



Work Together Foundation × uGET

**SMILE
TOGETHER
PARTNERSHIP**

Impact Report
2017

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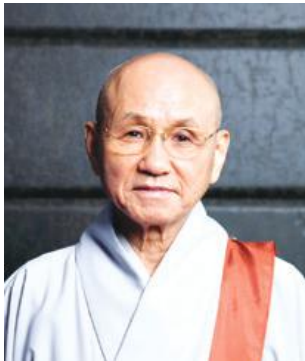
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Bringing Hope to Families Around the World



송 월 주

Song Wol-joo
Chairman,
Work Together Foundation

Every human being is important. We are all entitled to respect and freedom. But do we all enjoy these rights to an equal extent? What about children living in developing countries? They are forced to work in awful conditions from a young age instead of going to school. Their poverty is a lasting condition that passes down the generations. How can we really help these children?

The Work Together Foundation (WT) has seized upon social enterprise as a potential reservoir of effective ideas to stem the cycle of poverty and rescue such children from poverty. We believe that, as social enterprises grow, create more jobs, and energize local economies, parents in developing countries will become better able to maintain their financial independence without having to rely on humanitarian aid and having their children work. It is on this belief, as well as our experience with incubating social enterprises in Korea, that the WT launched the Smile Together Partnership (STP) in 2011 to support the establishment and operation of social enterprises in and for developing countries.

Now in its seventh year, the STP continues to create jobs and fight critical social problems in developing countries, including poverty, famine, disability, lack of education, and discrimination, by actively recruiting and supporting new partners. Our program creates stable jobs for parents grappling with poverty and opportunities to learn for children that allow poor families worldwide to have new hopes. Over the last six years, the STP has supported 22 partners in 12 countries, leading to employment for 1,442 people supporting 7,304 family members in total. Through this process, the STP has played a crucial role in developing and strengthening local communities.

Our achievements would not have been possible without the contribution of our collaborators and donors, particularly the undergraduate Global Experience Team Project (uGET) at School of Business, Yonsei University. Designed specifically to enable undergrads to become acquainted with international development at work through the STP, uGET designated 12 participants this year, who traveled to six different countries and visited 12 of our partner enterprises in one month and discovered the value of working together.

This year's STP Impact Report is a special one as it is being published with uGET. In addition to introducing the STP's business model, which has opened up a new horizon for social enterprises in developing countries, this report also provides vivid accounts, from the perspectives of our young future leaders, of the social impact these enterprises are generating, and how the STP continues to change more and more lives.

I hope this report will bring new insights of hope for those with the desire to fight poverty in new ways. I would like to thank the faculty members and students of School of Business at Yonsei University who have helped put this report together, and express my admiration to those of you who continue to work today to free the world from poverty.

Finally, it is my hope that someday every child and parent who suffers from poverty will be able to receive the care and education they need to better protect their dignity and rights.

A New Challenge for the STP: A New Step Toward Measuring Social Impact

Kim Kyung-yun

It has been six years since I began participating in the Smile Together Partnership (STP). The STP is a program specifically designed with social impact in mind—namely, the impact that is generated by children and parents in developing countries as they escape abject poverty and begin to pursue sustainable development that enhances their communities, cultures, and ecosystems. When I was first asked to participate in the review of applications for the STP Fund, I was hesitant to agree because I had little experience with social enterprises at the time. I changed my mind, however, when I learned that the STP pursues both economic development and social welfare, and especially emphasizes the need to tailor supports to local needs and conditions. When I was asked last spring to participate in the preparation of the STP Impact Report, I found myself reluctant again because I also had challenges to measure the impacts of the organizations I work with. I eventually came around because I fully agreed with the Work Together Foundation (WT)'s emphasis on the need to go outside the conventional box of report-writing, as I myself had been struggled to step forward from the conventional ways of measuring impact.

Assistance for people in extreme poverty is the common theme underlying the vast majority of social projects being undertaken in the developing world today. Over the last six decades, the affluent Western and Westernized countries have invested trillions of dollars in official development assistance (ODA) in developing countries. Yet the absolute size of population worldwide who denied the ability to meet their basic human needs remains more or less unchanged. Is it really impossible for these societies struggling with poverty to achieve sustainable development that ensures their members are economically independent? ODA has not had much success so far, in my opinion, because the projects have been supported by agencies preoccupied with tangible results over short periods of time. The majority of international aid agencies and organizations have demanded, so far, visible and quantifiable results from their inputs. However, in order for communities and families in developing countries to achieve financial independence and sustainable development even after aid stops coming in, it is critical to foster in them a sense of responsibility, leadership, and capability of managing limited resources. These qualities are cultivated not by focusing on visible results with aid projects, but by emphasizing the sense of achievement, self-confidence, and learning that communities and families are to gain through their participation. When aid distribution agencies recognize the importance of these intangible qualities and shift their focus onto people, relations, learning, and the growth of communities, these things will probably regress much less in some decades than they do now.

Aid distribution agencies may recognize the importance of these intangible changes, yet hesitate to embrace new project models based upon these qualities for good reasons: community and personal growth are difficult to demonstrate, let alone quantify. Peter Drucker once said that “If you can’t measure it, you can’t manage it.” This saying serves almost as a maxim not only in the for-profit sector, but also in the nonprofit sector today. In reality, we substitute “ease of measurement” for “measurability,” and even cave into the temptation to use “measurability” interchangeably with “ease of accom-

“In order for communities and families in developing countries to achieve financial independence and enjoy sustainable development once aid stops coming in, it is critical to foster in them a sense of responsibility, leadership, and capability to manage limited resources.”

plishment.” This tendency leads us sometimes to launch aid projects from the very beginning with easily measurable or easily achievable targets. In many cases, however, aid projects begin with much larger ideals, but employ performance indicators that are easy to measure and achieve, thus driving a wedge between ideals and actual outcomes.

Performance evaluation is emphasized everywhere in Korean society today, but we ought to ask its fundamental purpose. The practice is often associated with aloof evaluators’ images criticizing participants of a given project, which causes the partners (sometimes mentioned as beneficiaries, interviewees, etc.) to want to avoid, and even fear, such evaluations. The impact evaluation is also often used to demonstrate the value of the work the partners perform. However, a critical component of the evaluation is review, which literally means “to view again” and implies reflection. The true purpose of reviewing one’s performance is to reflect upon one’s past actions so as to learn from them and incorporate the lessons learned into future planning. If the true and primary purpose of review is for all participants to learn, the impact evaluation can and should be a process of collaborative learning and encouragement rather than something to be avoided or feared. We can use the process of evaluation and review to learn the lessons necessary for taking a better next step, rather than to prove the worth of what we have done so far.

This year’s STP Impact Report has been prepared with the participation of students from the School of Business, Yonsei University. If efficiency in publication were our first and foremost objective, we would not have opened up our report preparation process to students. But because we value the learning and personal growth of these participating students as much as we do, we decided to take the slower, but more meaningful, route to complete this report. As one of the writers, I was lucky enough to see whether the attempts we made to overcome the limits of conventional impact reports were noted by the participating students. I was relieved to discover that the students felt and covered what I emphasized as the meaningful value at the beginning of the report writing process:

“Do not be fooled by the numbers. Do not get impatient when you don’t discover much change in them. Listen to the voices of people instead, who are alive. You will begin to see the small, but meaningful, changes to which they testify with their lives, and discover that true change begins in their eyes and attitude. The difficulty of measurement and indexing has led the majority of people to give up on discovering these small signs of change. Our mission is to do what the majority have given up on doing.”

Evaluating the impact of the STP and its partners has also illuminated the following lessons.

First, decent jobs are those with which workers are satisfied.

The International Labour Organization (ILO) and other international entities have offered a number of specific criteria by which “decent work” is to be defined. It is, of course, not without meaning to establish universal and critical criteria to enable understanding of the term “decent work,” instead of relying on subjective or arbitrary judgments. There are a number of STP partners among those supported by the STP that provide world-class working conditions and environments, especially considering the poor outside environments workers faced. Tohe, for example, keeps documented and systematic policies on employee insurances, leaves, annual wages, and training opportunities. The company surveys the opinions of their employees on these matters once a year and makes changes accordingly. L Beauty, of the Lotus Hope

“Peter Drucker once said that ‘If you can’t measure it, you can’t manage it.’ This saying serves almost as a maxim not only in the for-profit sector, but also in the nonprofit sector today. In reality, we substitute ‘ease of measurement’ for ‘measurability,’ and even cave into the temptation to use ‘measurability’ interchangeably with ‘ease of accomplishment.’”

Hair and Beauty Center, provides maternity leave for pregnant employees and pays their wages for up to 50 percent of the period they spend on that leave. Furthermore, it subsidizes the cost of the materials employees need for training, and provides English and Korean classes for those wishing to improve their language skills.

However, we should be open to the impossible nature of enforcing global standards across all societies irrespective of cultural and social differences. The Western world has sought to force a universal concept of human rights and its model of democracy upon the rest of the globe, but not without causing great resistance and a multitude of repercussions in many countries and regions. The concept of decent work, too, is unlikely to be welcomed by the citizens of all societies unless it reflects the particular social and cultural contexts of those societies. There are even those who argue that the global criteria for determining “decent work” are not the only criteria with which the decency of work is to be measured. Many we have interviewed, as part of writing this report, took pride in their jobs as “decent jobs.” The common emotion of those who thought of their jobs as decent was the strong sense of pride and satisfaction they took in them.

Sapa O’Chau’s internal survey on employee satisfaction showed 98 percent were satisfied with their work, and 96 percent felt that their employer had given them opportunities to find purpose in their lives. Employees of ORGA, an organic farming program launched by Camp Asia not long ago, took pride in their jobs despite the relatively low wages at the startup period because they “felt that they were growing with their organization” and enjoyed “good relations” with one another. The employees of Spouts of Water, too, showed a strong confidence in their employer due to its open and equal organizational culture where they communicated and solved problems together. The employees of Goel Community and Friends ‘n’ Stuff liked their workplaces because they were able to work and care for their children at the same time.

The clarity of the missions and the excitement of the social values served by the STP partners were also important factors in giving employees the sense of pride and ownership they associated with their jobs. The employees of Javara, for example, maintained dedication to their work, despite the frequent night and weekend shifts, because of their sense of commitment to the company’s mission of “protecting farmers’ pride and preserving the diversity of local produce.” Jaliya, an employee of Jerrybag, also took pride in the fact that, notwithstanding being poor herself, she was able to help those who were even poorer and help make Uganda a better country.

The employees who participated in the interviews held a number of common sentiments with respect to their jobs, such as satisfaction, pride, and a sense of ownership. It is these positive experiences that play a pivotal role in ensuring the sustainable growth of enterprises and communities. Scientists say new experiences create new circuits in the brain. Those who have experienced enhanced self-confidence, a sense of empowerment and fulfillment, and the value of achievement through participation in group activities develop something akin to an addiction to these experiences and pursue and spread the same experiences to others. The purpose of the STP and its partners should therefore be to develop activities that increase the frequency and intensity of these positive experiences.

“The Phoudindaeng Youth Center boosted my self-confidence. Now I no longer fear going to new places and rising to new challenges. That’s the biggest change I have experienced here. I will continue to grow and seek my dreams here.”

– Keo Manila, accountant, Phoudindaeng Youth Center

“The answer to both questions can be found in the neglect of the growth of people, relations, organizations, and communities due to preoccupation with quantifiable short-term growth.”

Second, the key to sustainability is in people, not in numbers.

With climate change threatening to destroy our natural environment and financial and economic crisis continuing to affect the world, sustainability has become a central global issue. Sustainability is also an important concern for local community projects and new enterprises tackling poverty. The enterprises, organizations, and local communities participating in the STP likewise regard as their foremost and ultimate objective to establish sustainable models of development that can thrive independently of external aid.

Countless international organizations, governments, and nongovernmental organizations (NGOs) have launched projects and invested towards putting an end to extreme poverty worldwide, but they have yet to come up with substantial solutions. What can explain this failing? In addition, why are startups, including social enterprises, around the world struggle but seldom succeed in achieving financial independence and generate proceeds on a sustainable basis? I assume the root of the two issues is the neglect of the growth of people, relations, organizations, and communities due to preoccupation with quantifiable short-term growth. Visible results may be part and parcel of performance indicators, but they may also be short-lasting. Changes in numbers not accompanied by the growth of people, organizations, and communities cannot guarantee sustainability.

What are the signs of the real growth of people and organizations? What efforts should be made to achieve this growth? And how might we measure it? While we can come up with a number of specific criteria or definitions to facilitate our understanding, we ought also to take caution against limiting the wide range of diverse experiences to a few narrow subsets. Therefore, rather than presenting a fixed model for change and growth, we might more wisely look into how growth was experienced by specific enterprises and organizations participating in the STP.

The enterprises and organizations participating in the STP are making a variety of efforts in this area. Banteay Prieb, for example, has achieved significant progress in protecting the rights of people with disabilities in Cambodia over the last 26 years, despite the poor level of support for such work in that country. Members of the organization are steadfast in their belief in the potential of their trainees becoming productive members of society, despite needing more time than those without disabilities. Their belief has borne fruit, and even led some trainees to become instructors and headmasters of their school. Banteay Prieb runs on the principle of democratic self-governance by employees and trainees, and continues to promote personal growth. English and computer classes are provided to employees, as well as a wide range of job-related skills programs. Education of mid-level managers and higher-ranked executives is also subsidized as they seek to earn master's degrees in management-related disciplines.

Some might call Café ZoomSun, an initiative from the Phoudindaeng Youth Center, 'a failure', when viewed purely from the perspective of profit. The lack of demand has made it difficult for the café to generate proceeds on a continual basis, and forced it to shut down and find another way to make self financial sustainability. The Phoudindaeng Youth Center's interest, however, has been in the long-term project of supporting people's growth rather than generating profit in the short run, seeking to facilitate personal growth among the participants of its diverse programs. A number of those who participated in these programs more than a decade ago as teenagers whose names are Kham Ming, Khamson, Jamme

“We ought not to lose sight of the first and foremost objective of facilitating participants’ personal growth. Supporting organizations, should also be patient and wait for meaningful changes to occur in people in the long run.”

and Simon have indeed become leaders of the Youth Center, and gone on to open up youth centers in four more villages, and support the Center’s role as a hub for local youth networks.

Participation is one of the central principles underlying social projects that put people ahead of all else. Although the majority of organizations undertaking social projects aspire toward this principle, participation remains superficial in practice, equivalent almost to simple attendance of each project’s events. True participation is active and autonomous in the process of making decisions and policies that affect one’s life. Camp Asia thus insisted on having locals participate in its projects from the very beginning, i.e., local surveys, which was necessary to ensure ownership of those projects by locals. It is these participatory experiences that enable people to maintain a sense of pride and satisfaction and continue to work despite the less-than-ideal pay for the start.

Third, social innovators are immersed in solving social issues.

The term “social entrepreneur” was coined by the international organization Ashoka, but the organization prefers the term “social innovators” to refer to the same type of actors. Ashoka supports leaders and innovators who dream of finding new solutions to social problems and issues. The number of nonprofits that, like Ashoka, focus on supporting people rather than enterprises and organizations continues to grow in North America and Europe. These nonprofits believe that a few people with innovative ideas and great enthusiasm can effectively trigger a “butterfly effect” of positive social change. Researchers who study happiness have found that humans feel the greatest happiness when they are immersed in something. A few social innovators can generate great passion and happiness among fellow participants as they become immersed in solving social problems. There are two main characteristics to these social innovators. First, they target certain social problems. Second, they are firmly convinced of the potential of their partners and fellow participants to solve these problems.

Goel Community is facing a crisis now (2017), with its revenue becoming unstable and its inventories piling up. The crisis stems from the absence of management three years ago, as Han Jung-min and Seo Youn-jung, the Korean couple who together founded the community, left on a sabbatical. But the founders had intended this situation at one side. Han, who wanted the community to become self-sufficient and sustainable with the participation of Cambodians themselves, had long considered transferring his management rights to those locals and foresaw the current crisis as an inevitable part of the community’s growth. Han continues to believe, despite the crisis, that the locals will succeed in becoming self-sufficient by electing their own leaders. This is why he maintains his focus on providing education and training to develop the leadership capabilities of local employees, rather than intervening directly in their affairs.

The HoshiZora Foundation is a social enterprise established by six women who had been studying in Japan at the time and wanted to rescue families and communities in rural Indonesia from poverty, child labor, and forced early marriage. The founders were deeply concerned with the fate of Indonesian children, and girls specifically, who are denied even the most basic of education. As a result, the mission of their foundation became to provide equal opportunity to suitable education for all Indonesian children. Although the foundation chooses its official leader through board member votes, the co-leadership of the six founders continues to sustain it. Megarini, who was the inaugural chairwoman of the foundation,

left on maternity leave, so her co-founder, Reky, has been filling in as leader. The HoshiZora Foundation provides a good example of the success of shared leadership, based on shared missions and visions.

The implications of this report for individuals and organizations seeking to generate social impact can be summarized as follows.

First, in order to achieve true and long-lasting change, we ought to focus on people rather than short-term achievements and numbers. We ought not to lose sight of the first and foremost objective of facilitating participants' personal growth. Supporting organizations like the Work Together Foundation should be patient and wait for meaningful change to occur in people in the long run.

Second, supporting organizations should increase their support for more than the projects, focusing also on other official activities of social innovators and activists to help them become immersed in their activities. There is a need for greater non-financial forms of support, such as with consulting and networking, as well as financial support.

Third, we must remember that local residents are not simply the beneficiaries of social projects, but should also be active participants. As the main actors in community projects, locals should be encouraged to participate in the entire process, from planning to implementation to evaluation. In many cases, this is a difficult task to achieve. Nevertheless, encouraging participation can begin with such simple steps as publishing impact reports in local languages so that locals, too, can review project processes and outcomes. The translation of impact reports into local languages is also crucial from the perspective of accountability.

Fourth, the discourse on social entrepreneurship and the social economy should expand to trigger discussion on the fundamental purposes of business enterprises in general so that for-profit enterprises, too, can reflect on their own social missions. We need to stir ourselves from the myth that profit is the foremost concern of these enterprises. Profit is only one of many instruments with which enterprises can benefit society and individuals through employment, production, distribution, and service. I expect the every enterprise become a "social" enterprise, so that the term "social enterprise" would be rendered redundant on the earth.

Participating in the writing and preparation of this report was a learning process for me as well. I am grateful for this experience with the students and faculty members of School of Business at Yonsei University, the partners of the STP, and the Work Together Foundation.

*Kyung-yun worked at the World Vision Korea for international development and advocacy for eleven years. Today, he advises on projects towards the civic education of youth and adults as well as the training of nonprofit organizations. He serves as a co-chair of the People's Initiative for Development Alternatives (PIDA), and works rigorously as an advisor for NGOs such as the Work Together Foundation, the Center for Refugee Rights in South Korea, YMCA, and the Korean Committee for Overseas Community Organizations.

Smile Together Partnership

Introduction & Overview

Introduction

The Smile Together Partnership (STP) refers to a program launched by the Work Together Foundation (WT) in 2011, with the funds it raised via the SBS Hope TV fundraising campaign to end child poverty. The program is designed to support the establishment and operation of social enterprises in developing countries, with an underlying objective of creating jobs for poor families and catering to particular local conditions and needs so as to end poverty and improve the quality of life for children in developing countries.

The STP supports social enterprises that enable low-income parents to find and maintain stable employment at sustainable workplaces rooted in their local communities so they can raise their children on their own. The program also provides capacity building education and vocational training for children and youths who are denied regular education to help themselves find suitable jobs and become productive members of their communities.

With the STP, the WT hopes to create an increasing number of decent jobs in developing countries so that children living in poverty can continue to be raised by their own parents and receive a proper education, both of which are necessary to stem the cycle of poverty.

Overview

1. Qualification

- Social enterprises and/or for-profit units of nonprofit organizations (NPOs) that strive to end child poverty in developing countries in financial ways, particularly by creating sustainable jobs for low-income parents

* In order to be eligible, the applying organization must have a business license and/or be registered as an NGO in the given country. Consortia of NGOs or for-profit organizations from two or more countries are not eligible.

2. Eligibility Criteria (Key questions for being STP partners)

- Is the organization a locally-based social enterprise chiefly hiring locals?
- Is the organization a social enterprise that supports the development of local youths into leaders capable of maintaining the business themselves?
- Is the organization a social enterprise with a sustainable business model, which does not damage the local culture, society, or natural environment?
- Will the organization contribute to eradicating child poverty?

3. Methods of Support:

1) Financial:

- From USD 30,000 to USD 50,000 a year per STP partner (funding contracts to be renewed every year, for up to three consecutive years);
- An additional support of USD 2,000 a year per STP partner through the Happily Ever After Project (HEAP), which supports business activities for their financial independence

2) Non-financial:

- Non-financial resources, marketing support, and management consultancy services necessary to enhance the social impact and financial autonomy of the STP partners;
- Opportunities for the STP partners to enhance their capabilities, such as inviting to international forums and investment showcases

4. Program Schedule(yearly base)



5. Proposal Review & Selection Rubric



The STP partners

Fund Batch	Enterprise	Backing organization	Location
STP Fund Batch 1 (2011-2013)	Igting	Camp Asia	Towerville, the Philippines
	Craft Peace Café	Banteay Prieb	Phnom Penh, Cambodia
	Café ZoomSun	Phoudindaeng Youth Center	Vang Vieng, Laos
	Lotus Hope Hair & Beauty Center & L Beauty	Lotus World Cambodia	Siem Reap, Cambodia
STP Fund Batch 2 (2013-2015)	Friends 'n' Stuff	Friends-International	Phnom Penh, Cambodia
	Sapa O'Chau		Sapa, Vietnam
	HoshiZora Tour & Travel	HoshiZora Foundation	Jogjakarta, Indonesia
	Oasis of Life Center	Eagle's Wings Foundation	Quezon City, the Philippines
STP Fund Batch 3 (2015-2017)	Timorgator Cookie	Global Civic Sharing	Lautem, East Timor
	Wakami	Comunidades de la Tierra	Seven locations in Guatemala
	Eldany Handmade Café	Eldany Charitable Foundation	Almaty, Kazakhstan
	Spouts of Water		Katali, Uganda
STP Fund Batch 4 (2016-2018, in progress now)	ORGA	Camp Asia	Bulacan, the Philippines
	Happy Farm		Pampanga, the Philippines
	Good Hands Social Enterprise	Good Hands	Kathmandu Boudha, Nepal
	Wahahatripti	Tripti	Kathmandu Baglung, Nepal
STP Fund Batch (2017-2019, in progress now)	Javara Academy and FFS Flores	Javara	Flores Island, Indonesia
	Human Resource Development Foundation (HRDF)		Kanchipuram, India
	Apyu Ayung Social Development	The Promise Myanmar	Pantanaw, Myanmar
	Goel Community		Phnom Penh and Takeo, Cambodia
	Tohe		Hanoi and the northern mountain region, Vietnam
	Jerrybag		Lweza, Uganda

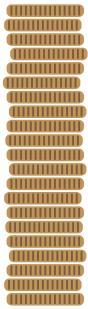
* "Backing organization" refers to NPOs that have launched the enterprises in an effort to enhance the financial sustainability of their nonprofit operations or to promote economic condition of local community residents.

The STP Today

Transparency of allocation assured by direct support

KRW 8,354 of every KRW 10,000 given by our donors goes directly to the social enterprises they support. In other words, 83.23% of all donations are used in a transparent manner to create jobs for low-income parents and foster communities that are raising children.

