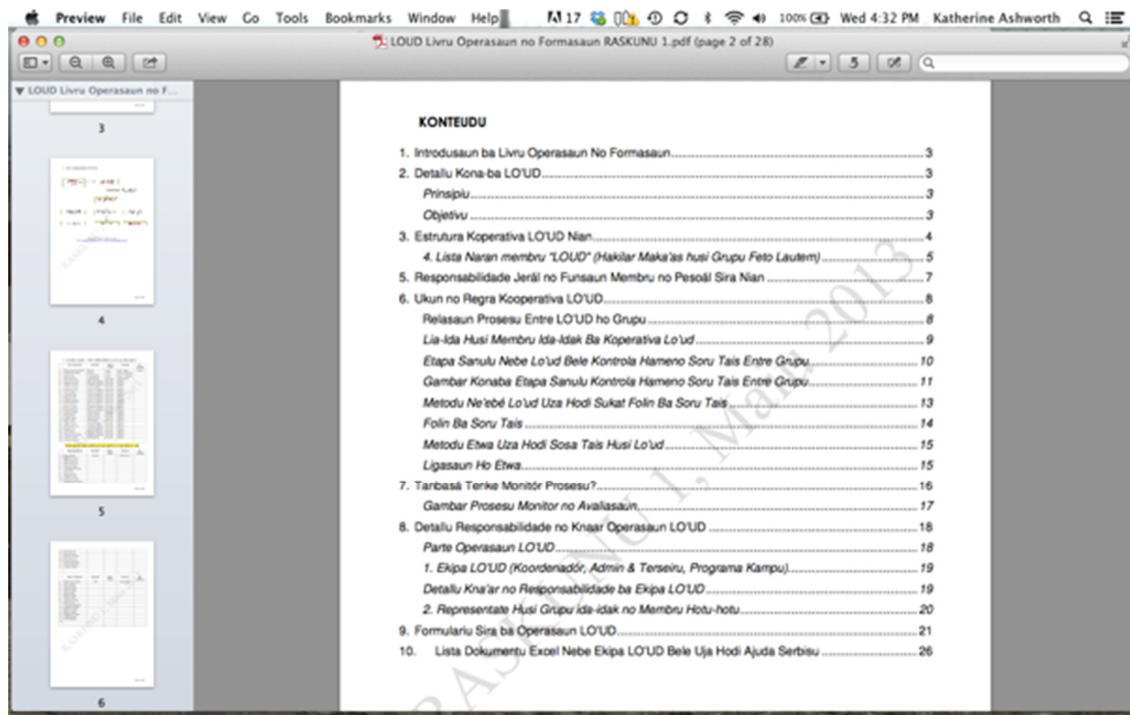
FBM

Normal View Ready

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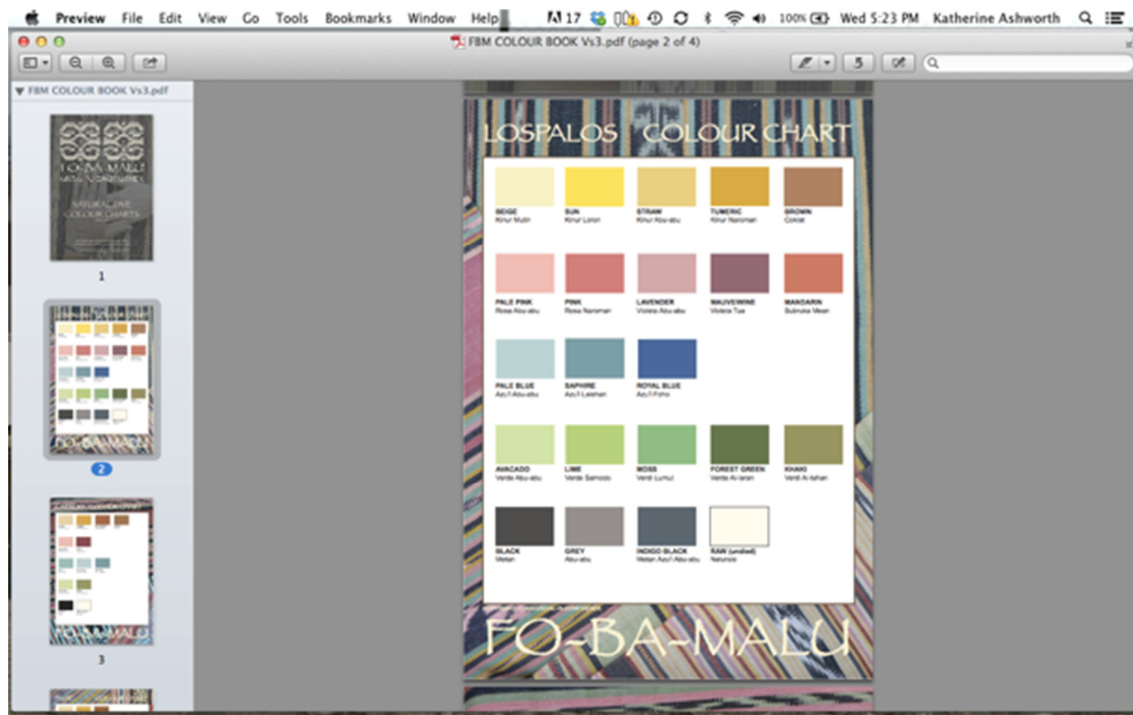
LO'UD Operations Manual