5%
Guatemala



KRW 2,196,713,235

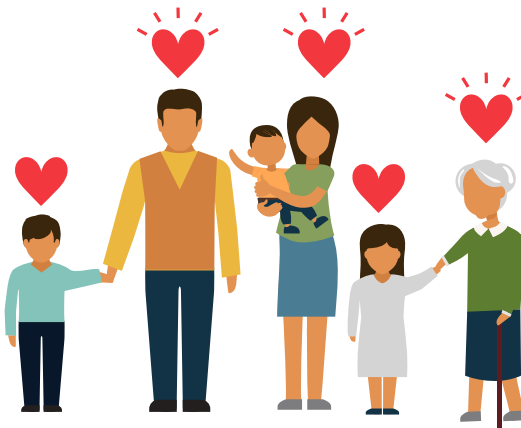
STP Fund



KRW 1,828,299,174

Directly provided for STP partner organizations

Seeds of hope for children in poverty



STP brought smiles to
51,992 faces



2,237 persons
Jobs created



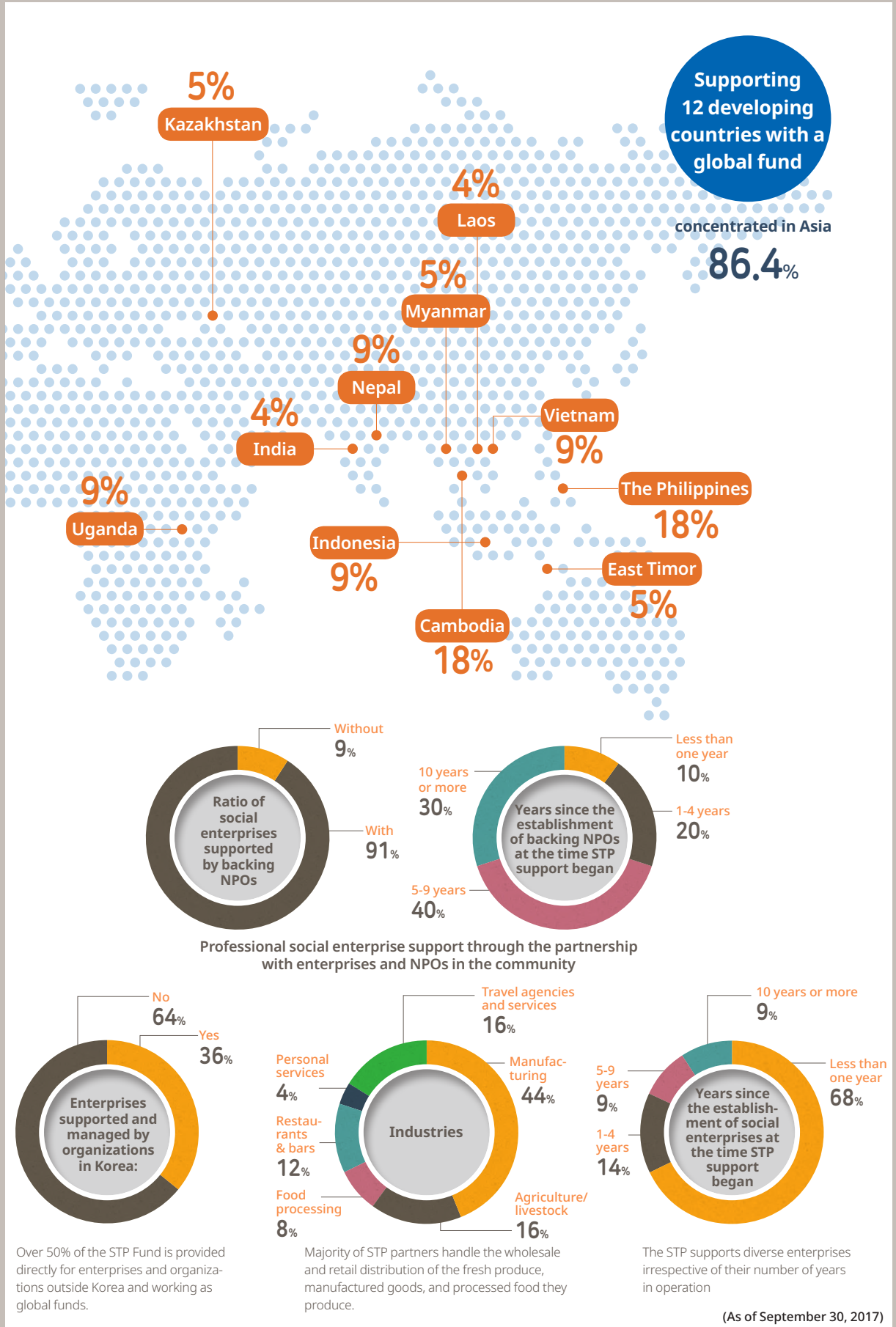
7,304 persons
Supported family members through the jobs created



16,211 persons
Provided vocational trainings and youth leadership education



26,240 children
Directly supported by the STP partners





STP Impact



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Five to nine years since establishment

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065 Craft Peace Café

072 Phoudindaeng Youth Center & Café ZoomSun

Ten years or more since establishment

078 Tohe

085 Friends 'n' Stuff

091 Goel Community

*The years since establishment were counted from the time each enterprise was established (for profit-making purposes) as of July 2017. (The two enterprises backed by Camp Asia were created at different points in time, but were grouped together under Camp Asia, and the years since establishment were counted only with respect to Igting, the enterprise that was established earlier by Camp Asia. See the following pages for the specific years in which each enterprise was established.)

STP Impact Guidelines

Evaluation of the impact of STP partners, provided herein, is based on field surveys of the enterprises carried out throughout the month of July 2017 by the WT and the three teams of 12 undergraduate students from the undergraduate Global Experience Team Project (uGET) by School of business, Yonsei University¹⁾, with support from the Yonsei Venture, Innovation and Startup Program (YVIP). The WT, volunteers, and uGET participants together designed the impact evaluation process during the two months preceding evaluation, and also the follow-up process during the two months after evaluation.

STP partners Targeted for Impact Evaluation

The uGET students together visited seven enterprises, whose three-year term for support had ended, and gathered the relevant data and held interviews to render objective and quantitative evaluations.

- **Partners in STP Fund Batch 1 (2011~2013):**

Banteay Prieb, Phoudindaeng Youth Center, Lotus World Cambodia, and Camp Asia

- **Partners in STP Fund Batch 2 (2013~2015):**

Friends-International, Sapa O'Chau, and HoshiZora Foundation

* The Eagle's Wings Foundation ended its social enterprise project after the first year of support from the STP, and did not seek further support from the program. No data on the foundation's project past its first year therefore exists. Evaluation of the project thus reflects only the total amount of financial support provided and the project's business performance during its first year.

Selection of STP partners to be Visited

Given the limitations on time and resources, it was impossible to visit all 22 social enterprises in 12 countries that had ever received, or were still receiving, the STP Funds. The STP evaluation team thus decided to evaluate the seven enterprises/organizations which got STP Funds from 2011 to 2015 (the 1st and 2nd STP Fund Batch), and for which more than two years had elapsed since they finished receiving the STP's support. These seven enterprises/organizations were mostly located in the five Southeast Asian countries of Vietnam, Cambodia, Laos, the Philippines, and Indonesia. The team also visited Uganda, which the STP evaluation team had difficulty accessing due to the distance. The participants also decided to visit five more partners in the third, fourth, and fifth batches of the STP and who were still receiving grant support, as these additional STP partners were also located in the six chosen countries.

Survey Method

The STP evaluation team sought to gather data on each partner available as of 2017, according to "STP Impact" and "STP Impact Metrics" (provided below). Where possible, they also sought to gather data pertaining to the performance of each partner during the year immediately preceding and following the STP Fund, as well as during 2016. The evaluation team then interviewed the members of the enterprises so as to better understand and state the qualitative aspects of the STP's impact, from the perspective of the partners and their members.

STP Impact

STP Impact is a rubric designed specifically to ensure an objective assessment of the impact of the STP Fund in light of the program's overarching purpose²⁾. The STP strives to end child poverty around the world through the grant support for business initiatives that create decent and sustainable jobs for low-income parents. In particular, it emphasizes the following four factors in STP partners:

- Creating and maintaining decent jobs;
- Ensuring the financial sustainability of business projects;
- Contributing to local communities;
- Nurturing children and youths for the future

STP Impact Metrics

The specific criteria and factors used to gather quantitative data pertaining to assessment of the STP Impact make up the STP Impact Metrics. The WT designed these metrics in April through June 2017, with the participation of uGET students and advice from experts (The STP evaluation team). In addition to prioritizing the quantifiability of the data to be collected using the metrics, the designers also sought to ensure the utility and applicability of the data so gathered by incorporating the following metric systems into the data-gathering process (with corresponding index numbers indicated in the STP Impact Metrics provided below):

- IRIS Catalog 4.0
- UN Sustainable Development Goals

In particular, the designers prioritized the quantitative data indicative of the sustainability of partner enterprise performance. As the majority of these enterprises were social startups and microbusinesses launched by NPOs, metrics related to broader social and environmental impacts were omitted from the list. The evaluation team, moreover, sought to reflect the qualitative and unquantifiable values and impacts of the partner enterprises through interviews and observations. The list of data required for evaluation of STP impact is provided in an appendix³⁾.

STP Impact by partners

In visiting and evaluating the impact of 12 partner enterprises in July 2017, the uGET students looked into the following

- **Social Entrepreneurship** : The background and local circumstances that motivated social entrepreneurs or NPOs to launch their enterprises; (only for Korean Version)
- **Sustainability of Business** : As analyzed according to the Business Model Canvas (BMC), delineating the current status and future plans for reference by future donors and investors; (only for Korean Version)
- **Impact We Witnessed** : The impact of the STP as perceived and assessed by the uGET students in the field, including the stories told by partner enterprises as well as the quantitative data on their performance
- **Products and Services** : Simple summaries of the main products/services provided by partner enterprises, containing contact information able to link potential customers and investors to these enterprises

1) See page 103 for details

2) See page 10 for details

3) See page 99

Measuring & Evaluating STP Impact (As of June 2017)

Economic Impact of Employment Made Possible through STP



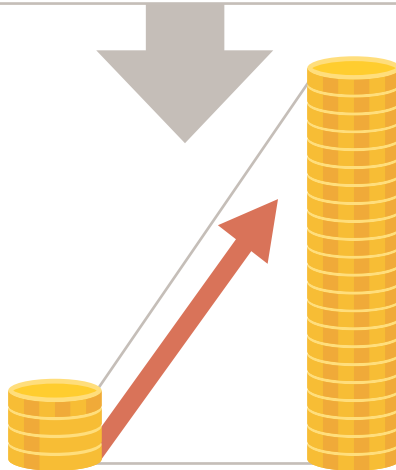
Present value of the STP's past support
USD 894,616
 (Actual amount provided: USD 797,054)



Average span of STP partners
5.25 years or longer
 (Minimum 3 years, median 5 years, maximum 11 years)



Estimated economic impact of jobs created with STP partners, from 2011 to 2022:
USD 4,915,903
 (in terms of the present-2017 value)



The value of every USD 1 provided by the STP Fund, assuming that the STP partners maintain their current level of employment without raising wages until 2022:

USD 5.49_{effect}

(In terms of the present value of wages provided for locals working for these enterprises)

Notes

- 1) Figures are based on the performance of the 8 enterprises that participated in Batch 1 and 2 of the STP and whose three-year support from the program had ended as of the time of evaluation. That is, the business cost of the one enterprise that was closed after only one year of operation was included in the estimation, but was removed from the post-one-year impact evaluation. The financial performance of the STP partners was thus estimated with respect to the wages paid by the 7 enterprises, which fulfilled their three-year terms with the STP, to their respective employees.
- 2) Although the STP's financial support could not have been the only factor that made it possible for partner enterprises to create jobs, the estimations assume that these enterprises were able to start, maintain, and expand their businesses with STP support.
- 3) The impact evaluation does not reflect the indirect impact (positive externalities) generated by STP support, such as the social, environmental, and economic effects from creating and maintaining jobs. In other words, the evaluation (positive externalities) reflects only the wages directly paid by the partner enterprises to their employees.
- 4) Because the impact evaluation assumes that the partner organizations would maintain their current level of employment and wages into the future, the financial impact of the STP will grow more if and when the partner enterprises create more jobs.

The Economic Impact of the 8 STP partners for Jobs

*Past and future wages have been converted into present values, reflecting current inflation rates

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Total number of employees (Batch 1 & 2)	167	75	222	244*	255*	231	231	231	231	231	231	231	
Average wage (2017 value)	1,675**	1,721**	1,768**	1,817**	1,867**	1,919	1,972	1,972	1,972	1,972	1,972	1,972	
Social Value in Employment (Jobs x average wage, i.e., economic value of distributing wealth through jobs)	279,669	129,066	392,580	443,393	476,172	443,261	455,495	455,495	455,495	455,495	455,495	455,495	
Discount Factor (to convert past & future wages into present values)	2.76%	2.76%	2.76%	2.76%	2.76%	2.76%	-	-2.76%	-2.76%	-2.76%	-2.76%	-2.76%	
Present Value of Net Impact on Employment (for 10 years, from 2011 to 2022)	330,806	148,453	439,085	482,230	503,586	455,842	455,495	443,261	431,356	419,770	408,495	397,524	4,915,903 in total
STP Funds (actual amount provided by the STP)	122,784	169,813	264,230	149,022	91,205								797,054 in total
NPV of STP Fund (as of 2017)	145,235	195,320	295,531	162,075	96,456								894,616 in total

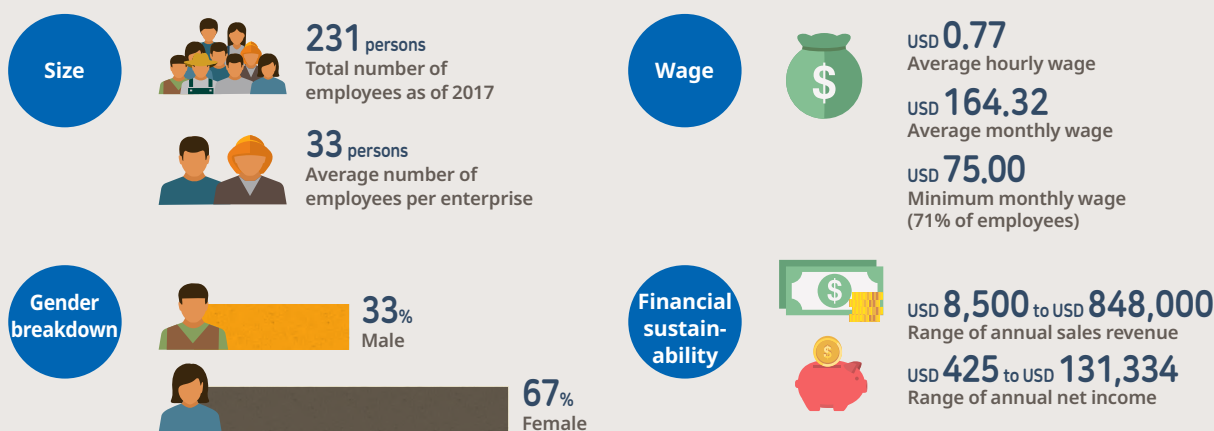
(Unit: USD)

1) The asterisks * indicate that the given figures are estimates.

* The number of employees hired/retained by “STP Batch 1” enterprises only during 2014 and 2015 is estimated to be the same as the number (87) recorded in 2013. Therefore, only the STP Batch 2 partners’ job creation accounts for the number increase. Noticing that the number of employees hired/retained by STP Batch 1 actually grew to 170 by 2016, so it may well have been greater in 2014-2015 than in 2013. Due to the lack of data, however, estimates remained conservative.

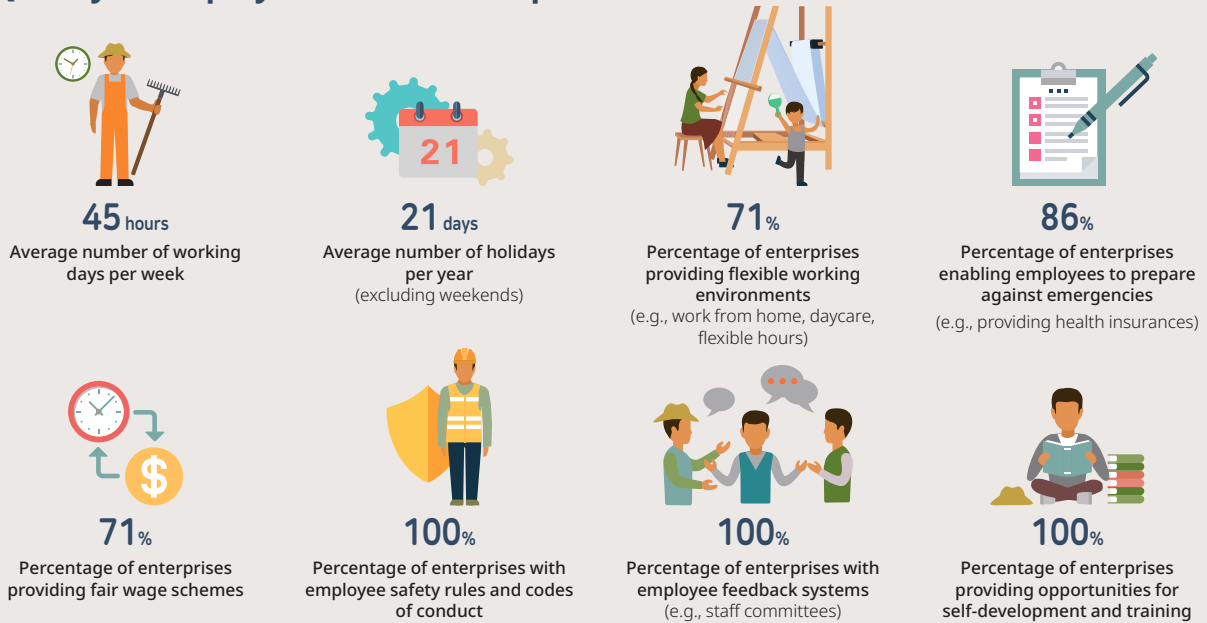
** Wages preceding 2017 were estimated to be equivalent to the current level, with inflation calculated in. (The evaluation team tried to track the wages paid by partner enterprises from 2011. But the average wages could not be calculated because of the absence of the data)

2) Discount factor: The weighted average of 2.76 percent was applied, in consideration of the average inflation rates and the number of evaluated STP partners in the given five Asian countries (i.e., 2.34 percent in Cambodia, 3.4 percent in the Philippines, 1.16 percent in Laos, 3.4 percent in Vietnam, and 3.72 percent in Indonesia, <https://ko.tradingeconomics.com/countries>)



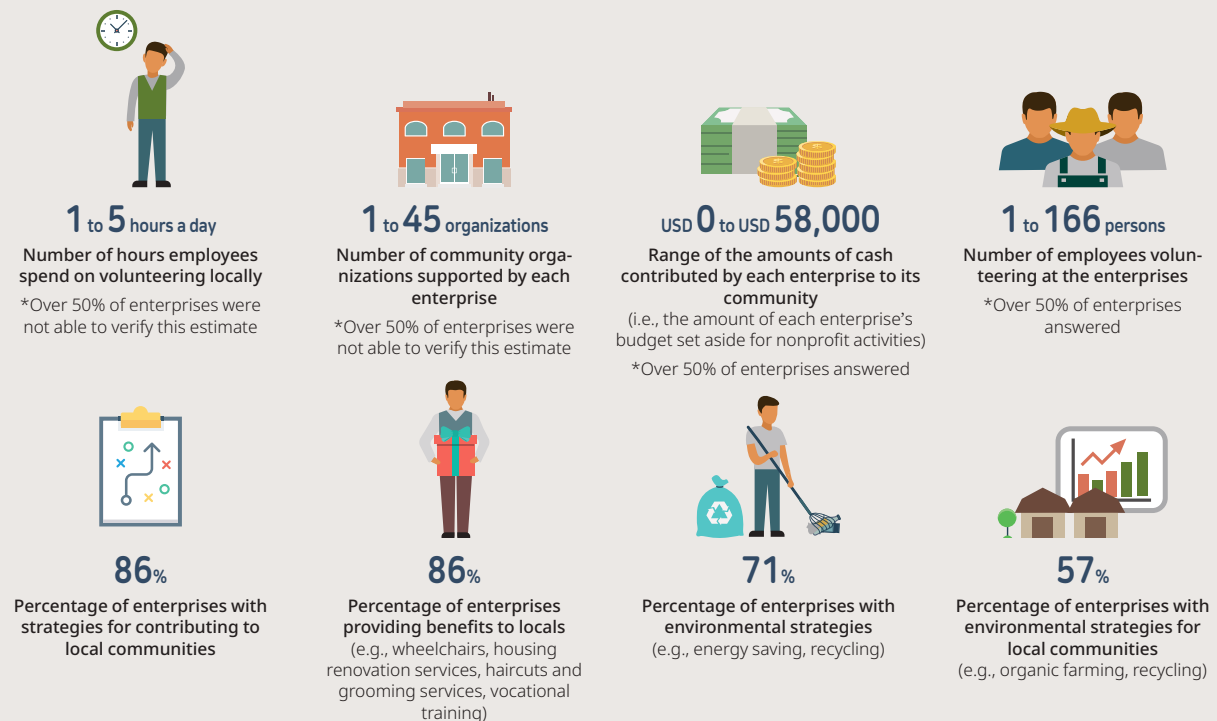
*As these are social enterprises that spend their income on social causes (supporting the poor, creating jobs, and making other types of social contributions), the financial sustainability of these enterprises was measured not in terms of how great their profits were, but in terms of whether their net income exceeded their break-even points.

Quality of Employment of the STP partners



*Banteay Prieb was excluded from the survey as it provides more off-days a year than other enterprises, due to its nature as an vocational training school for persons with disabilities

Contributions to Local Communities



*While the surveyed enterprises had had no experience with keeping quantitative records of their activities for local communities, they did make contributions to their respective communities through grassroots projects and initiatives. The evaluators suggested that contributions to local communities be managed and used as an indicator of enterprise performance in the future.

Direct Support for the Future Generations in Poverty



98%

Average rate of service recipients enrolled in primary schools

*Not counting enterprises whose project participants do not include eligible age groups.



95%

Average rate of service recipients enrolled in secondary schools

*Not counting enterprises whose project participants do not include eligible age groups



77%

Average rate of service recipients enrolled in postsecondary schools

*Not counting enterprises whose project participants do not include eligible age groups



1 to 14 hours

Range of hours that service recipients spend on self-development per week

*Over 50% of the surveyed enterprises were not able to verify this estimate



1 to 4 persons

Range of school-age recipients who grew from beneficiary to benefactor

*Enterprises with large numbers of children who grew from beneficiary to benefactor were unable to track the children and verify this estimate.



108 children

Average number of under-19 beneficiaries supported by each enterprise

*In the form of school uniforms, scholarships, wheelchairs, housing renovations, groceries, occupational training, dormitories, school buses, various types of training, etc

Notes

1. The uGET students visiting the surveyed STP partners in July 2017, on behalf of the STP, sought to minimize the physical and psychological burdens that enterprises might bear due to the process of data gathering. However, it was difficult for them to gather sufficient data on performance indicators that the enterprises themselves did not quantify and keep. It was also impossible to gather accurate data pertaining to the past performance of these enterprises. Even when the questions concerned the present performance of the enterprises at the time the data was gathered—e.g., how much time the service beneficiaries spent on self-development and how many service beneficiaries became active participants and providers of services—it was difficult for the surveyors to gather accurate quantitative data, as answering such questions required reaching out to participants other than those involved directly in the management of the enterprises. The students thus gathered information on whether such activities took place and to what extent they did. See the “STP Impact Guidelines” for more details.
2. In the majority of cases, contributions made by enterprises to local communities involved locally-based social projects, in few of which the enterprises kept detailed and quantified records. Through the data-gathering process, the STP officially included quantifiable indicators of community contributions in the impact metrics so that enterprises could use these metrics to manage their performance better in the future.

Javara Academy & FFS Flores

Javara is a brand that collaborates with local farmers to preserve food biodiversity and offer healthy produce to consumers, working with over 5,000 farmers today. The company has launched the Javara Academy to provide training for young farmers and help spread its ideals and practices even onto the remote islands of Indonesia. The academy focuses on fostering “Little Javaras” by enabling young trainees to become messengers of advanced food processing and marketing techniques in their respective hometowns. The first “Little Javara” project was launched in the form of FFS Flores, a school for food artisans, led by a young leader named Fernando and with the financial support of the STP on the Island of Flores.

- **Location:** Island of Flores, Indonesia
- **Year of establishment:** 2008 (Javara), 2018 (Javara Academy and FFS Flores)
- **Focus of business:** Local food product development and distribution
- **Operated by:** Javara
- **Operator’s address:** Detusoko Village, Ende, Island of Flores
- **Website:** www.javara.co.id

Business Model

Food processing/wholesale and retail

- Local food product development and distribution

Social Activities

- Trains residents of remote island communities on the techniques of preserving and processing surplus produce
- Fosters local agriculture and young leaders in the food processing industry

Social Impact

Decent work

- Increases income for local farmers and strengthens their pride by creating, distributing, and exporting high value-added products from local produce

Future generations

- Trains and educates young Indonesian farmers with entrepreneurial skills
- Reinvests the Academy’s proceeds into the education of children in some local communities

Local communities

- Catalyzes the revitalization and development of local rural communities with young leadership
- Raises the profile and awareness of quality organic food products produced in Indonesia
- Raises the awareness of healthy food and ingredients



Impact We Witnessed

“Even before visiting Indonesia, I had great expectations of Javara, as I had heard of its emphasis on developing partnerships with local farmers and preserving food biodiversity. Our encounter with Helianti Hilman, the founder of Javara, opened our eyes to a new world. We were deeply impressed by her vivid ability to recount stories of her own experiences, to all the questions we asked.

The Javara Academy, a new project now being started on the Island of Flores, also taught me the importance of social responsibility by enterprises.

My encounter with Fernando, the young local leader in Flores, also presented to me a new path for future generations.”

- Jeong Jaeuk, School of Business, Yonsei University



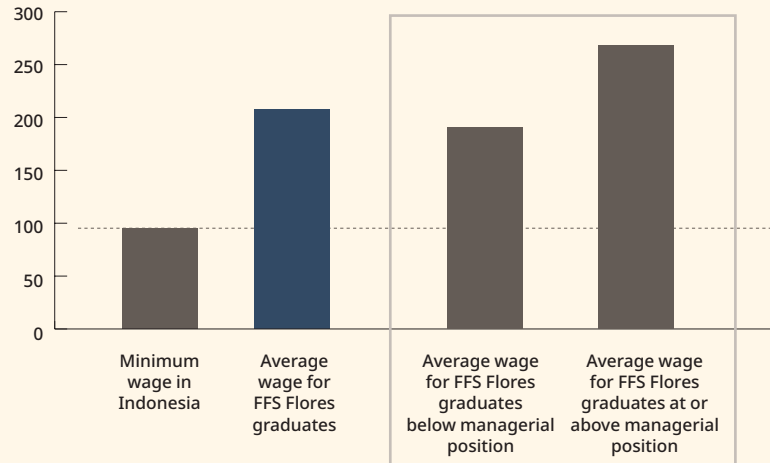
Decent work

“Because our business requires employees to often work even on weekends and holidays, it is important for them to remain internally motivated and committed to their work. To support this, we regularly provide training opportunities, organize frequent meetings, and hold one-on-one conversations. At Javara, we solve problems together through discussion.”

- Mohammad Suprpto,
chief operating officer, Javara

Wage Comparison: FFS Flores Graduates vs. Other Indonesians

(As of July 2017, based on monthly wages, Unit: USD)

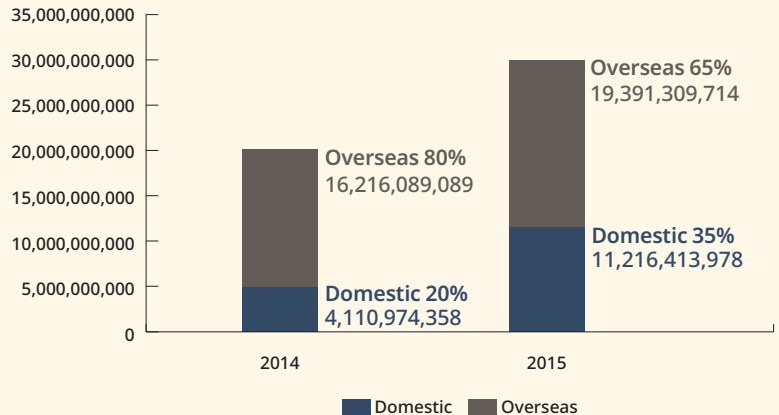


An opinion poll conducted by Open Survey, a mobile polling agency based in Korea, on 500 people in Korea in 2014 showed that wage was the most important criterion for determining “decent work” as identified by 68.2 percent of the poll participants. The other important criteria chosen by respondents included fringe benefits (57.4 percent), job security (40.4 percent), and support for their own self-development and growth (27 percent). These, in other words, are the main characteristics that Koreans associate with satisfactory work.

People at Javara, on the other hand, had slightly different concepts of “decent work.” Mohammad Suprpto, supervising the entire operating system of the company, and Dhimas Utomo, in charge of developing the company’s new business projects, were interviewed. Both Suprpto and Utomo answered that wages, fringe benefits, and training support were the basic things that a company must provide. In order for jobs to be satisfactory to employees, they added, the company must enable them to feel a sense of pride and ownership at work.

Suprpto said that there are many farmers in Indonesia who grow their produce in organic ways. Javara recruits these farmers and helps them obtain organic certificates from Japanese, European, and Indonesian authorities in order to enhance the value of their produce. As the fruit and vegetables they cultivated, primarily for simple subsistence in the past, became available on wider markets at home and abroad, these Indonesian farmers have become able to enjoy greater financial security, and have also gained a new sense of pride in that they offer their products around the world. The quantities exported may still be small, but this does not matter to the pride they feel. Helianti Hilman, Javara’s founder, began the enterprise out of her deep respect for Indonesia’s farmers and the unique farming tradition they safeguard. Convinced that the true mission of Javara is to preserve the pride these farmers take in their organic produce by ensuring that their products are continually exported abroad, Helianti and her colleagues at Javara continually strive to provide decent jobs for people who wish to help Javara fulfill its mission.

Financial sustainability



* The growing overall size of Javara's revenue and its increasing share of the domestic market have helped to stabilize the company's financial profile.

At the time when Hilman founded Javara, the majority of consumers who were relatively well-off in Indonesia preferred imported food products of well-known brand names and were reluctant to trust domestic counterparts. This much was confirmed by the opinion poll conducted by McKinsey Indonesia, which showed 47 percent of Indonesian consumers feeling that brand-name food products were of better quality than domestic ones.¹⁾

This led Javara to concentrate its marketing efforts initially on international markets rather than at home. The growing demand for healthy organic food around the world helped the company grow quickly. By the end of 2014, exports accounted for 80 percent of Javara's annual revenue. As Javara became a global success, it began to draw increasing attention on the domestic market as well. By the end of 2016, the domestic market's contribution to the company's revenue had grown to 35 percent. Javara offers a wide range of products for domestic consumers today. The large department store in South Jakarta, where the uGET participants stopped to exchange currency, displayed a variety of products from Javara. Javara, in other words, maintains a sound financial profile and is able to fund all its operations without external aid.

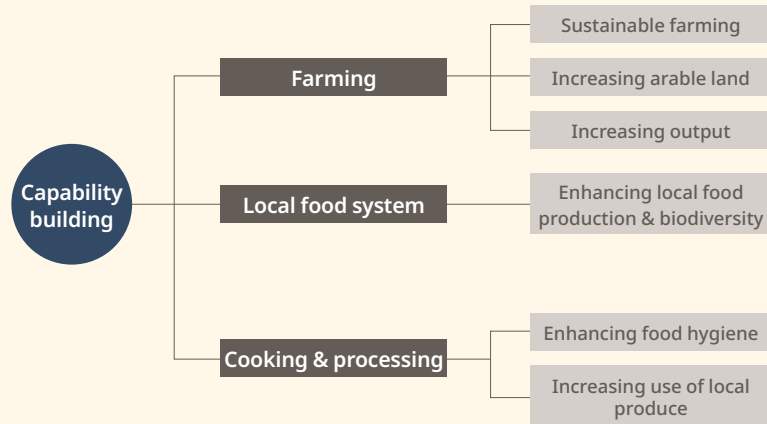
Intangible assets, such as the knowledge of food processing, networks and relations, information, and brand value, are Javara's major assets. Because the company's asset portfolio is biased in favor of these intangible items rather than fixed assets, Javara has failed to appeal strongly to conventional investors. The Jokowi administration in Indonesia, in power since late 2014, endorsed Javara as an example of successful business models promoting the sustainable development of agrarian communities. The Coordinating Ministry for Economic Affairs in Indonesia has thus given the company a stronger basis on which to take out loans.²⁾ Thanks to efforts like this, Javara succeeded in obtaining a IDR 10 billion loan from the Panin Dubai Syariah Bank (PDSB) in 2017.

1) McKinsey Quarterly Report, April 2013, understanding the diversity of Indonesian's consumers, Arief Budiman, Heang Chhor, and Rohit Razdan

2) Kumparan, Panin Dubai Syariah Bank Suntik Rp 10 Miliar ke Produsen Pangan RI, August 2017, <https://kumparan.com/dewi-rachmat-k/panin-dubai-syariah-bank-suntik-rp-10-miliar-ke-produsen-pangan-ri>

Contribution to local communities

Supporting the Subsistence & Sustainable Living of Local Farmers



FFS Flores, led by Fernando, a young local farmer trained in the Javara Academy, strengthens sustainability of the local community, which crucially depends on a revitalized local economy that guarantees income for locals and keeps young people from leaving. As of 2017, approximately 30 percent of the population in Flores aged below 15 planned to leave the community in search of jobs, while 60 percent felt no interest in agriculture. Almost 80 percent want to land secure jobs in the civil service. The abduction of children is also a serious social issue.

FFS Flores presents a potential for solving the problems of the local community. The school trains future farmers not only on how to grow crops, but also the necessary skills and techniques for staying in the community and earning a decent living, including the processing and marketing of their products. The technical development program, presented in the figure above, is designed to promote sustainability of the overall community by training locals on agricultural techniques, the system of local food production and distribution, and food processing skills so that locals can increase their own incomes. The program also transforms people’s general perception of agriculture so that more and more people are taking interest in the trade and food biodiversity. The focus is on ensuring the natural spread of the FFS Flores or “Little Javara” model. As Fernando and his friends share what they have learned at the Javara Academy with their neighbors, the Javara process naturally takes root in the local community, strengthening its sustainability.

The eco-friendly approach is another way in which FFS Flores ensures sustainability for the local community. Local children who wish to attend the English and reading classes at RMC are required to bring recyclable and usable items to the school. The items are then recycled and reused on a regular basis, allowing children to learn the importance of protecting the environment. This process also helps protect the local natural environment, enhancing the appeal of Flores as a tourist destination. Detusoko Village, in which FFS Flores is located, is situated on the way to Kelimutu, a volcanic mountain. The village will be able to enhance its prospects for sustainable prosperity when it maximizes the attraction of its beautiful, clean landscape to draw tourists.

Future generations

“The Javara Academy seeks to spread the ‘Little Javara’ model of schools for food artisans in order to produce capable people in the future generations.”

- Dhimas Utomo,
Business Development, Javara

A sustainable center of lifelong education for locals, managed by local young people



The rural population in Indonesia is aging rapidly, with over 80 percent in their 50s and older. The growing generation aspires toward city jobs, such as those in civil service, rather than going into farming.

Javara has sought to solve this problem through partnerships with two different groups of farmers: one, older farmers who have spent most of their lives farming, and the other, young people who wish to become farmers. Javara expects the latter, in particular, not only to grow crops, but also to learn and understand the entire process of processing, packaging, and selling their produce to end consumers. Javara, in other words, wishes to transform young farmers into food entrepreneurs.

Out of this, the company launched the Javara Academy, a social contribution project designed to support young and aspiring food entrepreneurs. Utomo, who operates the academy’s program, is dedicated to the mission of protecting the future of Indonesian agriculture by training these farmers and entrepreneurs. Utomo promotes the term, “farmpreneurship,” at the Javara Academy. The three models of entrepreneurship—farm, food, and service—form the three basic modules of training at the academy.

The Javara Academy ultimately intends to convey a message to Indonesian policymakers with its program, which induces greater resources tackle social issues more efficiently and effectively from the government.

Products & Services



© **Product/service title:**

Fernando's Family Farm

© **Product/service makeup**

Still in the prototype stage, with prices undetermined



Peanut butter, Marmalade, Chili sauce

© **Product/service characteristics**

- FFS Flores marks the first installment of the series of projects intended by Javara to spread its model of farming-related entrepreneurial training, which encompasses the skills and techniques of organic farming, the processing and packaging of agricultural produce, and the marketing and distribution of food products through diverse channels that extend to international markets.
- With a view to launching its operations on a full scale in 2018, the school has developed three prototype products: peanut butter, a marmalade, and a chili sauce. The school is still preparing its sales relations (retailers), contact system, and website, and the prices of the products remain undetermined. As all ingredients for these products are to be sourced from the local village, the school is expected to energize the local economy. FFS Flores intends to plan and develop a widening range of more diverse food products, with ingredients sourced locally. The school's members seek to develop new products using local produce, including rice, cashew nuts, coconuts, cacao, and chili peppers.

© **Contact Information**

 www.javara.co.id  +62 21 7183550  www.facebook.com/nandowatu?fref=ts

Jerrybag

Jerrybag produces distinctly-designed and durable bags for Ugandan children in partnership with Ugandan women. A number of its bags, equal to the number of bags purchased by paying consumers around the world, are distributed to children in Uganda. The company also produces and offers a wide range of special design products, including ecobags, pouches, and reusable menstrual pads, and seeks to use creative design to help resolve the social problems in Uganda.

-
- **Location:** Kampala, Uganda
 - **Year of establishment:** 2014
 - **Focus of business:** Design, manufacture and distribution of bags
 - **Operator's address:** Grade 1, Byamukama Building, Kansanga-Muyenga, Makindye Division, Uganda Suite 505, Unit 9, 85 Hoegi-ro, Dongdaemun-gu, Seoul, Republic of Korea
 - **Website:** Jerrybag.co.kr (Korean site) / jerrybag.com
-

Business Model

Manufacturing and wholesale/retail

- Designs and manufactures bags with motifs from Ugandan culture
- Co-designs, with NGOs, products for Ugandan consumers

Social Activities

- 'One+bag' campaign: When a consumer buys a Jerrybag, another Jerrybag is given to a Ugandan child

Social Impact

Decent work

- Provides satisfactory jobs for Ugandan women
- Improves local participant ability to design and manufacture products

Future generations

- Distributes water-drawing bags free of charge to local children allowing them to carry water more safely
- Bag designs are intended to motivate Ugandan children to want to go to school

Local communities

- Uses local designs and locally-sourced materials, and hires local employees, both to promote the local economy
- Local employees are eager to increase the number of jobs available for their neighbors



Impact We Witnessed

“I had some worries going into Uganda, but the country surprised me with its friendly people, nice climate, and great cuisine.

I remember the heartfelt welcome we received when we visited Jerrybag’s studio and a wellspring, and when we met with local children.

Every employee at Jerrybag took great pride in their work, and unequivocally believed that they were generating a positive impact on their society.

My trip to Uganda gave me the opportunity to reflect on Korean society as well.”

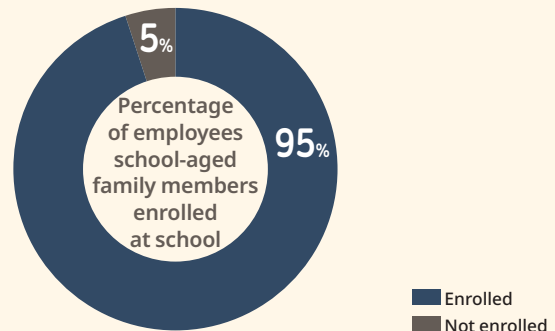
- Chang Min-je, School of Business, Yonsei University



Decent work

“I work two jobs now, and Jerrybag is my part-time job. I am grateful because I have been working at this company without any trouble for the last two years.”

- Jaliya, a long-term continuous service employee at Jerrybag



What would count as a “decent job” in Uganda?

In 2016, the gross national income per capita in Uganda was USD 660¹⁾ and the overall unemployment rate was 5.75 percent (of the working-age population). The unemployment rate among working-age women was higher, at 6.18 percent. According to the Economic Intelligence Unit (EIU) report from January 2016, GDP per capita was USD 1,849 (ppp) and the real unemployment rate was estimated to be 26 percent.

Uganda has its own labor laws, but compliance remains low. Things are worse for unskilled workers. Interviews with people working at Jerrybag revealed that, while wages are an important factor for unskilled workers, good relations with supervisors and coworkers are just as important. The prevailing Korean perception of decent jobs does not apply to the situation in Uganda. The majority of people working at Jerrybag had no earned income prior to being hired there, with the company serving as the first workplace for many of these employees. They were grateful for an opportunity to work, and happy with the camaraderie and equal and open culture at their workplace. Employees here taught each other how to cut and sew fabric, and helped one another improve their skills. Senior employees at Jerrybag began to organize their own workshops in 2015 to teach novice workers how to cut and sew and make bags with complex designs.

Measures of decent work necessarily depend upon the surrounding social contexts. Employees’ overall satisfaction with their employment forms an important factor of how “decent” their work is. It is in light of this standard that Jerrybag provides decent jobs for Ugandans. All 12 employees interviewed in Uganda answered that they were happy and wished to continue with their work at Jerrybag.

 **12** persons
Number of employees
(in 2017)

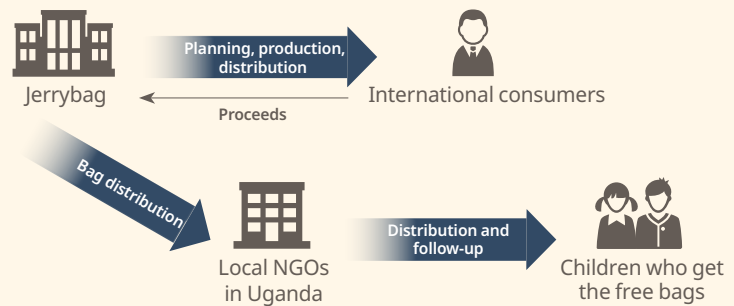
 **100%**
Rate of employee satisfaction
with working conditions

1) World Bank national accounts data, and OECD National Accounts data files

Financial sustainability

Jerrybag's Business Strategy

<B2C Model>



<B2B Model>



Today, Jerrybag is not making as much revenue from the sale of its bags as anticipated. Nevertheless, the company is expected to turn the situation around by redefining its target customers, changing the prices of its products, and improving its advertising campaign. Jerrybag is not only enhancing the profitability of its bag business, but is also extending its reach to corporations and organizations (B2B) beyond individual consumers. As it is a company striving to resolve social problems through creative design over and beyond merely manufacturing bags, it is anticipated that its new B2B strategy will free the company from complex and costly marketing concerns and enable it to focus on design and production.

The reusable menstrual pads that Jerrybag has co-designed and manufactures with local NGOs active in Uganda reveal the strengths and mission of the company, which planned and launched this new product in response to actual local demand. Ugandan women, traditionally subjected to discrimination, are not free to let their undergarments dry in the open air during the day. There was a strong need for menstrual pads that could be washed and reused, and that would also dry quickly. Jerrybag's reusable menstrual pads meet this particular need.

Jerrybag intends to ensure the financial sustainability of its endeavors through profitmaking business models with NGOs, and by designing and providing additional goods that cater to local needs.

Contribution to local communities



“It aches my heart to see people suffering. My dream is to help these people through new business ideas. My experience at Jerrybag helps me achieve that dream.”

- James Ziraba, product manager, Jerrybag Studio

Jerrybag sources the materials needed for its bags from a market in downtown Kampala, Uganda. The finished products are also distributed via retailers in Kampala, including the Acacia Mall, to strengthen the local economy and help maintain jobs for locals.

Jerrybag Studio exclusively hires locals as managers and seamstresses. Local women teach each other how to make bags. Work experience at Jerrybag also inspires some of these employees to launch their own entrepreneurial initiatives in an effort to resolve local issues.

James Ziraba, a product manager, has come to dream of setting up his own business to solve the problems of his community since he started working at Jerrybag. Gloria and Jaliya, the local seamstresses, have also opened their own dressmaking business, applying the techniques they learned at Jerrybag.

Future generations



“Working at Jerrybag has improved my dressmaking skills. Now I can help other women. It fills me with happiness to see other women become better at their craft.”

- Gloria, staff, Jerrybag Studio

In addition to distributing free bags to local children, Jerrybag also plans to provide dressmaking and hygiene programs for local women. Having a Jerrybag does not significantly reduce the number of hours children spend in getting water. Neither does it help them study longer. Nevertheless, products like Jerrybag help local children have better lives in the long run. As the income for Jerrybag employees in Kampala rises, they will naturally want to send their kids to school. The average number of minors in Uganda Jerrybag employee households is 3.25. Over 95 percent of these minors go to school. Jerrybag employees are often the sole or main breadwinners in their families.

Products & Services



© **Product/service title:**

Jerrybag

© **Product/service structure**

Part of the proceeds from Jerrybag product sales goes toward making the free bags for Ugandan children and paying wages to women employees in Uganda



Backpacks (designed with African motif):
KRW 54,000 to KRW 90,000



One+ bags
(A free bag for Ugandan children)



Pouches: KRW 12,000

© **Product/service characteristics:**

- “We design all our products with inspirations from Uganda. We also make regular improvements to our product designs based on feedback from local children. For example, we now make our bags for Ugandan children in light colors and attach light-reflecting ribbons to them so that drivers can see the owner in the dark. As it is difficult for these children to fix or buy replacements for parts that might break, we attach simple knots instead of complex zippers. We have also made them more waterproof with double layers of polyethylene fibers.”

– JY Park, CEO

© **Contact Information**

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HoshiZora Tour & Travel

by the HoshiZora Foundation

With an abundance of diverse cultural and historical assets, Jogjakarta is the second-most popular tourist destination in Indonesia, next to Bali. The region is relatively well-off and boasts a higher education rate than elsewhere in the country. Even so, Jogjakarta has a number of poor villages, like Kalakijo, where children are denied the most basic of education. The HoshiZora Foundation, a local NPO that promotes the education of these children, has launched a social enterprise named HoshiZora Tour & Travel in Kalakijo, developing sustainable tour programs with local participation. The enterprise is meant to increase local incomes, with the proceeds going to HoshiZora Foundation projects for the education of children.

- **Location:** Jogjakarta, Indonesia
- **Year of establishment:** 2013 (HoshiZora Tour & Travel), 2010 (HoshiZora Foundation)
- **Objectives:** providing education for local children and youths and increasing local incomes
- **Business model:** Community-based sustainable tour programs
- **Operator's address:** Kalakijo, RT.04, Guwosari, Pajangan, Bangul, Jogjakarta, Indonesia 55751
- **Website:** www.hoshizoratour.org

Business Model

Travel agency and tour support services

- Provides village-based sustainable tour programs

Social Activities

- Provides scholarships and sponsorship for poor children through Kakak Bintang program
- Provides English, computer, and other such classes for local children

Social Impact

Decent work

- Increases local incomes and improves quality of life by providing a wide range of jobs based on local tour resources (e.g., homestay arrangements and restaurants)

Future generations

- Enables local families to provide a stable environment of growth for their children by giving them decent and stable incomes
- Increases local children's access to higher education through education and scholarship projects

Local communities

- Encourages locals to participate in the business by providing a model of community-based sustainable tourism.





Impact We Witnessed

“I was surprised to have my expectations of a workplace in a developing country turned upside down when I first visited HoshiZora’s office.

The office was clean and well-maintained, and had a professional feel.

It suggested the presence of strong, effective leadership, making sure that everything would run smoothly. Even without a lengthy conversation,

I could tell that the HoshiZora Foundation had a clear and strong mission.

I really look forward to its future growth.”

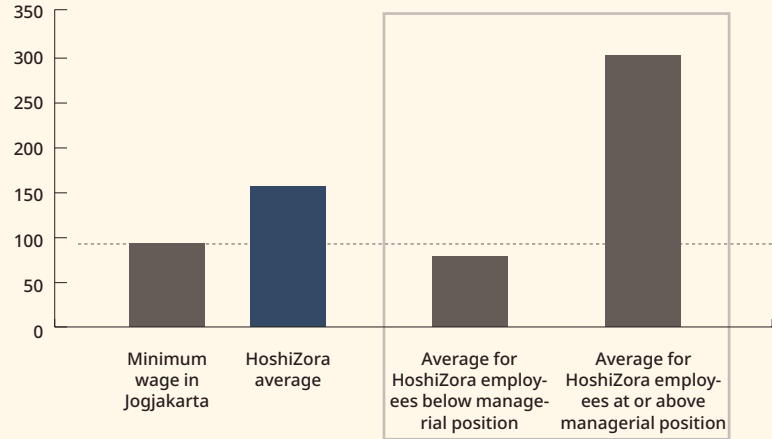
- Song Jeong-hwan, School of Business, Yonsei University



Decent work

Wage Comparison: HoshiZora Employees vs. Other Indonesians

(As of July 2017, based on monthly wages, Unit: USD)



“This job allows me to bring three meals a day to my family, which is for my wife and my three-year-old son.”

- Sholi, HoshiZora tour guide/ chauffeur

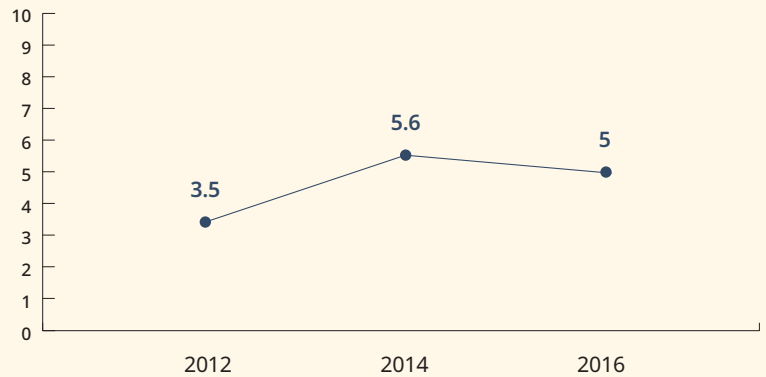
HoshiZora Tour & Travel has created jobs for the local community and boosted the financial self-sufficiency of local residents. The company has increased the number of tourists visiting the village of Kalakijo, and naturally increased the opportunities for locals to work. It has been the direct source of increased income for at least 50 households in the village since 2015. Moreover, the company’s tour programs have also increased the revenue for local restaurants selling Ingkung, traditional local quinine. An Ingkung restaurant’s average monthly revenue amounted to USD 3,500 in 2015, putting it in fourth place among restaurants in the Bantul region. The restaurant’s growth increased the demand for more employees, thus creating more job opportunities for locals. As of 2017, An Ingkung restaurant alone created seven additional full-time jobs and at least a dozen part-time jobs.