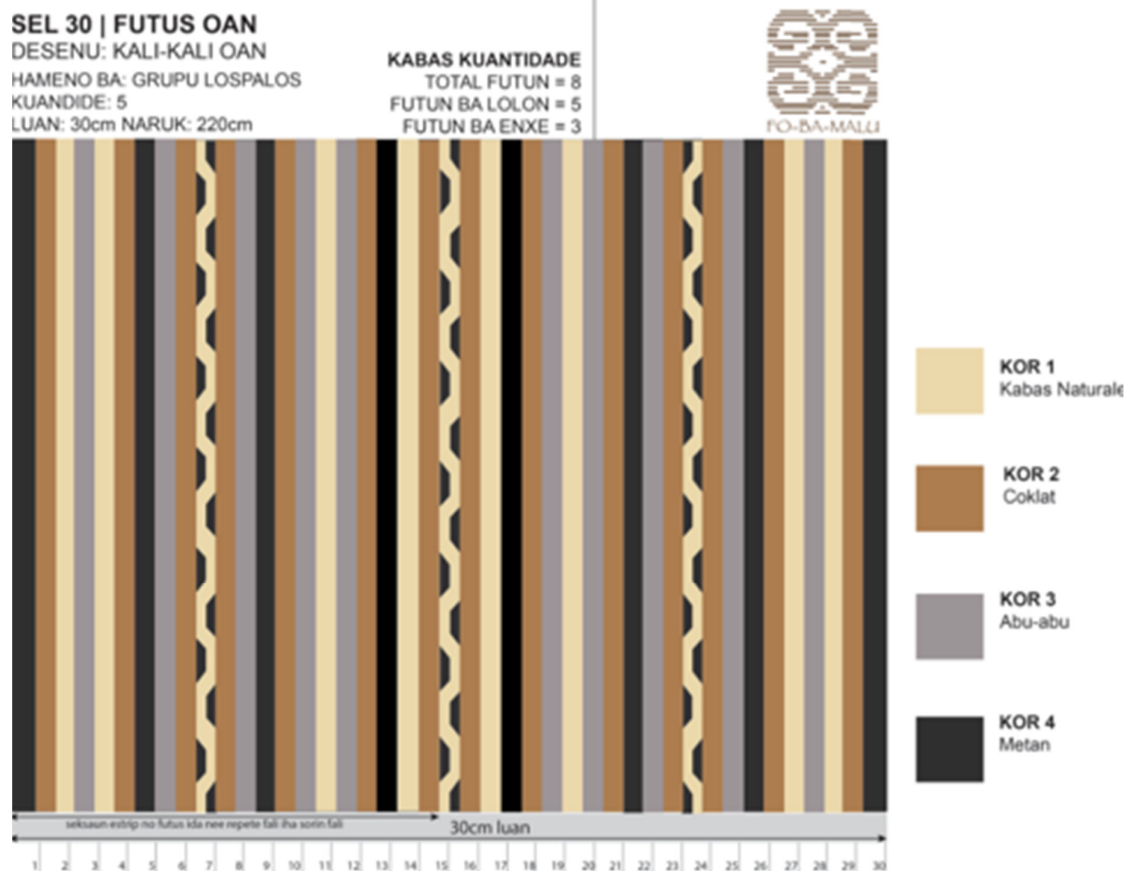
Production Process Diagram



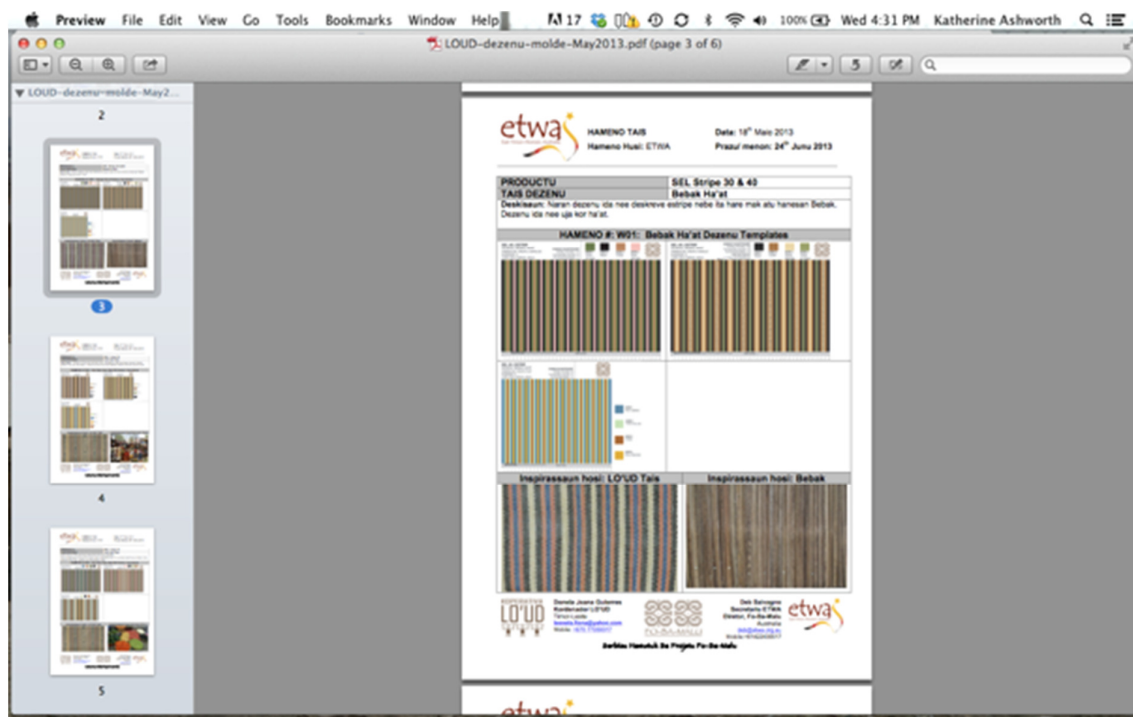
Colour Charts



Weave Templates



Textile Ordering Pro-forma and Instructions



Quality Control Guidelines