In addition to increasing their financial security, HoshiZora Tour & Travel also encouraged locals to run the tour programs and the restaurant at their own initiative. The number of locals working part-time at the tourism information center grew, and locals have also come to operate businesses that supply ingredients to Ingkung restaurants, including chicken, coconuts, and snacks. Ingkung restaurants have flourished, with its stores growing to nine in just two years, further energizing the local economy. As locals have had multiple successful experiences with creating and maintaining employment, they began to take greater pride in their work and enjoy greater financial stability. Kalakijo, formerly a small village with just 200 or so households of 500 or so members, now loses less of its population to cities, which attracted working-age heads of households in the past who went there in search of jobs. This seriously threatened the stability of families in Kalakijo. Thanks to HoshiZora, however, the number of locally-available jobs has increased in the village, allowing a significant number of local families to stay together and offer a more stable and educational environment to their children.

Financial sustainability

Annual Return-on-Investment Rates

(Unit: percentage)



* While HoshiZora Tour & Travel is able to fund its operations now, it makes little additional financial contribution to the HoshiZora Foundation, as the return on its investment remains small. However, HTT think the tour services can revamp the financial benefits to the community

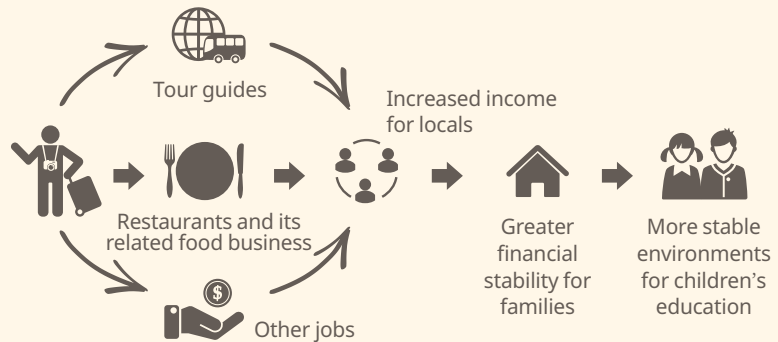
HoshiZora Tour & Travel(HTT) barely makes a profit for its services, and does not add to the financial prospects and sustainability of the mother foundation. This is due more to the overall intensity of competition on the Indonesian tourism market than to any fault of the company. Nevertheless, the HoshiZora Foundation intends to continue its village-based sustainable tourism business, as it generates positive effects on Kalakijo that are not solely captured by the return on investment.

The sustainable village tour programs in Kalakijo are not developed in sole consideration of the costs and benefits. HoshiZora Tour & Travel should continue its operations insofar as it creates jobs for locals and encourages their participation in the rebuilding of their community. In order for the company to continue to perform these positive roles, however, it needs to generate at least a certain level of profit from its operations and thereby enhance its financial sustainability.

HoshiZora Tour & Travel currently generates much of its revenue from purchasing tour-related tickets for groups of tourists affiliated with schools and organizations. The fierce competition on the Indonesian tour market keeps the fees of such agency services quite low. Nevertheless, it is still more profitable for travel agencies to cater to groups of tourists through such services than deal with individual tourists. The financial sustainability of HoshiZora Tour & Travel therefore ultimately depends upon increasing the number of partner organizations it serves. Maintaining and increasing organizations that do business with social enterprises like HoshiZora Tour & Travel is therefore just as important as attracting new individual customers.

Contribution to local communities

Creating Diverse Jobs for Locals



HoshiZora Tour & Travel has successfully created a value chain that not only ensures jobs for locals, but also ensures tourist spending in Kalakijo. HoshiZora Tour & Travel fosters an environment that supports local decision-making and thereby helps strengthen the community. For example, the six villagers in charge of developing new village tour programs meet regularly every month, where they discuss and share plans on development and sales of those tour programs. This process gives local people the opportunity to learn about running and managing a business and to hone their leadership over making decisions that affect the entire community. The company generates a net income of USD 300 a month on average for the village, 20 percent of which goes to the budget of the local group that plans and manages the village tour programs.

Future generations



1,119

Number of children supported by HoshiZora



581

Number of graduates from HoshiZora's educational programs



33

Number of communities supported by HoshiZora



439

Number of participating schools



113

Local coordinators
*Cumulative data since the foundation's establishment

“Thanks to HoshiZora, I can now go to school. Once I graduate from being an ‘adik bintang’ (children in need), I would like to become a kakak bintang to help other kids like me.”

- Raja, an adik bintang

HoshiZora Tour & Travel is an important social enterprise of the HoshiZora Foundation, instrumental in creating and sustaining the foundation's programs for ensuring a better future for Indonesian children. The Kakak Bintang Program, which supports one-on-one relations between children and their sponsors, is the core educational initiative. The program matches each kakak bintang (sponsor) with an adik bintang (sponsored child) to provide financial aid and continued support for education.

A total of 1,761 students (1,099 girls and 671 boys) have received financial aid as adik bintang so far. There are currently 648 kakak bintang supporting 581 adik bintang. The HoshiZora Foundation employs 113 local coordinators in the program to allow children in 33 communities across Indonesia to have a better chance at education.

Products & Services

© Product/service title:

HoshiZora Tour Packages

© Product/service structure

Tour package	Description	Itinerary
Tour package 1	<A two-day program> to explore ancient local history, the local community, and Pindul Cave	DAY 1 : Borobudur, Mendut, Pawon, Prambanan Temples, Sultan's Palace Day 2 : Local community project and tubing in Pindul Cave
Tour package 2	<An overnight-stay program> to explore ancient local history, the local community, and Pindul Cave	DAY 1 : Borobudur, Mendut, Pawon, Prambanan Temples, and the Sultan's Palace Day 2 : Local community project and tubing in Pindul Cave
Tour package 3	<A single-day program> enabling exploration of ancient local history	DAY 1 : Borobudur, Mendut, Pawon, Prambanan Temples, and the Sultan's Palace
Tour package 4	<A single-day program> for tourists wishing to view the sunrise from an ancient site	DAY 1 : Borobudur, Mendut, Pawon, Prambanan Temples, and the Sultan's Palace (sunrise point)
Tour package 5	<A single-day program> for tourists wishing to participate in local community projects	DAY 1 : Batik experience, lunch at Ingkung Kual, visiting local children's homes, and making a traditional pastry (emping)

© Reviews

"I recommend HoshiZora Tour Packages to groups of three or four tourists visiting Jogjakarta for the first time. The tour programs are well-structured and also allow participants to customize the itineraries to their liking. All the employees were very friendly."

- **Phuong D**

"I had an unforgettable experience in Indonesia thanks to HoshiZora Tour. I used their tour service to visit an adik bintang at his home. We had a chance to have a heart-to-heart conversation. This exchange transformed the way I view the world. Now I know laughter is a universal language. I still keep in touch with the friends I made in Indonesia. I hope these friendships will last forever."

- **A member of Kumon Japan Internatioal**

© Contact Information

Talk to NELDA ☎ 08123-790-1200 📷 hoshi_zoratur 📱 Hoshizora Tour 🌐 www.hoshizoratour.org

Lotus Hope Hair & Beauty Center and L Beauty

by Lotus World Cambodia

The Lotus Hope Hair & Beauty Center was established to provide opportunities for poor and lost youths living in and around Siem Reap, Cambodia, to acquire skills in hair and beauty care and find decent employment. The center provides occupational training in hair and beauty care for youths whose poverty forced them to quit school after elementary or middle school. L Beauty, the center's salon, provides jobs for graduates and contributes to the financial sustainability of the beauty center.

- **Location:** Siem Reap, Cambodia
- **Year of establishment:** 2013 (L Beauty), 2011 (the training center), 2004 (Lotus World Cambodia)
- **Objectives:** To enable struggling local youths to find jobs and earn income by giving them occupational training in hair and beauty care, and also to ensure the financial sustainability of charity projects by the parent organization through operation of a beauty salon
- **Business model:** A beauty salon accompanied by an vocational training center
- **Operator's addresses:**  Chey Village, Teukvil Commune, NH 6, Krong Siem Reap; Cambodia
-  SalakonSeng Village, Svay Dongkom Commune, Siem Reap, Cambodia
- **Website:** www.lotusworld.or.kr

Business Model

Personal services

- Running a beauty salon with the disadvantaged youths who got the free vocational training

Social Activities

- Provides vocational training and job opportunities for struggling youths
- Provides foreign language classes, hygiene classes, leadership education, and living support for trainees
- Encourages trainees to serve communities through volunteer hair and beauty care activities

Social Impact

Decent work

- Increases local youths' income and improves their quality of life by giving them a chance to acquire hair and beauty skills and jobs

Future generations

- Prepares youths to work in a growing field through vocational and other related forms of training

Local communities

- Increases the number of skilled workers in local communities
- Strengthens trainees' affiliation with local communities by encouraging them to volunteer





Impact We Witnessed

“The first time I visited the Lotus Hope Center and L Beauty, I couldn’t stop admiring how spacious and well-equipped the facilities were.

Talking with Sreytom, an L Beauty employee, and Chanchi, a former trainee who went on to open her own hair salon, I realized how the Lotus Hope Center’s programs were transforming the lives of many people.

The center will face continuing challenges in the future, particularly with respect to sustainability and profitability, but I expect that it will rise to these challenges successfully based on its achievement of such remarkable growth in such a short span of time.

I hope the Lotus Hope Center and L Beauty will become inspiring examples of social entrepreneurship in Siem Reap and the rest of Cambodia.”

- Jang Seo-yeong, School of Business, Yonsei University



Decent work

“Before coming to this center, I used to sell rice. I had to do it to support my family, and had no chance to think seriously about my own life. Here at the Center, I began to think seriously about my future, as I made new friends and began to do something I actually liked.”

- Sreytom, hair designer, L Beauty

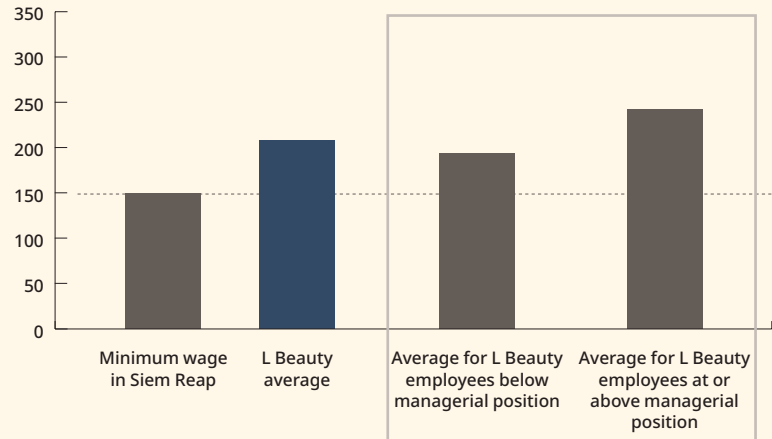
Employee education:



Provides classes on Korean and English, leadership, and character-building, offers service training, and subsidizes materials required for training.

Wage Comparison: L Beauty Employees vs. Other Cambodians

(As of July 2017, based on monthly wages, Unit: USD)



The Lotus Hope Hair & Beauty Center (hereinafter: Lotus Hope Center) and L Beauty make a difference in the lives of its trainees and employees in at least five ways.

First, they give them hope for a brighter and better future. The Lotus Hope Center, in particular, marks the first step toward a better and more autonomous life for many of its trainees.

Second, the center and the salon provide opportunities for training and self-development. The center subsidizes the cost of training materials required for trainees and employees, allowing them to focus solely on acquiring skills. Lee Seon-jeong, a volunteer, also teaches Korean and English classes for one hour before the center and salon open for the trainees and employees, who also receive character-building education from Lotus World’s professional instructors and service training from the managers of Grand Hotel. Angkor Hospital provides hygiene and sex education for trainees. Local hair salons also invite the Lotus Hope Center’s employees to come as day instructors.

Third, the salon enables employees to earn the income necessary to support their families and improve their quality of life. The majority of trainees come from poor family backgrounds, and the center helps them earn better incomes, through training and jobs, as they are often the sole or main breadwinners in their families.

Fourth, the center and the salon provide exemplary fringe benefits for employees, including free lunch, as well as rice and other supplies worth USD 30 every month, for trainees. It also lends bicycles to trainees who must travel long distances. The salon provides paid maternity leave for pregnant employees, paying their wages for 50 percent of the period they spend on leave.

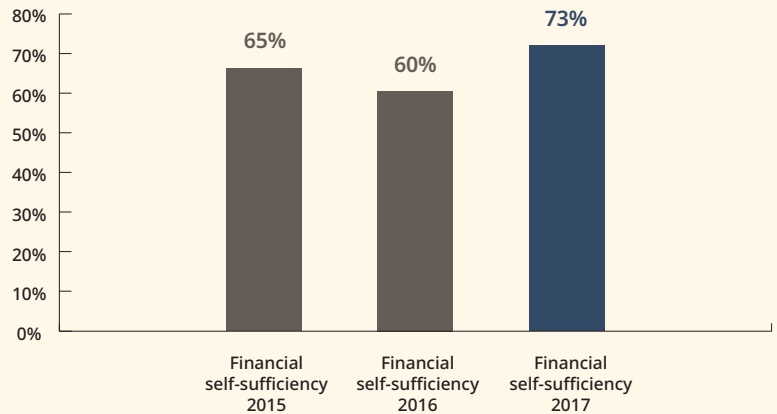
The center and the salon also have a family-like environment that encourages friendship and solidarity. Trainees gladly become models for one another to practice on. Employees regularly pool their tips together to enjoy company meals and share the tips equally as part of their monthly wages.

Fifth, the center helps trainees land better jobs. Some of the trainees go on to stay at the center as employees of L Beauty, while others land jobs in other local hair salons, operated by Cambodians or Koreans. The center has partnered with Korean-owned hair salons as well as other beauty care establishments, such as Roxy Nail and Natural Skin, to evaluate trainees and provide job opportunities. The center, in other words, goes out of its way to help its trainees land actual jobs.

Financial sustainability

“We try to attract as many customers as possible so that we can train as many youths as possible. It is impossible to finance the center with the proceeds from the salon alone. That is why we need financial support from sources like the Work Together Foundation in order to finance and expand our projects for the start.”

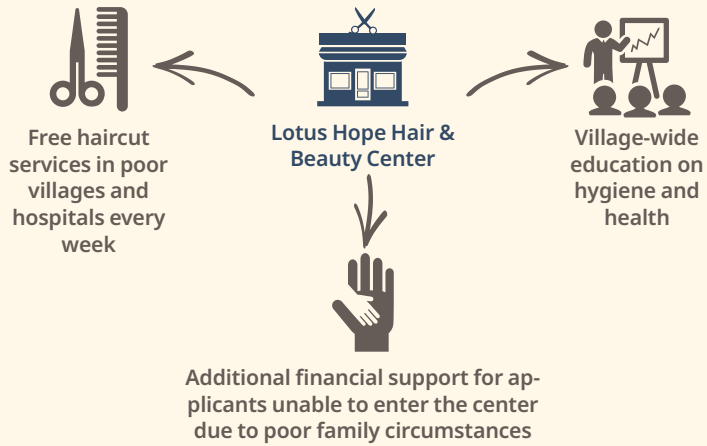
- Ahn Jae-hun, chief hairdresser



In 2015, L Beauty generated USD 3,500 in monthly revenue on average, which grew to USD 4,200 in 2016 and has continued to grow. The Hope Center and the L beauty’s financial self-sufficiency rate also grew from 65 percent in 2015 to 73 percent in 2017, after a slight drop to 60 percent in 2016. The ‘L beauty Salon’ only has exceeded its break-even point, and is able to finance most of the materials, tutorial fees, snacks, and wages for employees involved in its operations.

Given the high level of self-sufficiency and the rise in revenue, the Lotus Hope Center and L Beauty seem to present good prospects for financial sustainability. However, as the salon is to be relocated to a less accessible area, there is some concern that not as many customers will once it moves. Moreover, Chinese tourists led by Chinese tour guides form a major part of the customers, but their numbers vary dramatically from season to season. It is also important for the salon to find, recruit, and support the core personnel to take charge of the salon in the future. L Beauty is currently run by Ahn Jae-hun, a Korean hairdresser who has been participating in the Lotus Hope Center’s endeavor since its beginning, and a Cambodian manager named Sopheak, as well as local employees who graduated from the center in its second year. As the majority of Korean customers visit L Beauty because they trust Ahn, it is important to recruit and train skilled hairdressers capable of succeeding Ahn and Sopheak and managing the salon in case of their absence.

Contributions to local communities



The employees and trainees of the Lotus Hope Center provide free haircuts at poor villages, hospitals, and schools on a weekly basis. The most frequently-visited sites for volunteering include orphanages and elementary schools in villages like Teukvil, Phnom Krom, and Pouk. These services strengthen trainees' ties to local communities and emphasize the need for them to share their privileges with others.

The center also seeks to protect the health of locals through education on the basics of personal hygiene, including tips on shampooing, scalp care, hand and foot care, the use of water, and avoiding chemical flavorings. It also provides anthelmintic drugs.

The center regularly surveys the backgrounds of teenagers who apply to enter the center but fail to secure admission, and provides financial and other forms of support for some by matching them with donors affiliated with the Children Center at Lotus World.

Future generations



“I have dreamed of opening my own beauty salon since I was a kid, but it takes a lot of money to learn the necessary skills of hairdressing, makeup, and nail care. I would not have been able to receive this kind of training had it not been for the Lotus Hope Center.”

- Sreytom, hair designer, L Beauty

The Lotus Hope Center provides struggling youths with a chance to make a new life. Girls who were compelled to quit school and earn money instead to support their families now have access to free training at the center, and gain the confidence necessary to start a better life.

Training also enables trainees to learn and perform their social roles. The majority of the center's graduates go on to find jobs in the beauty industry. Even trainees who fail to do so and return home have gained the awareness of the importance of skills and occupations. When these trainees marry and raise their own families, they are likely to seek good educations for their children so they can grow to become financially independent, instead of leaving them to beg or sell merchandise to tourists in the streets.

Products & Services



© Product/service title:

L Beauty hair services

© Product/service structure

- **Haircuts** All haircuts include shampooing and blow-dry styling
Chief hairdresser : USD 10 for adults, USD 6 for students
Other hairdressers : USD 5 for adults, USD 4 for students
- **Shampooing and blow-dry styling**
 Shampooing : USD 2
 Blow-dry styling : USD 2
- **Perms**
 Perm : Starting at USD 40~
 Straightening : Starting at USD 50~
 Setting perm : Starting at USD 50~
 Digital perm : Starting at USD 50~
 Volume-magic perm : Starting at USD 60~
- **Dye**
 Root dyeing : USD 25
 Overall dyeing : Starting at USD 40~
 Hair “manicure” : Starting at USD 40~
- **Hair clinic**
 Hair clinic: Starting at USD 20~
 Scalp clinic: Starting at USD 15~
- **Up-do styling**
 Starting at USD 6~
- **Makeup**
 Starting at USD 6~
- **Nail care**
 Standard care : USD 2
 Nail care+color : USD 5

© Contact Information

📍 Salakon Seng Village, Svay Dong Kom Commune, Siem Reap City, Siem Reap Province

🕒 Closed every Monday. Open from 9:00 to 18:00. Reservations recommended

☎ 063-668-8080, 088-8989-572

Igting & ORGA

by Camp Asia

Camp Asia undertakes a wide range of local community projects for the people in Towerville relocated from their hometown due to government development project. Camp Asia began supporting Igting, a social enterprise that started by providing occupational training on dressmaking and is now run by locals, in 2011. Camp Asia has also launched ORGA, its organic product business, in an effort to enhance the financial sustainability of its nonprofit projects. Igting generates revenue by handling large-scale orders and also producing small quantities of handcrafted products. ORGA has begun to garner favorable responses on the market with the trial distribution of its organic eggs.

- **Location:** Towerville, City of San Jose Del Monte, Bulacan, the Philippines
- **Year of establishment:** 2011 (Igting), 2016 (ORGA), 2007 (Camp Asia)
- **Objectives:** To undertake a wide range of local community projects for people relocated from their hometown
- **Business models:** Production and distribution of apparel and fabric goods (Igting); production and distribution of organic products such as eggs (ORGA).
- **Operator's addresses:** Lot A-2 Upper Quarry, Barangay Minuyan Proper, San Jose Del Monte City, Bulacan, the Philippines
5th fl., Doneui Building, 19 Chungjeong-ro 11-gil, Seodaemun-gu, Seoul, Korea
- **Website:** <http://icamp.asia>

Business Model

Manufacturing and wholesale/retail distribution (Igting)

- Manufactures apparel and other fabric goods

Farming and wholesale/retail distribution (ORGA)

- Produces eggs through organic farming

Social Activities

- Provides community leadership training
- Designs and provides health support systems
- Provides scholarships, school uniforms, and school lunches for local children and teenagers
- Regularly organizes community events, including sketch contests and fashion shows

Social Impact

Decent work

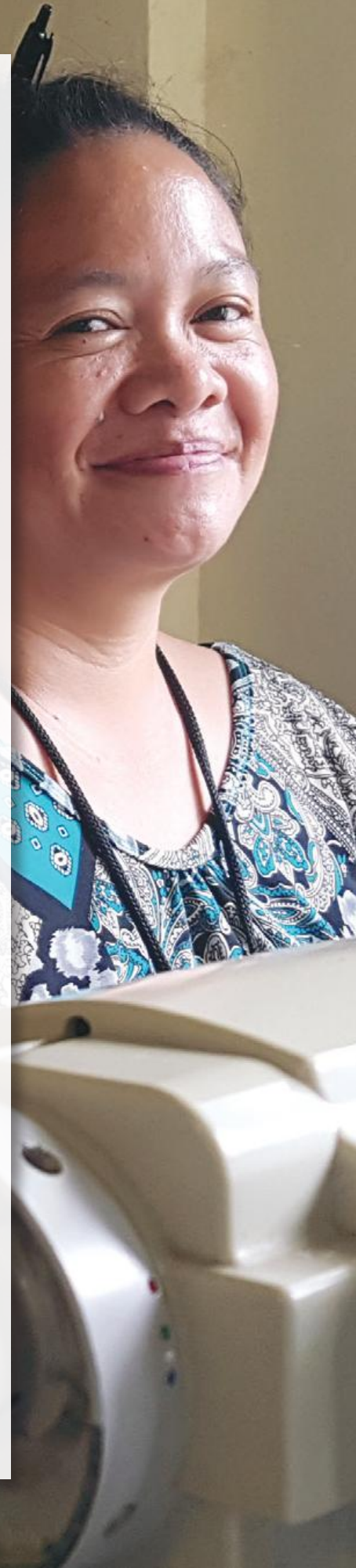
- Gives stable jobs and incomes to locals and improves their quality of life

Future generations

- Enables local children to grow in a healthier and more stable environment

Local communities

- Enhances locals' sense of ownership and community identity through diverse community and social enterprise events





Impact We Witnessed

“I thought I had a good grasp of what Igting did, based on my online research, but the center far exceeded my expectations when I visited. I was particularly impressed by the leaders’ efforts to ensure systematic management of the center through six subcommittees. The majority of women working at Igting lack schooling, but I was glad to see that the center gave them opportunities to learn about management through their workshops, and also encouraged them to speak English. My interviews with the members in the sewing center there gave me the impression that they truly cared for and respected one another.

Igting, in other words, seemed to embody the positive change that the WT intends to bring about in communities.”

- Choi Jeong-su, School of Business, Yonsei University

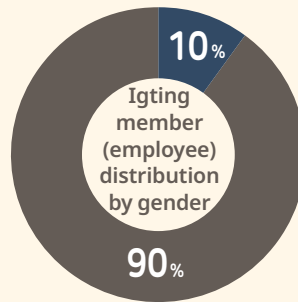


Note

Camp Asia currently supports Igting, which has since become an independent social enterprise run by locals. At the same time, Camp Asia has also recently launched ORGA as a new channel for generating proceeds necessary for Camp Asia’s community services. The following pages provide separate overviews on the impacts that the STP has had on these two initiatives.

Decent work

* ORGA is a newly launched project by Camp Asia, and uGET only surveys the baseline of impact evaluation for the future this time



■ Male member(employee)
■ Female member(employee)



Igting

“The sewing center has a great atmosphere, as the governing body is quite well-structured and open to workers’ suggestions.”

- Nanay²⁾ Jonalyn, an Igting member

* The workers of Igting and ORGA calls themselves members not employees, because they believe they work autonomously with their willing to work together for their better lives

ORGA

“This chicken farming business is still young, so my pay remains low and I have a lot to work on. Nevertheless, I find consolation in the relations I have with my coworkers.”

- Byron, an ORGA employee

Igting is a great example of a social enterprise creating decent jobs for locals. The minimum daily wage in the Philippines today is PHP 454 (approximately USD 9).¹⁾ The daily wage Igting members (employees) receive is approximately PHP 200 (USD 4) on average. As the majority of members (employees) here do piece work, they receive more than PHP 200 a day (Some even receive PHP 400 [USD 8]). An opinion poll on the employees showed that 58 percent rated their pay as “fairer” than they could expect at other workplaces in the Philippines (as of 2016, according to members (employees) working at both the dressmaking center and the confectionery and banking division). The monthly wage at the sewing center may not be so high, but members (employees) take great satisfaction in their work. The majority of those interviewed picked satisfaction with their working conditions and workplace relations as the chief factors that made them continue to work at Igting. A significant number of the early members (employees), who began working at Igting in 2011, still remain. Another characteristic that makes Igting an appealing workplace is the open and equal culture it provides. All members (employees) freely discuss the enterprise’s goals and strategies. All-member meetings take place every month, encouraging them to talk openly about the improvements to be made so that Igting can continue to be a good place to work.

ORGA is still in its early stages, and continues to make changes to the scope of member (employee) tasks and working conditions. The members at ORGA get lower salary than average salary, but they understand that for a short period, since they recognize them as members of a startup, ORGA and the benefit of the company’s success will go to their own community. Camp Asia organizes all-member meetings every Thursday to make sure member opinions are reflected on the changes made. This open culture enables members to respect and maintain good relations with one another. Members (employees)’ responses to on-the-job training provided by ORGA have been inspiring so far. This is because Camp Asia has designed such sessions and seminars on the techniques and purposes of organic farming on the basis of a detailed poll it took of members (employees). The farm members also participate in the empowerment program every week to maintain motivation for self-development and focus on the true mission of their farm activities. ORGA continues to improve the quality of its jobs by improving working conditions and members understanding of their work.

Financial stability

Igting

The women working at Igting handle orders at quite low unit prices, but they reinvest 30 percent of their income in the center so as to ensure its future. The strength of the sense of ownership members(employees) bear toward Igting is what has enabled it to separate itself from Camp Asia and become a financially independent organization run by members(employees) themselves. Igting receives orders from diverse apparel manufacturers today, and earns most of its revenue in the spring and the autumn, when the demand for school uniforms peaks.

ORGA

“The eggs we produce here are far superior in quality to eggs from other farms. That is why I am convinced that our business will succeed.”

- John, an ORGA employee

In order to ensure the future sustainability of the business, ORGA plans to expand its share of the domestic market before July 2017, when all its chickens will start laying. ORGA continues to experiment with diverse channels of marketing targeting expatriate communities and local consumers of organic produce, through PR materials and films, surveys of local markets, and attending local fairs. The company has secured relations with more than 100 individual customers and one business to which it will supply eggs on a regular basis. The company also intends to make improvements to its product based on customer feedback.

Thanks to efforts like these, ORGA has secured eggs from a farm, whose chickens began laying June 4, 2016, and another farm whose chickens began laying April 17, 2017. The company’s goal is to maintain the ratio of egg-laying chickens on these farms at 80 percent at least. ORGA projects that it will be able to secure 100 or so trays of eggs on a weekly basis by October 2017, and that the number will increase to 160/week by June 2018. Considering the fact that organic fertilized eggs are sold at almost double the price of nonorganic eggs in the Philippines, ORGA is expected to stabilize its financial structure by the latter half of this year.

1) For minimum wage in the Philippines, see, <http://www.nwpc.dole.gov.ph/pages/ncr/cmwr.html>

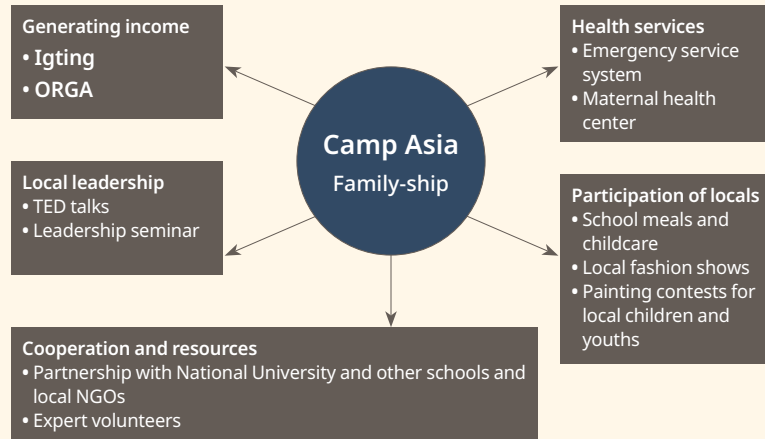
2) ‘Nanay’ means “mother” in Tagalog

Change in Egg Output



* The number of eggs produced is expected to increase from 100 trays a week (as of October 2017) to 160 trays a week by June 2018

Contribution to local communities



* Camp Asia envisions strengthening the local economy by creating jobs and expanding the social economy through Igting and ORGA. At the same time, Camp Asia is also working on establishing systems of healthcare and education for local communities. Once the ORGA begin to generate sizable revenue, they will reinvest part of their proceeds in local communities and thereby strengthen the model of sustainable local development.

Camp Asia has helped the relocatees of Towerville to overcome their difficulties and plan their future ahead with bright new hope. Locals, too, made efforts to rebuild their community and are experiencing the positive changes their work has brought today. More and more people come out on the streets to talk with one another. The annual Igting fashion shows excite Towerville residents. Through a variety of activities, locals maintain a strong sense of community.

Camp Asia contributes through a public healthcare clinic. The clinic allows Towerville residents to receive regular checkups at much more affordable prices than available on the market, and has also organized a 24/7 emergency transportation system (ETS) within Towerville. The group works with block leaders in the community to ensure the prompt transportation of emergency patients.

Future generations



150

Number of local youths provided with school uniforms



3

Number of TED talks held (for high school students)



90% above

Percentage of TESDA trainees who acquire national certificates after four months of training

“Most people do not know the bigger world that lies beyond this community. This program has opened my eyes to the much larger world waiting for me outside.”

- A student attending a TED talk

Camp Asia provides scholarship programs for Filipino high school students. The scholars (the students who get educational supports) go on to receive systematic secondary education. The “education” here includes not only school education taught according to a basic curriculum, but also the Real TED Talks organized every year to encourage students to think about various social issues today. Camp Asia also organizes painting contests regularly in partnership with local schools. These efforts open Towerville children’s eyes to the greater world outside and support the growth of leadership and communication skills in them.

The dressmaking training that Camp Asia provides also enables local youth members to go on to have stable careers even when they do not find jobs within Towerville.

Products & Services



© **Brand names** Igting and ORGA

© **Product structure**



Igting

The women working at Igting handle the entire process of production, from merchandise design and material selection to manufacturing. Igting uses fabrics from local sources and creates distinct hand-made products. The wide range of products includes ecobags, pouches, and totes. Igting's products are respected for their custom-made quality. As a social enterprise, Igting uses part of its proceeds to maintain and support the daycare center on the site of Camp Asia. The company also offers affordably-priced school uniforms every school season.

- **Prices** KRW 5,000 to KRW 15,000

© **Contact**

- ☎ +63-915-721-7897
- ✉ igting.marketing@gmail.com
- 📘 www.facebook.com/igting



ORGA

ORGA's mission is to serve communities and use eggs to strengthen public health. ORGA distributes quality organic eggs from chickens fed chemical-free, natural feed.

- **Prices**

PHP 400 (USD 8) for a tray of 30 fertilized eggs

© **Contact**

- ☎ 0927-748-1375 (globe)
- ✉ camp.orgaegg@gmail.com
- 📘 www.facebook.com/eggsmiletowerville

Spouts of Water

Spouts of Water seeks to increase the supply of drinking water and prevent the spread of waterborne diseases through manufacture and distribution of affordable, eco-friendly, and effective ceramic water filters that all Ugandan households can use. The company sources most of raw materials and equipment needed for manufacturing locally. The company also hires locals for the manufacturing process.

- **Location:** 🏠 Kampala and 🏠 Entebbe, Uganda
- **Year of establishment:** 2014
- **Mission:** providing clean drinking water to Ugandans
- **Business models:** Manufacturing and distribution of water filters
- **Addresses:** 🏠 Busiro Block 376, Plot 895, Wakiso, Uganda PO Box 12042, Kampala
🏠 Entebbe Road Kawuku Nakawuka Road
- **Website:** www.spouts.org

Business Model

Manufacturing and wholesale/retail distribution

- Manufactures eco-friendly ceramic water filters using local clay

Social Activities

- Enhances vulnerable groups' access to clean water by subsidizing their purchases of water filters and providing them with small loans from NGO funds
- Provides large-capacity water filters for schools at affordable prices through the "Filters for Schools" project for children

Social Impact

Decent work

- Improves quality of life for local employees by giving them a stable source of income
- Improves local capability for management through collaboration with foreign expert volunteers

Future generations

- Prevents waterborne diseases and improves local school attendance rates and academic achievement by providing students with clean drinking water

Local communities

- Promotes public health by preventing waterborne diseases
- Sets example for employment practices by providing fair wages and good working conditions
- Improves air quality and reduces carbon emissions by reducing the need for fuel to boil water





Impact We Witnessed

“My trip to Uganda completely shattered the prejudices I had held about the country. We visited the country in July, and were surprised by the pleasant weather. The Uganda I encountered was nothing like the poor and grim place depicted by the media.

Rather, it bustled with great kindness and passion from people full of excitement and a love for life. The strength of the hope and faith employees had in their work, and their commitment to their mission that equaled that held by top executives taught me a great lesson. Their desire to transform Ugandan society for the better was truly infectious.”

- Yoon Ji-hoon, Underwood International College (UIC), Yonsei University



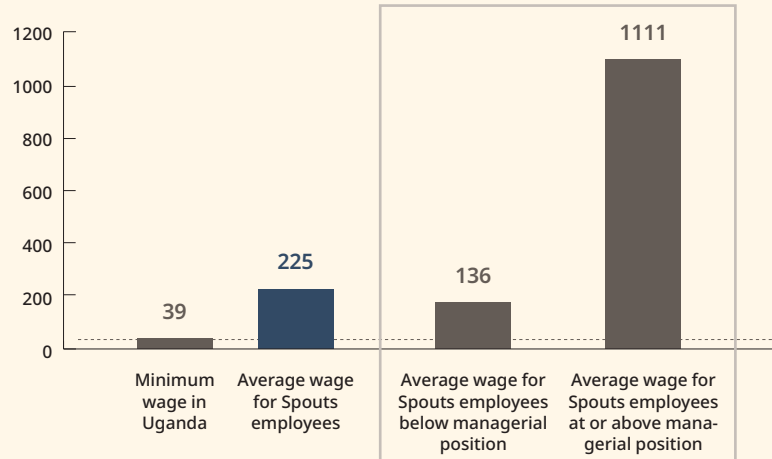
Decent work

“We have a great open and equal culture here. The leader and all my coworkers listen to me with respect.

It is not difficult at all to make suggestions for improvement.”

- Peter, factory worker, Spouts

Wage Comparison: Spouts of Water Employees vs. Other Ugandans
 (As of December 2016, based upon monthly wages, Unit: USD)



Uganda, whose social overhead capital is still in development, has quite a different perception of “decent work” from that prevailing in Korea. Most workers in Uganda work in poor and harsh environments. The proportion of unskilled workers on the job market is also growing.

The majority of workers at Spouts of Water are unskilled and involved in simple tasks of manufacturing. The total number of employees multiplied rapidly from three in 2013 (before STP began) to 43 by the end of 2016. Interviews with employees revealed that most were grateful just to have a job, when it is very difficult to find jobs anywhere in Uganda today. Although these employees are unskilled workers, the company CEO and managers did not boss them around, and successfully maintained an open and equal workplace culture. Executives and employees, irrespective of their title and rank, were committed to realizing the company’s vision for growth.

The average wage at Spouts of Water had also grown between 2013 and the end of 2016 by 170 percent. Employees here are paid approximately KRW 250,000 a month on average and were generally quite satisfied with their wages and working conditions, especially in comparison with other factories in Uganda, and were hopeful that their lot would improve further in the future. Because the skills Spouts of Water requires of its employees are not too complex, workers can easily learn and adapt. The manufacturing process was already optimized to a very high level, thanks to advice from multiple experts, and did a great job at minimizing workplace confusion.



Rate of increase in average monthly wage
 (USD 83 in 2013 to USD 225 in 2016)



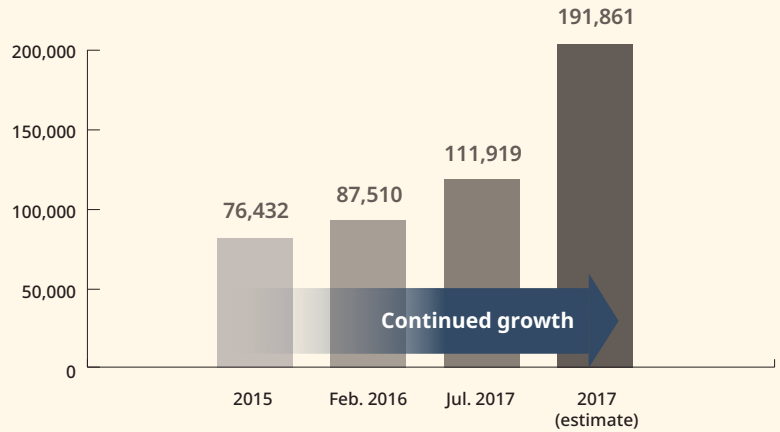
Number of employees in 2016
 (from 3 in 2013)

Financial sustainability

“Social enterprises are businesses. To achieve business success, our enterprise must generate enough revenue to sustain itself rather than relying on external aid.”

- John Kye, Co-CEO, Spouts

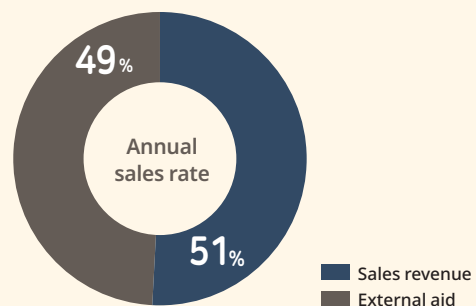
Sales Revenue
(Unit: USD)



Spouts of Water has a good outlook in terms of financial sustainability. Although they are operating a social enterprise in a difficult business environment, the company’s co-founders are driven to establish a financially self-sufficient business model in the near future so that the company will not have to rely on external support and aid.

By April 2017, the company had completed construction of a new factory capable of producing 10,000 filters a month. The factory, which currently produces 2,000 filters a month, is increasing its output in response to growing demand. External aid and revenue make up almost equal parts in the company’s finances. Considering the rapidly-rising demand and recent improvements to production capacity, Spouts of Water is expected to increase its revenue significantly in the coming months and years.

Although the company has yet to launch a serious marketing campaign through the media, almost one percent of the 12 million or so households expected to use water filters have already become customers. Factory employees remain highly satisfied with, and dedicated to, their work. Company executives are also working to enhance the long-term sustainability of the enterprise by promoting and training locals as managers and by continuing their partnership with a local distributor, Besania Sacco.



Contribution to local communities

“Spouts of Water pays the highest wage in this region. It serves as a good employer in our community.”

- Paul Kasumba, staff, Spouts

The office of Spouts of Water is located in downtown Kampala, while its factory is about two hours away by car, in a town called Entebbe. The Kampala office employs several local university graduates actively involved in operation of the business. The majority of factory employees are residents of Entebbe. Both office and factory employees are satisfied with their working conditions and wages. The Spouts of Water factory in Entebbe, in particular, is one of the most popular workplaces for locals in the region, as the factory pays competitive wages. Factory employees thus expressed a wish to continue to work there.

While Spouts of Water operates no charity programs, it remains committed to fulfilling the most basic of responsibilities required of business—that is, to provide good working conditions, fair pay, and fair employment policies. The company contributes to local economic development by providing decent jobs.



Future generations

“The company CEO told me I was selected not only because I was the right candidate for the job, but also because the company wanted to support women’s leadership.”

- Sonia, manager, Spouts

 **70+**

Number of schools with Spouts of Water filters

 **15,000+**

Number of students with access to Spouts of Water filters at schools

Spouts of Water offers no program directly serving the education and development of underage persons. Neither is the company planning, as of yet, any social contribution campaigns of its own. Nevertheless, it provides large-capacity filters at affordable prices for local schools through the Filters for School(FFS) Program. This has ensured access for over 15,000 Ugandan students to clean drinking water at school.

The company also makes effort to support the development of leadership in young Ugandans by actively hiring locals as factory managers and office workers. Ugandan employees play leading roles in all the major divisions of the company, including sales, marketing, accounting, customer service, and production control. The two co-CEOs intend to return to the United States in August 2017, thus opening up the company’s top position to locals.

Products & Services



© **Product/service title:**
Spouts of Water Purification Filters

© **Product structure**



Purifaaya USD 25
A water purification filter for households, this product ensures every Ugandan family has access to clean drinking water



Purifaaya XL USD 83
The large-capacity model for the FFS Program, provided for refugee camps and schools

© **Contact Information**

 www.spouts.org  info@spouts.org  +256-77161-4847

Sapa O'Chau

Sapa is the name of a resort town high on the mountains in Lao Cai Province, northwestern Vietnam, whose history as a tourist destination dates back to the French colonial era. On par with Ha Long Bay, also in northern Vietnam, Sapa draws well over a million tourists from around the world every year with its panoramic landscape featuring endless terraces. However, only a small fraction of the money spent by tourists actually goes toward local incomes. The ethnic minorities living in this region are denied the opportunity for proper education due to the pervasive poverty and discrimination. Shu Tan, the founder of Sapa O'Chau who herself comes from a mountain tribe, strives to create jobs and income for locals and invest the proceeds in the education of local disadvantaged youth through her socially responsible travel agency business.

- **Location:** Sapa, Lao Cai Province, Vietnam
- **Year of establishment:** 2011
- **Mission:** providing stable sources of income for the local ethnic minority and supporting the education of the future generation
- **Business model:** trekking tour programs involving the participation of locals, homestay service, a cafe, and hand crafted merchandise
- **Address:** 8 Thac Bac Road, Sapa, Lao Cai Province, Vietnam
- **Website:** <http://sapaochau.org>

Business Model

Travel agency and other tour support services

- Trekking tours of mountainous areas
- Homestays with local families
- A Café and a shop of merchandise hand crafted by local artisans

Social Activities

- Runs a youth guidance program and a boarding facility for local youth
- Provides scholarships for disadvantaged youth
- Provides occupational training for local youths on tour guiding
- Organizes activities to improve the local environment

Social Impact

Decent work

- Gives stable sources of income to locals and increases their quality of life

Future generations

- Increases educational opportunity for youth of ethnic minorities through a youth guidance program and scholarships

Local communities

- Raises awareness of issues facing local ethnic minorities and boosts community pride in their identity
- Establishes and spreads exemplary business practices and models, giving preferential treatment to the local ethnic minority when hiring and encouraging tourists to purchase locally-produced food and products



Impact We Witnessed

“I was surprised to learn, through my interviews, that so many people at Sapa O’Chau were eager to learn and to realize their dreams.

I was also impressed by the English proficiency of the majority of employees working at Sapa O’Chau as tour guides.

The travel agency struck me as well-structured and systematic, and I could feel the determination of the founder, Shu Tan, to ensure the financial self-sufficiency and proper education of the local ethnic minorities.

I was also grateful to receive a small hand-dyed tote as a gift from Song, a local artisan, in Ta Phin Village, which we visited during our tour of the region.”

- Ahn So-hyun, School of Business, Yonsei University

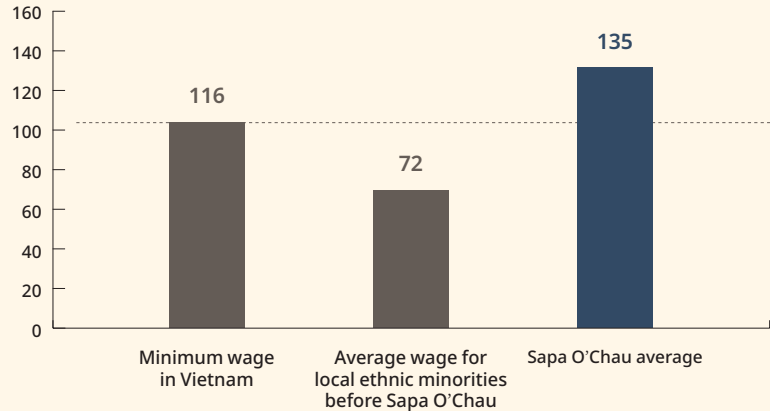


Decent work

(Source: National Wage Council of Vietnam)

Wage Comparison: Sapa O'Chau Employees vs. Other Vietnamese

(As of December 2016, based on monthly wages, all are round to decimal. Unit: USD)



“I enjoy my job very much. I take great joy in letting visitors know about my hometown and our unique way of life.”

- Chu, tour guide, Sapa O'Chau

Sapa O'Chau has 50 employees, 94 percent of whom come from the local ethnic tribes. There are 35 ethnic tour guides participating in the company's tour programs. These tour guides are certified, with credentials approved by the High Impact Tourism Training Initiative (HiTT). Fifteen families of local ethnic minorities also participate in the company's homestay program. Sapa O'Chau invests at least 51 its monthly revenue in operation of its youth guidance program and the boarding facility it runs. Youths who have been educated at this school go on to work as tour guides, at either Sapa O'Chau or other businesses assisting trekking tours.

Ethnic minorities in the region of Sapa have traditionally suffered from discrimination and poverty, and struggle to secure stable employment. Almost 70 percent of the company's employees barely had enough income to buy food before the company hired them. They also lacked the English skills necessary to work in Vietnam's tourism industry. The majority of local residents competed on the streets to sell merchandise to tourists. They also had no experience with regular full-time jobs before they began working for Sapa O'Chau. Nearly 80 percent had no high school education. There was also much prejudice, due to their ethnicity, against their ability to secure and maintain sustainable jobs. All this had resulted in lower self-esteem.

Working at Sapa O'Chau increased local incomes significantly, from USD 72 on average at other workplaces to USD 135, or a margin of 73 percent.

Sapa O'Chau has given locals not only a stable source of income, but also provided 84 percent of its employees with English lessons and 74 percent with formal occupational training. Sapa O'Chau employees each support, on average, five other family members. They are responsible for 91 percent of their household incomes. Almost all—98 percent—of employees are satisfied with their jobs, and 96 percent believe that Sapa O'Chau has given them a new purpose in life. Ninety-three percent answered that the company had given them higher incomes to better support their families.¹⁾

50

Number of employees

2/3

Ratio of female employees

84%

Percentage of employees with tour guide certificates and who have completed the English training program

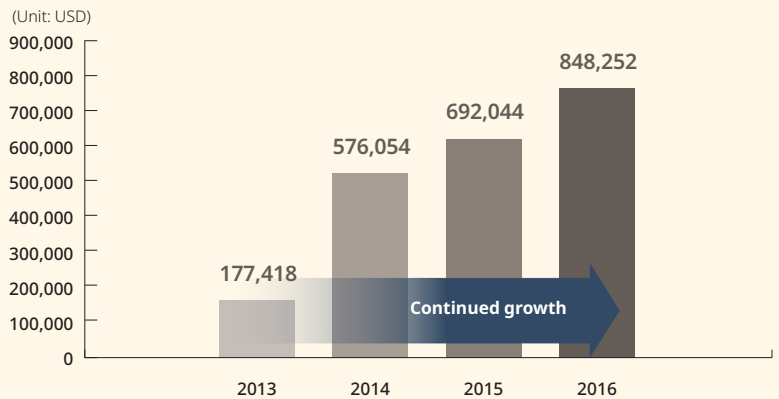
98%

Percentage of employees satisfied with their work

1) 2016 Sapa O'Chau Impact Report

Financial sustainability

Sapa O'Chau Revenue by Year



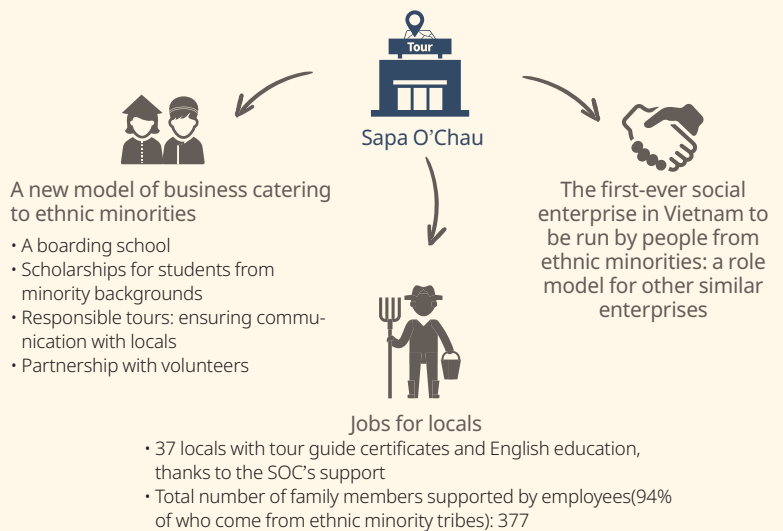
Sapa O'Chau earned USD 64,640 in net income last year. Its revenue has been growing steadily by between 10 and 15 percent each year, and the company expects it to amount to USD 933,077 in 2017, up 10 percent from 2016. The social enterprise generates profit every year, part of which goes toward managing its youth guidance program and the boarding facility it runs. While it is capable of financing its business operations as well as the school, it needs external aid to expand upon its nonprofit educational projects and acquire assets necessary to ensure continued growth of its business.

As the number of Asian tourists visiting Sapa continues to increase, Sapa O'Chau is creating new tour programs that cater to Asians. The social enterprise's revenue and net income are poised to grow further, as the region as a whole continues to attract a growing number of tourists.

Contribution to local communities

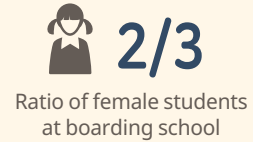
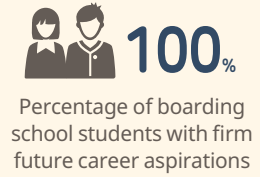
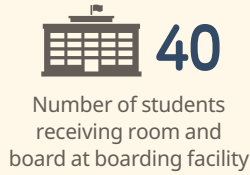
“Sapa has been home to generations of us for a long time. Losing this place would mean losing our roots. We invest in education so that the tribes in Sapa can gain autonomy.”

- Shu Tan, founder and CEO, Sapa O'Chau



At Sapa O'Chau, 94 percent of employees come from local ethnic minority tribes. The company runs a boarding school and invests in the education of local children in order to ensure the autonomy of these ethnic minorities. The company awards scholarships to 10 students selected from these tribes every year. It also engages in responsible tour practices to ensure communication between tourists and local communities. The company has also connected over 100 volunteers from around the world with local communities. Most importantly, Sapa O'Chau continues to set an inspiring example for members of ethnic minorities in Vietnam, giving them the confidence necessary to make a difference.

Future generations



“I was deeply moved by Sapa O’Chau’s commitment to helping local children get an education. My dream is to grow as a person with Sapa O’Chau.”

- Dyui, accountant, Sapa O’Chau

Prior to enrolling at Sapa O’Chau’s youth guidance program, many students weren’t able to eat meat even once a week, and lived in homes with no access to hot water. The Hmong tradition also forced many girls to marry early, denying them education. Children across the local tribes were forced into labor and struggled with poverty even in adulthood due to the lack of education.

Sapa O’Chau set out to end this vicious circle of poverty by setting up a boarding facility in 2011 and providing youths from ethnic backgrounds, rural towns, and poor families with postsecondary education. Girls, who are typically denied education, make up two-thirds of the students at this facility. Sapa O’Chau invests at least 51 percent of its annual revenue in the operation of its youth guidance program and the boarding facility it runs. At present, there are 36 students in total at the facility, practicing with volunteers in English, standard Vietnamese, computer skill, history, and mathematics. Volunteers come from all around the world.

Students say that becoming educated has boosted their self-confidence and broadened their horizons. In fact, 70 percent of its youth guidance program graduates have gone on to seek university education, while the other 30 percent have landed jobs in the tourism industry.

Products & Services

© Product/service title

Trekking tour and homestay programs

© Product/service structures



Trekking tour

One-day tour of Ta Phin Village
USD 20

• **Sample itinerary**

'Sapa → Suoi Ho → Matra → Ta Phin → Sapa'
a total of 13 kilometers



Homestay

Homestay and trekking with Hmong and Dao families(overnight)
USD 40 to USD 50

• **Sample itinerary**

'Sapa → Y Linh Ho → Lao Chai → Ta Van →
Giang Ta Chai → Sapa' a total of 28 kilometers

© Review

"We really liked being able to stay with a local family and engage in cultural exchange through Sapa O'Chau's homestay program. We could feel the interesting cultural differences, and were also impressed by the local family's willingness to open up and communicate with us. We got the impression that Sapa O'Chau and its members are not moved by profit alone, but are moved even more strongly by their desire to grow and discover a diversity of things that the outside world has to offer. We will certainly recommend this program to our friends."

- Gitane and Rock_homestay participants

© Contact Information

 <http://sapaochau.org>

Craft Peace Café

by Banteay Prieb

Banteay Prieb is a vocational training school that specifically seeks to empower persons in Cambodia with disabilities to successfully handle their physical limitations, overcome social prejudice and achieve their independence. The school teaches its trainees a wide range of trades and skills necessary for financial self-sufficiency. It also sells handcrafted goods, produced by its students and graduates, via Craft Peace Café in Phnom Penh to increase employment and income for people with disabilities.

- **Location:** Kandal Province, Cambodia
- **Year of establishment:** 2011(Craft Peace Café), 1991(Banteay Prieb)
- **Mission:** Enabling those in Cambodia with disabilities to achieve financial self-sufficiency through vocational training
- **Business model:** Production and distribution of handcrafted goods
- **Address:** 🏠 TrapnegVeng Village, Chhorkchhernieng Commune, Angsnoul District, Kandal
☕ St.2010, no.79, Borey Varina, Phnom Penh, Cambodia
- **Website:** www.jscambodia.org

Business Model

Manufacturing, wholesale/retail distribution, and a café

- Produces and distributes goods handcrafted by physically-challenged artisans
- Runs a café

Social Impact

Decent work

- Promotes financial self-sufficiency for people with disabilities through vocational training, jobs, and entrepreneurial support

Future generations

- Strengthens the future prospects and independence of youths with disabilities through vocational training, basic education, and living support

Social Activities

- Provides outreach programs to graduates of the vocational training school
- Improves the healthcare and learning environments for children whose parents have disabilities

Local communities

- Improves Cambodian society's perception and treatment of people with disabilities
- Influences policy of the Cambodian government on supporting those with disabilities





Impact We Witnessed

“Before my visit to Banteay Prieb, I thought of people with disabilities as people who needed help. After interviewing some of the trainees there, I came to think of people with disabilities them as talented and brave people. Talking to and playing basketball with the trainees, and encounters with confident people like Lay Phors, shattered my prejudice, and made me see people with disabilities as well-functioning and fully independent equals. Seeing the trainees and café employees smiling throughout the interviews, I learned the importance of welcoming guests and showing respect for them. I will never forget their smiles.

I also learned from the Banteay Prieb and its staff members who have gladly opened their doors and shown us a world of truly brave people who achieve independence with smiles on their faces and continue to build their community under the Banteay Prieb’s mission.”

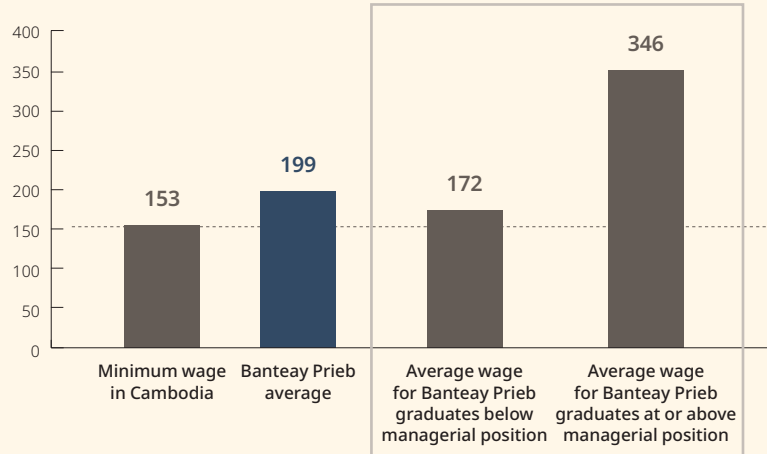
- Shin Min-su, School of Business, Yonsei University



Decent work

Wage Comparison: Banteay Prieb Graduates vs. Other Cambodians

(As of December 2016, based on monthly wages, Unit: USD)



“I was a trainee at Banteay Prieb, and now I’m working here as a production manager. Banteay Prieb has changed my life, by improving my quality of life and giving me self-confidence as well as an awareness of the human rights of people with disabilities.”

- Sophea, a Banteay production manager

The two core criteria of “decent work” for trainees at Banteay Prieb (BP) are whether the work gives them a sense of belonging to the workplace and whether it inspires their commitment to self-development. For these trainees, a good job is more a channel of respect and exchange based on equal relations than a mere source of income.

At BP, multiple Christian missionaries, foreign volunteers and activists, and Cambodians work together at any given point in the year. In particular, all 25 teachers, 4 social workers, and 29 members of the production team are locals. A significant number of these employees were BP trainees themselves at one time. They are living examples to current trainees, as they have learned to be successful despite their disabilities and are now treated with respect and trust at BP.

BP provides English and computer classes as well as a wide range of skills training programs for its employees. The re-training program, in particular, supports the personal growth of employees at or above managerial position, even subsidizing the tuition involved in their pursuit of master’s degrees.

BP guarantees five-day work weeks (37.5 hours per week) and 130 off-days (including holidays) per year. All employees also share lunch daily. BP’s system of employee benefits and welfare is indeed on a par with those of world-class corporations. The organization also assists with medical checkups and physical therapy and provides other forms of medical support. It is an appealing and inspiring workplace for any worker in Cambodia, but is especially important for the way it treats those with disabilities.

 **66**
Number of employees
(51 former trainees)

 **37.5**
Number of work hours
per week

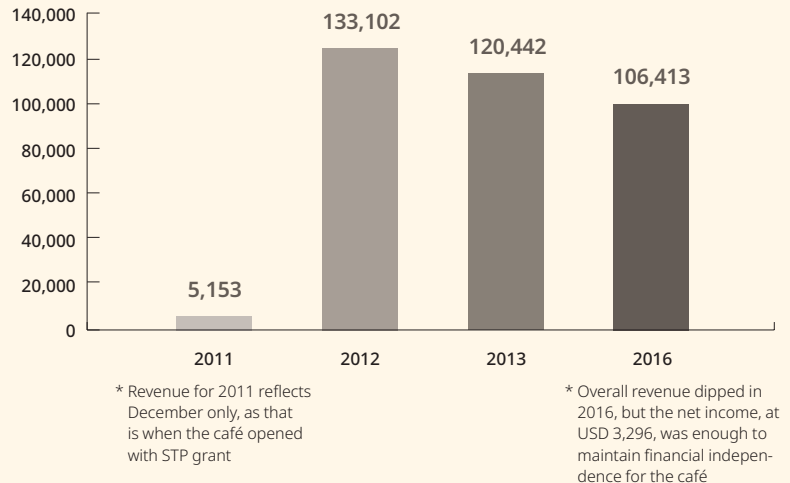
 **130**
Number of days off per
year

 **1**
Number of self-development or overseas
training opportunities provided for each
employee per year

 **10**
Average number of years of
service at BP

Financial sustainability

Craft Peace Café Sales Revenue by Year (Unit: USD)



BP's earnings fluctuate from year to year, as it generates most of its proceeds through the sales of handcrafted goods to visitors either to BP or Craft Peace Café. As of 2016, however, the organization still maintained a net annual income of USD 3,298, allowing the production division and the café to remain financially independent. Throughout the years the café received STP grants (2011 through 2013), BP generated well over USD 250,000 in total cumulative revenue. This was exceptional for a startup social enterprise located in Cambodia at that time, and speaks well to the organization's ability to maintain its financial self-sufficiency.

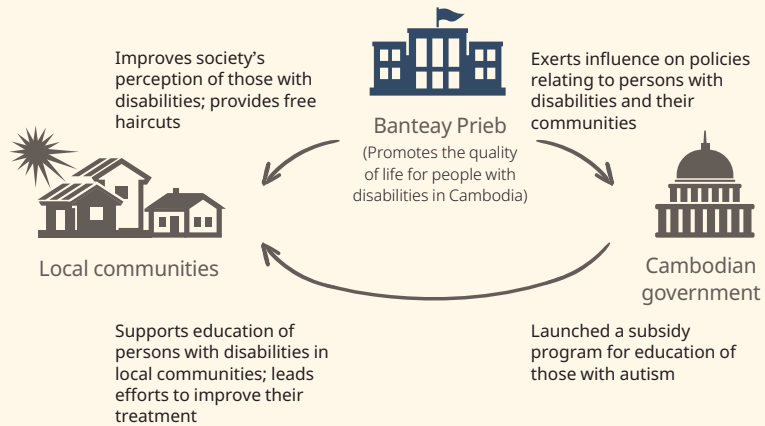
Given the fact that the organization mostly hires artisans with disabilities and produces handcrafted goods, it lags behind general businesses in terms of productivity and efficiency. This is an inevitable part of the organization, but BP continues to make efforts to minimize inefficiency and deficits and increase the return on investment by streamlining its operating processes. It encourages production divisions with proven production capacities and sales networks to become independent companies so as to keep the organization's fixed costs low, while enabling disabled artisans to continue to earn incomes. This practice, often reserved for crafts requiring high levels of skill (such as in sculpting), converts the employer from BP to the independent producers themselves, thus enhancing their autonomy. BP, in return, agrees to purchase fixed quantities of goods from these producers on a monthly basis to help guarantee a basic income.

BP also lends production tools and equipment to these independent artisans, or otherwise allows them to continue to use the organization's facilities for production. BP also regularly updates the menu at Craft Peace Café and launches marketing campaigns to boost the café's profits.

The "Mekong Wheelchairs" produced by BP's artisans boast of the best quality in Cambodia. BP produces over 1,000 wheelchairs every year.¹⁾

1) Banteay Prieb facebook page
https://www.facebook.com/pg/BanteayPrieb/photos/?tab=album&album_id=124445787594082

Contribution to local communities



“BP is the largest organization geared towards vocational training of persons with disabilities in Cambodia. Because it helps the government do its job in this area, the Cambodian government cares about it.”

- Chrek Vuthda, Principal, BP

BP exerts a variety of efforts to improve treatment of the disabled in local communities as well as nationwide. BP and its workshop near Phnom Penh are centers of efforts to foster communities of BP graduates and current trainees. The company’s volunteers also visit communities and families with disabled members to provide free repairs and well installation.

BP’s efforts influence Cambodian government policies regarding persons with disabilities to a certain extent. The special education division at BP has recently begun to offer classes for people with autistic disorders. The Cambodian government has made an exceptional response to this initiative by raising a public fund to support it.

Every time BP begins to receive applications from potential trainees, it becomes a big deal for those with disabilities and their local communities. BP has begun to recruit students from regions beyond Phnom Penh and Kandal, such as Kampong Cham. Candidates are actively recruited from these regions to transform local perception that disabilities are not simply a manifestation of karma.

BP also sources the materials for handcrafted goods locally, thus contributing to the local economy. In addition, it maintains partnership with local farmers in Kandal and governmental authorities like the Ministry of Social Affairs. BP is also active on the local volunteering scene, providing free haircuts and makeup services on 17 occasions in 2016.

Future generations



Number of families provided with support (free housing repair, wells, medical costs and tuition)



Number of applicants to BP's program of financial aid and other support for entrepreneurs



Number of BP employees who pursued higher education with BP's support



Percentage of former trainees now employed by BP



Number of trainees getting counseling and advice on careers and future plans

“Banteay Prieb is like a second home and parent to me. Once I complete my training here, I would like to return to my hometown, open a bike shop, with my brother, based on the knowledge and skills I gained here.”

- Lay Phors, trainee, BP

BP seeks to foster flourishing communities of people with disabilities. The training programs, which assist them in becoming self-sufficient and able to influence society, are open to people with disabilities aged 18 to 40. Some trainees go on to become teachers and production managers at BP, inspiring others with their example and leadership. BP also supports the higher education of its employees to support their development into leaders. This support for language and higher learning has benefited three employees who took English lessons as well as one production manager who has gone on to acquire a master's degree in management from the Royal University of Law and Economics in Phnom Penh. The organization intends to improve the quality of its products by supporting basic education and technical skill-development for its employees, and also through a variety of external workshops and technical training opportunities.

BP also contributes to improving the learning environment for the children of parents with disabilities. Its annual programs include making improvements to the healthcare and learning opportunities of children from poor households with disabled members. In 2016, the organization repaired and installed wells for 92 households, and subsidized their medical expenses and tuition.

The company provides career and entrepreneurship advice for students towards successful resettlement in their hometowns after training. In 2016, BP provided startup funds and necessary equipment for small business such as sewing machines, haircut kits, and so on for 75 graduates. The workshop run by BP also provided internship and additional training opportunities. Finally, the organization has counseled 52 graduates over the last five years on their careers and future plans.

It is common to see children running around and playing on BP premises. They are mostly children of BP employees and trainees, and their frequent interactions with foreign visitors and volunteers provide them an open and cosmopolitan outlook on the world.

Products & Services

© Product/service title

Craft Peace Café

© Varieties of merchandise



Handcrafted souvenirs (handkerchief, postcard set, etc.)
USD 3 to 5



Craft Peace Café (chocolate bread)
USD 1.50



Laptop pouch
USD 19



Wooden figurines
USD 75

© Product characteristics

BP offers a wide range of handcrafted goods, including wooden figurines, fabric products, and custom-made figures and structures to tourists and visitors via its on-site facilities as well as a retail shop in Phnom Penh. The merchandise on offer varies widely in size and price. The café also offers a variety of drinks and snacks, including coffee, fresh fruit juice, and baked goods.

© Contact Information

 www.facebook.com/craftpeacecafe

Phoudindaeng Youth Center & Café Zoomsun

Phoudindaeng is a small village about 30 minutes' drive from Vang Vieng, a city in Laos. This small village attracts a surprisingly sizable number of students, volunteers, and activists from around the world, who together design and implement village tour programs. The proceeds from these programs go toward running the youth centers and school buses in four villages that provide the education needed by Laotian children and youths who receive little support from either the Laotian government or other international aid agencies.

- **Location:** Vang Vieng, Laos
- **Year of establishment:** 2007
- **Mission:** Providing cultural education for local youths and children
- **Business models:** Café Zoomsun (2011-2014) the Work Camp and other projects for local youth activities (2015)
- **Address:** PO Box 73, Vang Vieng District, Vientiane Province
- **Website:** www.facebook.com/PhoudindaengYouthCenter

Business Model

Travel agency and other tour support services

- Designs and provides a village tour program centered on the youth center

Social Activities

- Supports the self-development of youth center employees
- Provides after-school programs, a library, and a playground at the youth center
- Facilitates commuting to and from school with buses
- Provides the youth center as a salon for the community

Social Impact

Decent work

- Provides decent jobs for locals that pay fair wages, allows for flexible work hours, and supports employee self-development

Future generations

- Boosts their pride by strengthening local community identity through participation in the PYC program
- Fosters a learning environment for local youth

Local communities

- Urges locals to pay attention to the education of youths
- Promotes exchange and friendship between various local tribes, including the Hmong, the Khmu, and the Lao





Impact We Witnessed

“I will never forget the Phoudindaeng Youth Center and Nakhe Village. Looking into the eyes of local children like Seoun, Mani, and Ali, who wish to become teachers and study English and Korean very hard, I came to grasp what it means to be dedicated to one’s study. Having little chats with these children also revealed to me the beautiful care they put in their own communities. I felt really sorry to hear about youths in Nakhe who were forced to give up on their dreams of higher education because of poverty.

I will never forget the children of Nakhe, who welcomed us with unconditional affection, Mr. Lee Sun-jae who took really good care of us in his quiet manner, and Jammi, Khamstone, and Bunmi, the local tour guides who helped us navigate through the culture and community in Nakhe.”

- Shin Min-su, School of Business, Yonsei University

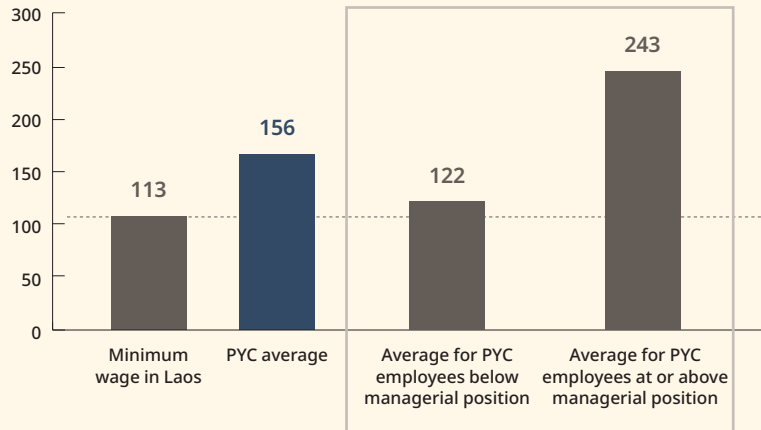


Decent work

“With my colleagues’ help, I overcame my fear of work, and learned the English and word-processing skills necessary to have confidence in my job. I wish to continue to explore my future options and grow as a person here.”

- Keo Manila, accountant,
Phoudindaeng Youth Center

Wage Comparison: Phoudindaeng Youth Center Employees vs. Other Laotians (As of December 2016, based on monthly wages, Unit: USD)



The detailed conceptions of decent work may vary from person to person and society to society, but the general understanding involves a number of core factors, including fair pay, a balance between work and life, a sense of happiness/belonging/fulfillment at work, and opportunities for self-development. The Phoudindaeng Youth Center (PYC) provides decent jobs that are characterized by a strong sense of solidarity it fosters in employees and the flexible work hours it allows. PYC today exclusively hires locals. These employees maintain a fluid work environment and structure, except during workshop periods, while maintaining communication on the changes in and progress of the center. The atmosphere at PYC allows employees to discuss the future of the center freely amid a friendly and relaxing environment, thus enhancing their satisfaction with the workplace.

Each employee at PYC receives approximately 24 hours of training and support a year for self-development. Frequent interactions with foreign volunteers and activists help them improve their language skills and gain an open mindset. PYC indeed provides a fertile environment in which employees can achieve significant personal growth. Some of the employees at PYC regularly attend workshops in Japan, Korea, and elsewhere around the world as part of their efforts to develop as managers. The center’s average wage (USD 156) is significantly higher than the minimum monthly wage in Laos (USD 113). Managers here are able to work flexible hours, except during workshop periods, when they are responsible for guests and participants from around the world.

Even after STP grants ended in 2013, the number of employees at the center grew, from seven in 2012 to nine in 2016. The new business model has successfully taken root and is likely to increase the number of available jobs in the future.

3 (2007) → **9** (2017)
Total number of employees

48
Number of work hours a week

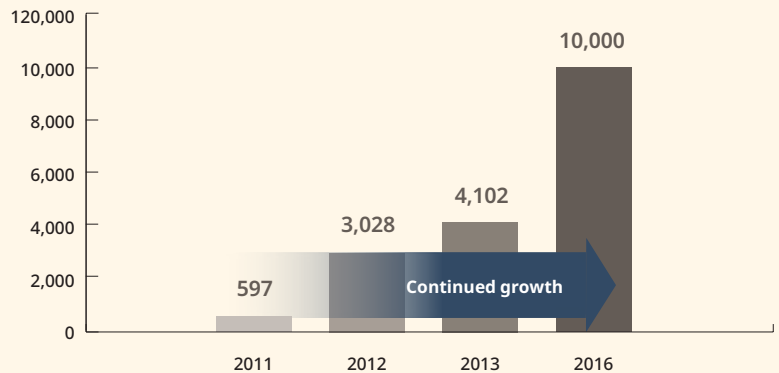
24
Number of hours employees spend on self-development under PYC’s training system (over three days every year)

1 Once a week
Frequency at which PYC employees and executives share feedback on progress to be made

Financial sustainability

*STP grant support began in 2011

Sales Revenue by Year (Unit: USD)

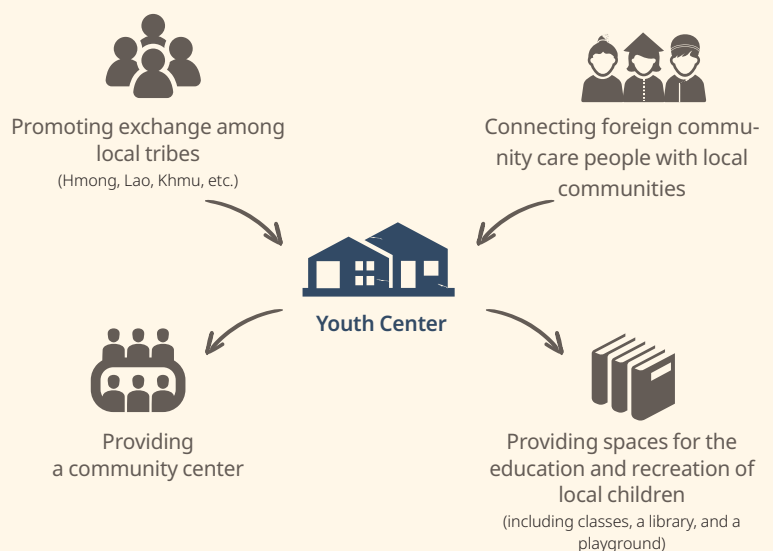


PYC is promoting a community volunteering program targeting groups of like-minded people. This new business model has helped the center significantly enhance its financial sustainability by enabling it to generate almost USD 10,000 in annual revenue. In 2014, the total budget for PYC, including subsidies to be distributed to the four affiliated youth centers, was USD 25,000. The fact that PYC is able to self-finance at least 40 percent of this budget from their community volunteering program operation is quite inspiring, considering that it is a nonprofit organization primarily engaged in educational projects and charity fundraising. PYC has almost succeeded in financing all its basic operating expenses with the proceeds from its community volunteering program.

Contribution to local communities

“I would like to study hard and become a teacher at the youth center in Nakhe. Once I become a teacher, I will do my best to protect our community and give local children chances to learn.”

- Ali, a student at the Nakhe youth center



PYC strives to improve the quality of life in local communities in the Vang Vieng district. In addition to launching additional youth centers in four local villages and promoting exchange with local people, PYC has also formed partnerships with other schools in Laos to undertake a variety of related

projects, including class renovation and water purification. The youth centers established by PYC serve as spaces for community activities, bringing together locals on various issues and events. PYC was also the Laotian partner for Korea's Chungnam National University, which undertook a local development project in the country in 2013 with support from the Korea International Cooperation Agency (KOICA). The majority of PYC's employees today come from the villages in Vang Vieng district. The good relations they maintain among staff from different ethnic group are the sign of the good relations PYC promotes between the diverse local tribes and their communities. As one of the founding member has stated, the language classes and community facilities provided by PYC are meant to play a central role in bridging relations among the Hmong, the Lao, the Khmu, and other ethnic minorities in the region by bringing parents together over their shared interest in the education of their children and by providing the space for them to make decisions together. PYC supports a wide range of programs geared towards protecting the local environment, and its employees volunteer for at least five hours a week in their respective communities.

Future generations



400+

Number of students taking language, dance, computer and other classes at the youth centers



60

Number of students using school buses



5

Number of public libraries for children



5

Number of villages where volunteers work (to maintain and improve facilities catering to local youth)

PYC has launched four youth centers in the surrounding four villages to provide a library and a wide range of educational opportunities, including computer classes and dance classes, for local youth. PYC also provides libraries and playgrounds through which local children interact with one another and develop a positive outlook on their future.

The organization works to improve the living conditions of local children. For example, it supported the renovation and installation of a water purification system at the elementary school in Vieng Samai, even more rural than Phoudindaeng, so that the 120 or so children there could study in a safer, more comfortable environment.

Khamson and Kham Ming, former students at PYC, have been senior staff the organization for a decade now. The majority of employees and teachers, such as Jammi, Simon, and Keo, were themselves students at the center years ago. The education provided by PYC continues to support the growth of future community builders and leaders.

Products & Services



© Product/service title

Community volunteering program

© Product/service structure

- Price : USD 25 on average per participant (varies according to program duration and details)
- Included
 - Assistance with daily activities and schedules of participants throughout workshops that last for two to four weeks
 - Support and services required by workshops, including activity plans, lodging, transportation arrangements, and so forth provided in partnership with the other youth centers
 - Coordination of schedules and interactions between participants and locals
 - Interpretation
 - Introduction of tourist attractions in Laos

© Product characteristics

PYC organizes the visits and workshops of program participants, including volunteers and activists, so that they can enjoy a more productive time in Laos. It informs workshop participants of Laotian culture and society, and supports a wide range of services to facilitate their attention to the workshops and activities. PYC also coordinates workshop participants' visits to the other youth centers in the surrounding villages and facilitates interaction with the local people.

© Contact Information

 www.facebook.com/PhoudindaengYouthCenter

Tohe

Tohe is a social enterprise with the mission of providing free and sustained art education for children whose poverty prevents them from seeking it. The enterprise uses the paintings from these children as motifs for their fashion and merchandise for daily living, and uses the proceeds to provide free education for children. Part of the proceeds are also given to children as copyright fees to help them support their families.

- **Location:** Hanoi, Vietnam
- **Year of establishment:** 2006
- **Mission:** Providing art education for children living in poverty or with disabilities and boosting their self-sufficiency
- **Business model:** Producing fashion and merchandise for daily living, with motifs drawn from the artistic works by children, and using the proceeds to provide free education
- **Address:** No. 8, Do Quang Street, Cau Giay District, Hanoi
- **Website:** <http://tohe.vn/en>

Business Model

Manufacturing and wholesale/ retail distribution

- Produces and distributes various types of fashion and merchandise for daily living, with motifs drawn from the artwork produced by children with disabilities, orphans, and those living in poverty

Social Activities

- Supports the creative art education of the disadvantaged children
- Supports children with autism and other such conditions by paying them copyright fees for their works
- Pays child artists copyright fees on their artwork used in merchandise

Social Impact

Decent work

- Works with university volunteers and ethical consumers who agree with Tohe's social mission and are willing to dedicate their abilities and passion to achieving it, and provides higher-than-average wages, fringe benefits, and training support for employees to improve their quality of life
- Pays part of the proceeds as support to child artists with autism and other such conditions

Future generations

- Promotes creativity and social and financial self-sufficiency of struggling children in Vietnam

Local communities

- Expands the reach of free art education to rural and poor mountain villages
- Improves the societal perception of children in Vietnam living in poverty or with disabilities



Impact We Witnessed

“Tohe impressed me with the liberal and creative atmosphere throughout its workplace. The company respects employee opinions even as it ensures systematic management.

After hours of interviews, we returned to Tohe’s shop in the afternoon and carefully studied the merchandise on offer.

When I first looked at it that morning, I saw products before artwork.

That afternoon, however, I began to notice artwork rather than simply products.

Tohe’s true importance lies not in its business activities, but in its effort to provide creative art education for children.

After spending a day at Tohe, I kept wondering how corporate philosophy affects employees and merchandise, and the meaning of the social impact of business.”

- Choi Jin-woo, Underwood International College (UIC), Yonsei University



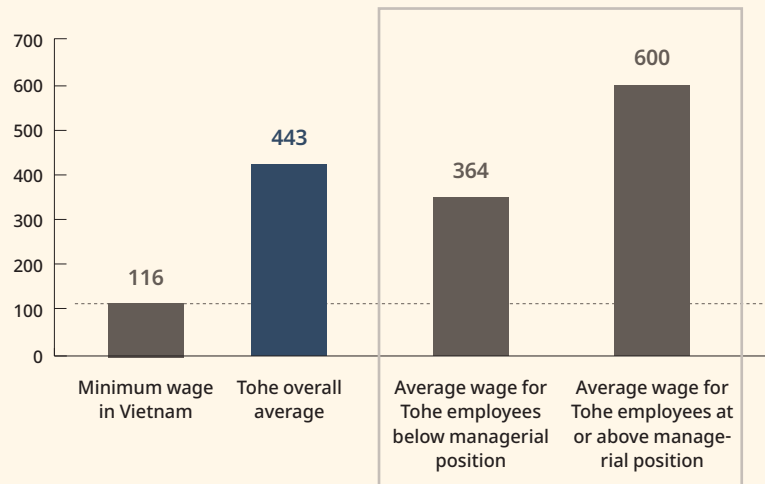
Decent work

“I love seeing my coworkers enjoy their work and be passionate about it. This is what keeps me working at Tohe.”

- Van, communications team manager at Tohe

Wage Comparison: Tohe Employees vs. Other Vietnamese

(As of July 2017, based on monthly wages, Unit: USD)



The Vietnamese business culture has undergone changes and developments since 2000 and been amid rapid economic transformation. Efficiency through repetition is the prime ideal, and creative contributions from employees are discouraged.¹⁾

Tohe stands out for its departure from this conventional model. The minimum wage in Vietnam is USD 116 a month (different figures for different regions), and the average wage, USD 140 a month. The average wage at Tohe, on the other hand, amounts to an astonishing USD 364 a month, almost 3.5 times the minimum wage and still more than double the average wage. Tohe also respects employees' need for balance between work and life. The company strictly complies with Vietnam's labor laws, ensuring that employees work 40 hours a week and use 12 days of vacation at any time during the year. Tohe also allows employees to manage their work hours flexibly.

The company provides a wide range of support for employee self-development, including at least 50 hours of job-related training every year for each employee. The job training involves external instructors as well as internal tutors. External instructors provide lectures and lessons on the origins of art, and the strengths and techniques of art education, in sessions lasting from four days to two months. The company's CEO, Tran Thanh Loan, also regularly conducts internal training sessions, emphasizing the core values and brand identity of Tohe. Having learned about the basics of art education and Tohe, employees learn the specific skills required of their jobs from external instructors. The company also regularly invites experts to learn about the latest pedagogics of creative education for children.

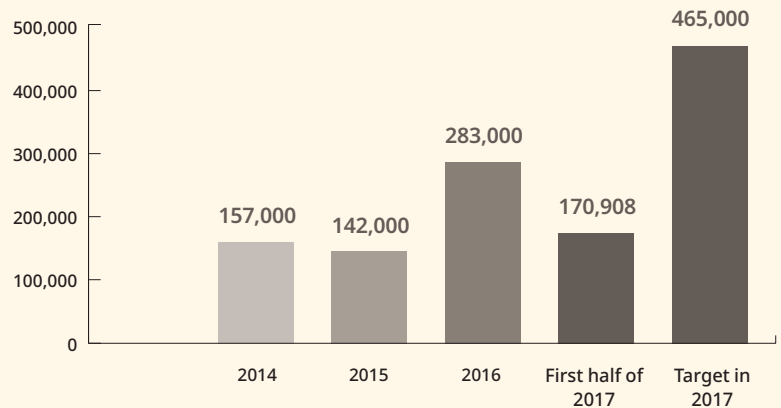
Although the company has a fair working condition for its employees, it continues to survey them at least once a year to understand their level of satisfaction and maintains openness to employee suggestions for improvements throughout the year. Employees are encouraged to suggest such things as changes to wages and work hours. True to their motto, “A happy company where employees are happy to work,”²⁾ Tohe continues to respect employees and refuses to sacrifice them for company growth.

1) Massoud Moslehpour et al., *Corporate Culture Differences between Taiwan and Vietnam*, Sciedu Press, Retrieved from <http://www.sciedupress.com/journal/index.php/jms/article/view/8897>, February 15, 2016

2) Choi Jin-woo et al., personal interview with Loan Tran Thanh, July 18, 2017

Financial sustainability

Sales Revenue by Year (Unit: USD)



Tohe Style effectively ensures the financial sustainability of Tohe. Thanks to the growth in sales revenue as well as cost reductions, Tohe Style passed its break-even point in 2015, and has been generating surpluses ever since.

Tohe's "net income after social contributions" (after copyright fees are paid to child artists) amounts to USD 3,985 a month, which is enough to ensure the financial sustainability of the enterprise and also to allow it to continue to benefit Vietnam's future generation with free education.

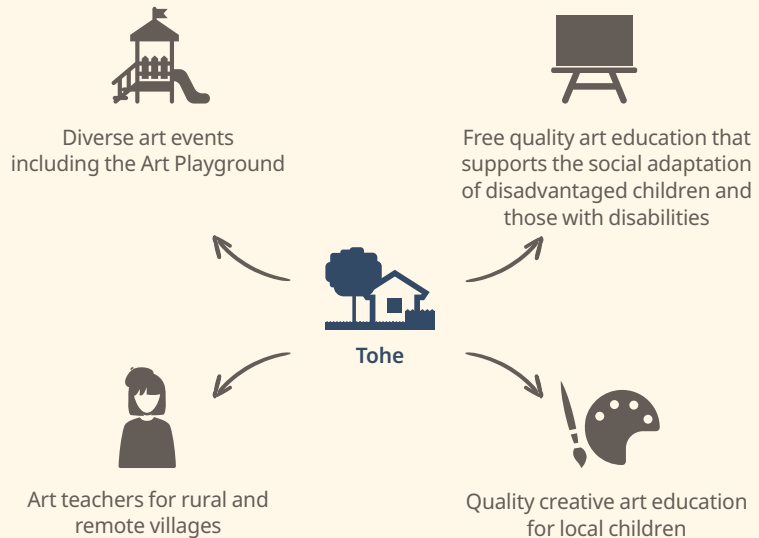
In the first half of 2017, when Tohe began to receive the STP grant, the enterprise's sales revenue grew dramatically to USD 170,908. This not only reflects the power of external aid, but also Tohe's wisdom in expanding the channels of marketing on social media and upgrading its merchandise in response to the latest findings of market research.

Tohe's gross profit to net sales is expected to rise from 59 percent in 2015 to 80 percent in 2017. This growth indicates that Tohe has gotten more efficient at producing its goods. It also suggests that Tohe has successfully catered to international buyers' demands by lowering the cost and improving the quality of its merchandise. In the latter half of 2017, the company plans to adopt a new inventory management system known as the Kanban system.

This is a management tool that supports lean manufacturing by eliminating unnecessary factors so as to maintain productivity and improve efficiency, and also to support just-in-time manufacturing that reduces the time it takes to respond to customers' needs.³⁾ Introduction of this new system is expected to improve productivity in the production and inventory divisions markedly.

3) Ohno, Taiichi, June 1988, Toyota Production System - beyond large-scale production. Productivity Press. p. 29. ISBN 0-915299-14-3

Contribution to local communities



“The increasing presence of factories has taken away spaces for children to play in Vietnam. I like Tohe because it tries to return these spaces with the ‘Tohe Play’ activities.”

- Camelia, an employee at Tohe's partner

Tohe Fun, the wing of Tohe in charge of the company's social activities, provides creative art education for disadvantaged children and those with disabilities, offering opportunities for a wide range of fun and artistic activities at free of charge. Participation in this program helps children learn how to express themselves and experience the freedom and creative power of art. Tohe Fun continues to make improvements to the art education program, maintains the existing creative art education content and activities, and plans and organizes artistic activities for new communities.

The two central missions of Tohe Fun are to support Vietnam's future generation through art education and enhance the sustainability of local communities through public art and activities.

Tohe has made various contributions to local communities over the last decade. These include the activities of Tohe Fun, financial and non-financial forms of support for local public facilities, and volunteering campaigns. While Tohe Fun's main focus is on organizing small-scale art classes at partner organizations, it also regularly organizes the Fun playground, open to the public at large. Fun playground typically involves art exhibits through which local children can discover and interact with artwork. KIDSTALLATION, combining “kids” and “installation art,” is another leading art playground project from Tohe. It is also the first-ever installation art fair designated specifically for children in Vietnam. Through these exhibits, children participating in Tohe's free education programs interact with other children in the community with a wide range of visual art materials.

Future generations



2,000+

Number of disadvantaged children and those with disabilities supported



22

Number of partner child welfare centers and special schools



15

Number of programs for enhancing art teacher capabilities



30+

Number of children earning copyright fees

The policy of paying part of Tohe's proceeds to child artists as copyright royalties addresses the fundamental problem that blocks these children's access to education in the first place. By lessening the financial burden on their families, these children enjoy better chances at education with greater parental support. Tohe Style thus contributes to the sustainability of Vietnam's future as well.

Tohe has paid copyright fees to 32 children so far for 150 or so artworks. The copyright fees, at five percent of proceeds, amounts to USD 4,758 in total. Of these child artists, the two with disabilities received USD 450. Given the fact that the disabled are three times more likely than the able-bodied to be unemployed, the fact that these kids make any income is meaningful and remarkable.

Tohe Fun also contributes to the education of Vietnam's future generation with its distinct curriculum for creative art education. Tohe teachers visit schools to provide this education, with one teacher accompanied by three volunteers teaching a class of 15 to 20 students at a time. The majority of children in these classes either have physical/mental disabilities and/or come from poor families. Over 2,000 have participated in Tohe Fun's programs so far at two dozen organizations and schools. Tohe Fun provides art education not only in Hanoi, but at child welfare centers, schools, and social enterprises across the six provinces of Vietnam.

Into the 11th year since its establishment, Tohe Fun has begun to witness the impact of its initiative. Giang, one of the teachers at Tohe Fun who has taught for 10 years so far, was a student at Tohe with a disabled hand for nine years prior to becoming a teacher. Examples like her situation continue to inspire children participating in Tohe Fun, where the creative art education provided helps them learn to control their emotions and hone their social skills.⁴⁾

Tohe has also had a positive impact on volunteers. Students who volunteer initially out of a simple wish to spend their time on a meaningful cause, have begun to take interest in professions related to art, psychology, and education. They are motivated to be active, contributing members of Vietnamese society.

4) Melissa Menzer, THE ARTS IN EARLY CHILDHOOD: SOCIAL AND EMOTIONAL BENEFITS OF ARTS PARTICIPATION, National Endowments for the Arts, Retrieved from <https://www.arts.gov/sites/default/files/arts-in-early-childhood-dec2015-rev.pdf>, December 2015.

Products & Services



© Product/service title

Tohe living merchandise

© Product/service structure

A wide range of products bearing printed images from local children's artwork (fashion accessories, stationery, home wear, toys, etc.)

© Product characteristics

Tohe produces and offers a wide range of goods for daily life, including fashion accessories, stationery, home wear, and toys. These products bear components of artwork produced by local children. Tohe merchandise has a unique brand identity that sets it apart from similar items from other brands. The free-spirited and playful designs of Tohe's products are offered at a variety of prices, ranging from KRW 5,000 to KRW 40,000. These affordable products appeal to young consumers who wish to spend money in more reasonable, meaningful ways.

© Contact Information

☎ +84-123-779-0465 📘 www.facebook.com/tohestyle/ 🌐 www.tohe.vn

Friends 'n' Stuff

by Friends-International

Friends 'n' Stuff is a social enterprise launched by Friends International, an NGO that enables struggling parents in Cambodia to earn incomes by producing handcrafted goods at home, which are then distributed via the organization's on- and offline channels. Friends 'n' Stuff participants follow company guidelines when making the goods and then sell them to the company, which in turn distributes the goods to its two retail shops in Phnom Penh and also through its website, reaching consumers in and outside Cambodia.

- **Location:** Phnom Penh, Cambodia
- **Year of establishment:** 2005(Friends 'n' Stuff), 1994(Friends-International)
- **Mission:** Providing short- to mid-term training and jobs for parents unable to work outside the home due to the need to care for children
- **Targets:** Young people and their parents unable to work regular jobs
- **Operated by:** Friends-International
- **Address:** Street no. 13, Phnom Penh, Cambodia, Romdeng, Phnom Penh, Cambodia
- **Website:** <https://www.friendsnstuff.org>

Business Model

Manufacturing and wholesale/retail distribution

- Encourages the production of Home based handcrafted goods which it then distributes

Social Activities

- Enables parents to earn income at home for one year
- Organizes public campaigns on children's rights and supports children through outreach activities
- Operates a restaurants that support occupational training for teenagers

Social Impact

Decent work

- Motivates struggling parents to seek work and earn incomes through productive activities at home

Future generations

- Supports families as they raise their children and send them to school
- Helps marginalized youths and gives them occupational training necessary for productive life later

Local communities

- Keeps local families and communities intact by supporting families at risk
- Provides a financially- and environmentally-sustainable business model
- Preserves the local environment by encouraging the use of recycled materials



Impact We Witnessed

“Friends ‘n’ Stuff was very systematic in managing its production and distribution. I was especially impressed by the fact that the company’s products were a result of Friends-International’s efforts to promote the education of Cambodian children, and also by the fact that the company was taking a variety of actions to enhance the competitiveness of its products.

Friends ‘n’ Stuff seemed to understand that even products created for humanitarian purposes ought to be functional and high-quality so that people will buy them and promote them through word of mouth.”

- Ahn So-hyun, School of Business, Yonsei University



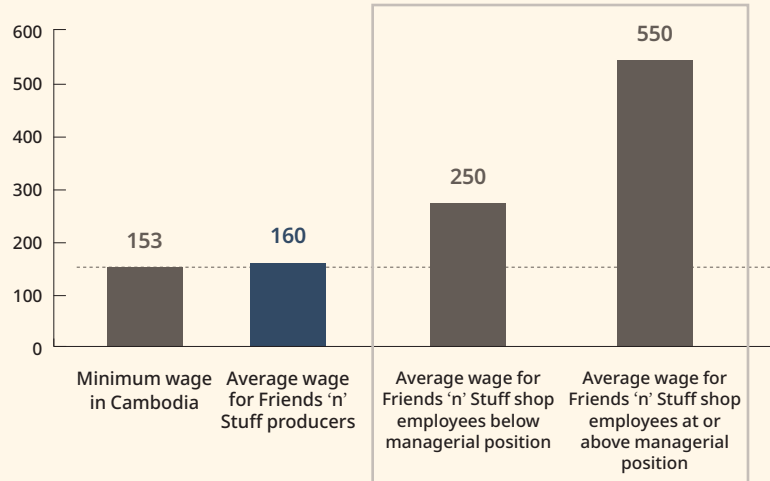
Decent work

“I could not continue to work at the textile factory because the chemicals used there severely damaged my health. At Friends 'n' Stuff, I am happy because the company teaches me new skills and the job allows me to spend time with my children at home.”

- Chum Sreyreap, a home-based producer

Wage Comparison: Friends 'n' Stuff Producers vs. Other Cambodians

(As of December 2016, based on monthly wages, Unit: USD)



The objective of Friends 'n' Stuff (FnS) is to enable poor and struggling families to earn an income at home, when it is difficult or impossible for the breadwinners to seek outside employment due to physical, mental, or other problems. Of the participating producers, 93 percent are women, many of whom have young children to care for, lack education, or are otherwise facing difficult circumstances. FnS divides its producers into three groups according to their level of skill. Beginners start by producing relatively simple products, such as bracelets. As their skills in cutting, sewing, and using sewing machines improve over time, they begin to participate in the making of more complex products, including those for new collections. Participants earn approximately USD 160 a month on average (or USD 120, if you exclude the cost of materials). As they work from home, they are able to spend time with their children and work at the hours of their choosing. Producers bring their goods into the FnS office every Friday, when they also learn the skills necessary to make new types of products. Friends-International also provides classes on cooking, dressmaking and other such skills for willing participants. After participating in FnS program for one year, approximately 50 percent of producers go on to find jobs elsewhere with the skills they acquire through the program, while the other 50 percent start their own businesses with the income they earned from it.

FnS also creates jobs for people to manage the production and distribution of the home based hand-crafted goods. There are six such employees working at the Phnom Penh FnS shops today, all Cambodian and all they are highly motivated and proficient in English. Shop managers earn approximately USD 250 per month. Staff undergo training in sales and customer service twice a month.



Percentage of women participating in the FnS program (as of the end of 2016)



Number of working hours per week

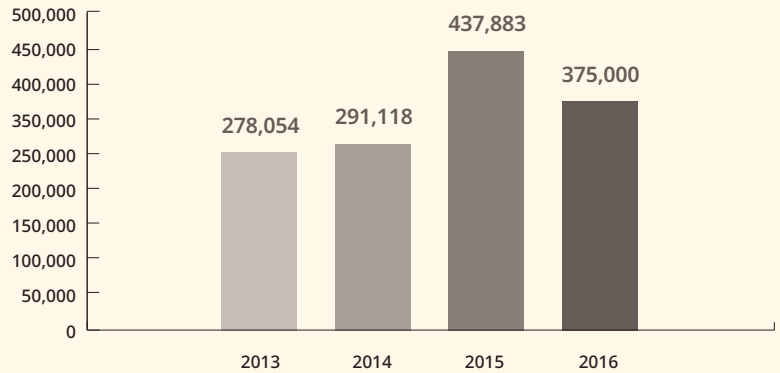


Number of participating households (2013 to 2016)

* Minimum wages for FnS producers and Cambodians at large are as of 2016, while the wages for shop employees and managers are as of July 2017

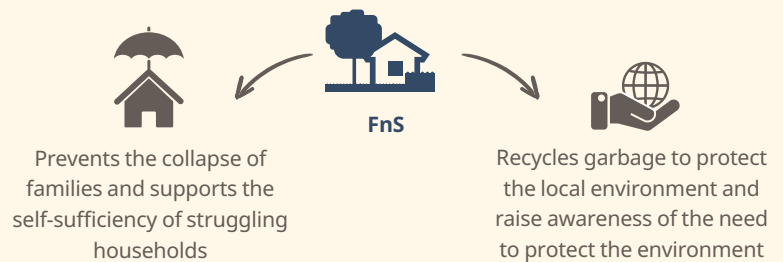
Financial sustainability

Sales Revenue by Year (Unit: USD)



In 2016, FnS shop sales in Phnom Penh generated USD 375,000 in revenue, or USD 145,000 net. The company’s revenue is on a steady rise and ensures its financial self-sufficiency. The main expenditures include payments made to producers, the wages for shop employees, and the expenses for operating the shops.

Contribution to local communities



“The decreasing number of participating families suggests that they are able to find work elsewhere without our support.”

- Brendan Burke, marketing advisor, Friends-International

FnS contributes to the local community by helping keep families together and children out of orphanages by promoting the use of recycled materials, and by providing care services for local children. FnS plays an important role in helping poor families escape the cycle of extreme poverty. Its home based production program is not meant to benefit specific families for a long time, but rather to provide the financial help necessary for households to withstand and overcome family crises they face. Working in the program for one year, families can avoid falling into deeper poverty, which is crucial to protect children against the temptation to get into crimes or drugs. The company also provides technical training to support families with unskilled or disabled breadwinners. Finally, the company promotes the recycling of materials, such as plastics, tires, and newspapers, and raises awareness of the importance of protecting the environment.

Future generations



Number of unschooled children who use Friends-International's drop-in centers (where they receive care and lunch, and occupational training in the case of teenagers)



Daycare services for children (teaching children the importance of personal hygiene and bus services between the center and the villages)

The core mission of FnS is to enable parents to earn an income and for their children to receive an education. In return for participating in the FnS Home based production program, parents must send their children to school, which is regularly enforced by the company's social workers. The program also encourages parents to raise their young children at home and spend time with them. The program has meant that over 1,200 children so far have continued to attend school.

FnS also provides education for children on the importance of personal hygiene. It provides shuttles for those who live too far from the Friends-International center to attend its classes.

Products & Services



© **Product/service title**

Handcrafted goods from FnS Home based production program

© **Product/service structures**



Tire Collection



Tire Backpack
USD 35

© **Product characteristics**

The bags are made with recycled fabric, recycled newspaper, and recycled tires except the zippers.

© **Contact Information**

☎ +855-23-555-2391 ✉ contact@friendsnstuff.org

Goel Community

Goel Community provides local producers with fibers dyed with all-natural ingredients, and pays them for weaving these fibers into textiles using the traditional manual technique. Participating in Goel Community's textile and fabric merchandise production program provides income for the workers at the Phnom Penh work station as well as the residents of Takeo, enabling them to improve their standard of living.

- **Location:** Phnom Penh and Takeo, Cambodia
- **Year of establishment:** 2006
- **Mission:** Preserving traditional textile dyeing and production techniques and strengthening the local economy
- **Business model:** Production and distribution of natural-dye fabrics and fabric goods
- **Addresses:** 🏠 #206B, St. 12 BT, Sangkat BoeungTompon, Khan Mean Chey, Phnom Penh (office)
🏠 #31, St. 123, Khan Chamkar Morn, Phnom Penh (shop)
📍 Thnoat Village, Thnoat Quarter, Bati District, Takeo
- **Website:** www.goelcommunity.org

Business Model

Manufacturing and wholesale/retail distribution

- Produces natural-dye textiles and fabric goods

Social Impact

Decent work

- Improves local quality of life and supports rural residents with stable sources of income

Future generations

- Provides a stable and nurturing environment for children by enabling producers to work at home and workers to have access to daycare service at work

Social Activities

- Provides leadership, management, and technical training for local employees
- Provides daycare at work to support working women
- Provides support for the after-school education of local children

Local communities

- Keeps communities intact by providing jobs locals can work without having to leave their communities
- Boosts local pride in their traditions and communities by preserving the traditional textile production technique
- Minimizes the pollution of water by using all-natural ingredients



Impact We Witnessed

“What impressed me most about Goel Community was the dedication of the community’s founder, Han Jung-min, to Cambodian people and Takeo Village. We were able to feel his genuine affection for the locals, as he gladly called them his ‘brothers’ and referred to the area as his ‘community.’ I was especially moved by his determination to help them realize the true value and importance of their tradition instead of trying to teach new Western values and practices to them.

Han and his wife’s commitment to the community is what leads locals to trust them fully and to cultivate Goel Community with affection like the founders.”

- Jang Seo-yeong, School of Business, Yonsei University

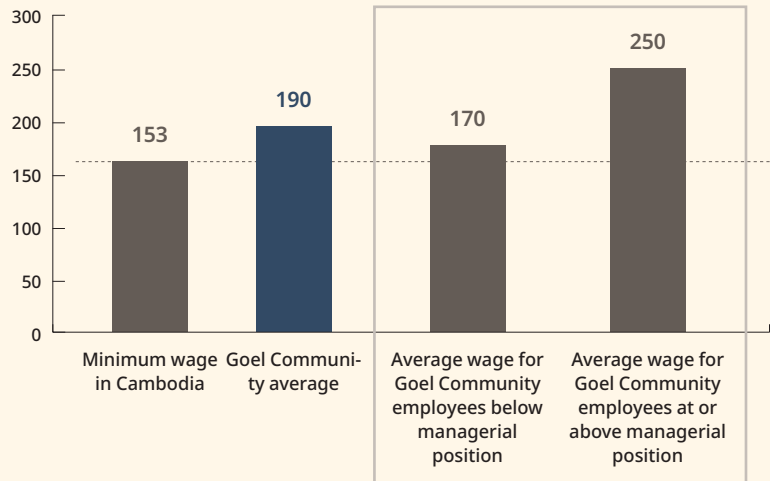


Decent work

“If we thought only about money, it would have made much more sense to work elsewhere. If we trusted in one another, took interest in one another’s wellbeing, and loved our community in Takeo, though, our best choice would be to work at Goel.”

- Galiyan, Goel shop director

Wage Comparison: Goel Community Members vs. Other Cambodians
 (As of July 2017, based on monthly wages, Unit: USD)



Goel Community provides decent jobs for locals in three ways. First, it emphasizes community and respect for employees, and thereby enhances their sense of belonging and solidarity at work. The Hans, who founded Goel Community, continue to garner much respect from local employees, many of whom wish to stay in the local community as long as they can. The sense of happiness, emotional stability, and pride in tradition that Goel Community engenders are what enable employees to dedicate themselves to their work. The majority at Goel have worked for 5 to 10 years. They play a pivotal role in restoring and maintaining Goel’s business. Second, Goel Community provides a healthy working environment, in both physical and emotional meanings of the term. The weavers at Goel work the entire process of textile production, unlike sewers at factories who are compelled to work in divisions. Weavers therefore maintain a stronger sense of attachment to their work. Moreover, they take great pride in the fact that they are safeguarding the textile tradition of their hometown, Takeo. Goel also avoids the use of toxic chemicals seen at other textile factories. Third, Goel Community enables employees and producers to enjoy a better work-life balance. Employees at the Phnom Penh office and workshop are free to bring their kids to work. There is a daycare center below the workshop so that employee children aged three and below can stay with their parents at work. Goel’s production system also allows weavers in Takeo to work at home while caring for their children.



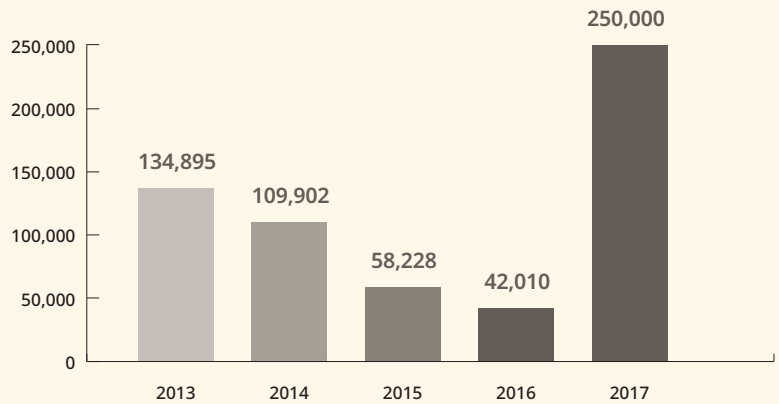
Average number of years employees spent at Goel
 (which was established in 2011)



Average number of days per year of vacation taken by employees
 (in compliance with Cambodian labor law)

Financial sustainability

Sales Revenue by Year (Unit: USD)



* Locals took charge of Goel Community's operation, without the Hans, in 2014 and experienced a significant drop in revenue. This difficulty, though, paved the way for the development of local leadership. By August 2017, the community had succeeded in generating 50 percent of its target revenue

* Certification by the World Fair Trade Organization in 2017 has enabled Goel to supply its products to over 50 retailers worldwide and also open its own shop

Goel Community's business is recovering today. The Hans, who founded and led the community, returned to Korea on sabbatical in 2014. It was also an opportunity to give local employees a chance to take the lead. However, the absence of the Korean leaders and the difficulty of communication with foreign buyers led to a drastic decrease in Goel Community's business, forcing it into a new crisis. This trial, however, also paved the way for local leadership to develop. The Hans returned to the Goel Community a year later and have since been working to recover its losses. Locals, however, play a much more active role in leading the community today, which now provides leadership and ownership training via an external agency named Khmer Community Development.

Goel Community is working to enhance the market competitiveness of its products and services, and is exploring new channels of distribution and growth. The community has so far catered mostly to clients overseas placing large orders, but this demand varies rather significantly. Having realized the importance of cultivating relations with domestic consumers, Goel Community opened a shop in a popular area in Phnom Penh with the STP grant to attract tourists, visitors on business, and young people. The new shop is a significant addition, considering that the existing showroom failed to serve effectively as a retail shop. The community hopes that its new brick-and-mortar store will enable the community to finance its basic operations and also lead to future exports.

Goel's products are traded at lower prices than other comparable products of similar quality on the international fair trade market. This means that they may be viable not only on the European market, but also in Korea. The prices of natural-dye fabric products in Korea remain quite high, as pointed out by a number of Korean customers. Goel is also engaged in recruiting talented designers capable of developing and designing new merchandise on a continual basis.

Contribution to local communities



“Cambodia lacks the support to protect its traditions. Nonprofit organizations and social enterprises like us can help with that.”

-Han Jung-min, founder, Goel Community

Goel Community’s positive impact is felt most vividly in Takeo. The community provides the village’s textile producers with jobs and fair pay. This has transformed local producers’ perception of fair work. Mr.Han, the Goel community founder, sought to achieve this paradigm shift in Takeo’s residents not through lessons and teachings, but more spontaneously by increasing their income and ensuring fair distribution thereof. Goel Community also promotes and preserves the Cambodian tradition of textile production. Takeo has been the center of Cambodia’s textile tradition for a long time, but lost many of its artisans and families due to industrialization. Goel Community provides jobs for textile producers remaining in the village so that the local tradition can be maintained.

Future generations



“On any day at Goel, I could have about two hours of break with my children. Thanks to Goel, my children grew well and have found jobs at a bus company.”

- Nget, a Goel textile producer

Goel Community sought to protect local communities and facilities against the repercussions of modernization by enabling Takeo parents to stay in their community and earn incomes with traditional textile techniques. This, in turn, has allowed local children to grow in a more stable and loving environment. The community intends to invest a part of the three years of STP grants in water purification filters for villages and scholarships and bicycles for children commuting long distances between home and school. The community, moreover, will launch a new school for local children, in partnership with Dr. Son Mun-taek and his team researching appropriate technologies, and provide diverse after-school programs. At present, the community is designing and planning innovative facilities and programs, including a dome-type facility and experimental activities.

Products & Services

© Product/service title

Fabric goods made with traditionally-produced textiles

© Products/services



Scarves



Fashion accessories



Apparel



Home & living

© Review

“They have fine products here. Cambodia is so hot, and we sweat a lot outside and come home to find our clothes smelling. Apparel offered by Goel Community dry easily and do not smell. Volunteers in Cambodia purchase clothes from the Goel shop, wear them and fall in love with them, and purchase more to bring back home as souvenirs. I like the bedding for kids and teenagers. The apparel made with natural-dye fabrics here are more affordable than similar products of the same quality on the Korean market. I strongly recommend Goel’s products as souvenirs. I’m here today to buy gifts for my friends from Korea. I really like the pillowcase because it remains dry, clean, and odor-free.”

- A patron

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The page features a solid yellow background. In the top-left corner, there is a cluster of three triangles: a dark blue triangle pointing down-right, a grey triangle pointing up-right, and a teal triangle pointing down-left. In the bottom-right corner, there is a cluster of two triangles: a dark blue triangle pointing down-left and a red triangle pointing up-left.

STP Appendix

About the Foundation



The Work Together Foundation is a nongovernmental organization established in Korea in 2003 in an effort to find solutions to the problems of unemployment and job insecurity. With the central mission of “Reducing socioeconomic polarization and contributing to the welfare of society through quality jobs,” WT supports the employment of various minority groups, as well as young people, women, near-retirees and seniors, and the growth of social enterprises as alternative sources of jobs and family income. The Foundation also encourages research and discussion on various issues related to unemployment and poverty through its public campaigns, research programs, and publications. In 2017, WT supported 334 organizations and provided employment to 2,595 people (world-wide 14 organizations and 1,071 people under Smile Together Partnership).

Guided by the three core principles of creativity, professionalism, and relevance, WT will continue to pioneer the search for solutions to employment problems, develop various models of employment practices, improve the social impact of its projects by enhancing professionalism, and boosting activist decisions and practices that make a difference in the immediate lives of beneficiaries. Through these efforts, WT hopes to grow into the most trusted NGO and lead the search for nongovernmental solutions to the problems of unemployment.

WT Organization Structure

Chairperson

SONG Wol-Joo Chairman of Good Hands

Executive Director

LEE Sae-Joong Hon. Chairman of Korea Green Foundation

Directors

CHOI Jong-Tae Professor Emeritus of the Business School at Seoul National University

KIM Young-Vae Vice-chairman of the Korea Employers Federation

KIM Jung-Sook President of the International Council of Women

PARK In-Gu Vice-president of Dongwon Corporation
President of the Korea Food Industry Association

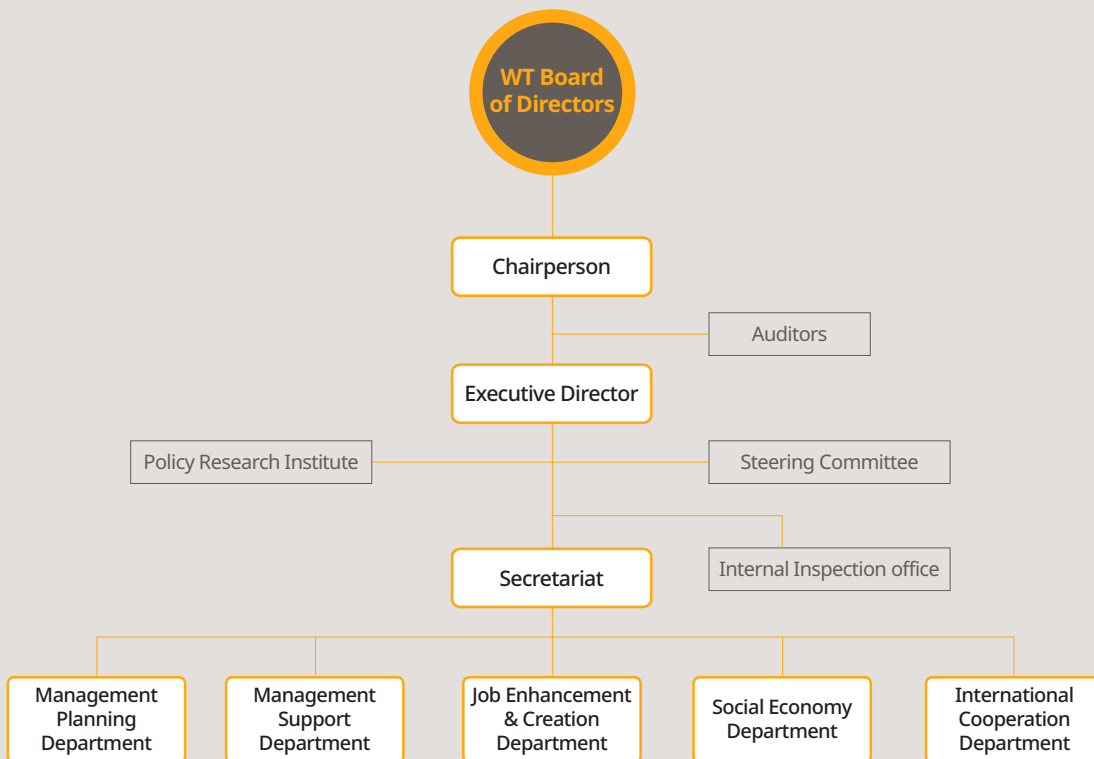
LEE Woo-Hee Vice-president of S-Tec System

BAHK Jae-Wan Chairman of the Hansun Foundation
Former Minister of Strategy and Finance

YANG Sang-Woo President of the Hankyoreh

KIM Ju-young President of Federation of Korea Trade Unions

KIM Jae-Gu Professor of the Business School at Myongji University



STP Impact Metrics

Area of Impact	Criterion	Metric	Igting	HoshiZora Tour & Travel	Craft Peace Café	Lotus Hope Hair & Beauty Center & L. Beauty	Sapa O'Chau	Friends 'n' Stuff	Café ZoomSun	
Jobs	Scale of jobs created	Employees (incl. part-timers): Total (OI8869)	●	●	●	●	●	●	●	
		Employees (incl. part-timers): Male (OI6123)	●	●	●	●	●	●	●	
		Employees (incl. part-timers): Female	●	●	●	●	●	●	●	
		Employees (incl. part-timers): Age 19 & below	●	●	●	●	○	●	●	
		Employees (incl. part-timers): Age 20-29	●	●	●	●	○	●	●	
		Employees (incl. part-timers): Age 30-39	●	●	●	●	○	●	●	
		Employees (incl. part-timers): Age 40 & older	●	●	●	●	○	●	●	
			Part-timers: Employees working part-time or flexible-hour shifts	●	●	●	●	●	●	
	Stability		Average wage (hourly) [SDG8.5.1]	●	●	●	●	●	●	●
			Overall average	●	●	●	●	●	●	●
			Monthly average for employees below managerial position	●	●	●	●	○	●	●
			Monthly average for employees at/above managerial position	●	●	●	●	○	●	●
			Minimum wage	●	●	●	●	○	○	●
			Highest wage	●	○	●*	○	○	○	●
			Number of working hours per week	●*	●*	●*	●	●	●	●
			Number of days of leave per year	●	●*	●*	●	○	●	●
			Public holidays off	○	●*	●*	●	○	●	●
			Flexible working environment (working from home, daycare at work, flexible hours) (OI7983)	●	●*	○	○	○	●*	●
		Support for employees in emergency, incl. health insurances	●	●*	●*	●	○	●*	●*	
	Job satisfaction		Fair wage system (OI3819)	●	●*	●*	●	●*	●*	●
			Safety rules and code of conduct for employees	○	●*	●*	●*	○	●	●*
			Employee communication and feedback system (e.g., meetings)	○	●*	●*	●*	●*	●*	●*
			Number of hours in employee self-development & training	●	●*	●*	●*	●*	●*	●*
			Average number of years of service (maximum, median, average)	○	●*	●*	●	○	○	●
			Number of employees who quit in the last 12 months and reasons (OI4499)	○	●*	○	●	○	●*	●
	Employment connection rate (for occupational schools only)		Regular (or part-time) jobs	●*	○	●	●	○	○	○
			Number & rate of participants in job-related license programs	●*	○	○	●	●	○	○
	Family support		Number of family members	●*	○	○	●	●	○	●
			Number of children under 20 years & teenagers in the family	●*	●*	○	●	●	○	●
			Number of income-earning family members	○	○	○	●	●	○	●

Area of Impact	Criterion	Metric	Igting	HoshiZora Tour & Travel	Craft Peace Café	Lotus Hope Hair & Beauty Center & L.Beauty	Sapa O'Chau	Friends 'n' Stuff	Café ZoomSun	
Sustainability	Financial sustainability	Sales revenue	○	●*	●	○	●	●	●	
		Assets	○	○	○	○	○	○	●	
		Governmental/nongovernmental aid	○	○	●	○	○	○	●	
		New investment (FP8293)	○	●	○	○	○	○	●	
		Debt ratio	○	●	●	○	○	●	●	
		Operating expenses (FP1001)	○	○	●	○	●	●	●	
		Net Income (FP1301)	○	●	●	○	●	●	●*	
	Community sustainability	Number of hours volunteered by employees per year (OI8429)	○	●	○	○	○	○	○	●*
		Number of community organizations supported by the STP partner (PI8007)	○	○	○	●	●	●*	●*	
		Amount of cash or budget spent on community (nonprofit) activities	○	●	○	●	●	○	●*	
		Number of people who volunteer for the STP partner (OI1166)	●	●	○	●*	●	○	●*	
		Community support strategy (narrative) (OI2319)	●	●	●	●	●	●*	●	
		Benefits for locals and quantifications thereof	●	●	●	●	●	○	●	
		Environmental strategy: Company-wide	●	●	●	●	○	●	●	
Environmental strategy: Community-wide	●	●	●	●	○	●	●			
Future generations	Service enrollment rate (by school or age)	●*	●	○	●*	●	●	●		
	Postsecondary school enrollment rate (Postsecondary education rate by age)	●*	●	○	●*	●	●	●		
	Higher education enrollment rate (Colleges and above, by age)	●*	●	○	●*	●	●	●		
	Number of hours on student's studies and self-development per week	○	●	○	●*	●	●	●		
	Number of child beneficiaries becoming benefactors	●	●	●	●	●	●	●		
	Benefits for minors (under 19 years of age) and quantifications thereof (e.g., school lunches, PI6971)	●	●	●	●	●	●	●		

1) Survey conducted between January 1 and June 30, 2017, gathering the latest data available at the time

2) Foreign exchange rate applied to the conversion of local currencies into the US dollar as of August 25, 2017 (ValutaFX)

3) Metrics with corresponding criteria on the IRIS Index and the SDGs are indicated with index numbers

4) All metrics listed here have been surveyed with respect to all enterprises.

‘●’ indicate enterprises able to offer (at least some) required data. ‘○’ indicate enterprises that could not or did not provide the required data

5) *Red asterisks indicate estimates

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YONSEI UNIVERSITY
SCHOOL OF BUSINESS

uGET undergraduate Global
Experience Team project

uGET is the name of a core program at the School of Business, Yonsei University, which has been enhancing the global competence and capability of students since 2008. The field surveys for the 2017 STP Impact Report took place in partnership with students of uGET. The Yonsei Venture, Innovation and Startup Program (YVIP), in particular, sponsored the overseas projects. uGET has been working with WT since 2009 through an academic-industrial partnership arrangement. uGET students have also been volunteering their time in facilitating the STP’s consulting and advice for partner social enterprises. In the summers and winters of 2010 and 2011, uGET students worked on four projects developing strategies for STP-affiliated social enterprises, with the approval of Park Sang-yong, then dean of the School of Business, and with the advice of Professors Hahn Jaehoon and Park Se-Bum. The uGET students that participated in the preparation of this report in the summer of 2017, with the approval of the current dean, Eom Young Ho, and the advice of Professors Hahn Jaehoon and Yang Hyuk Seung, inherit the precedents set by their predecessors earlier in 2010 and 2011.

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	Jeon Jun-ho, Choi Yun-seok, Kim Mok-yeon, and Kang Min-ji	Developed new channels of marketing for Camp Asia
	Kim Sungmook, Choi Hyang-li, Cha Ju-young, and Kim Seo-young	Developed a business strategy for Lotus World and surveyed candidate sites for the beauty salon location
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Our sincere gratitude goes out to everyone
who has supported the STP partners

We ask for your continued feedback and support so
that we may put an end to child poverty through
the STP partners we support.



Work Together Foundation × uGET

2017 Smile Together Partnership Impact Report

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