



COMMUNITY SHOP IMPACT ASSESSMENT

Goldthorpe, Barnsley

Understanding the impact of a new social supermarket model in
the UK

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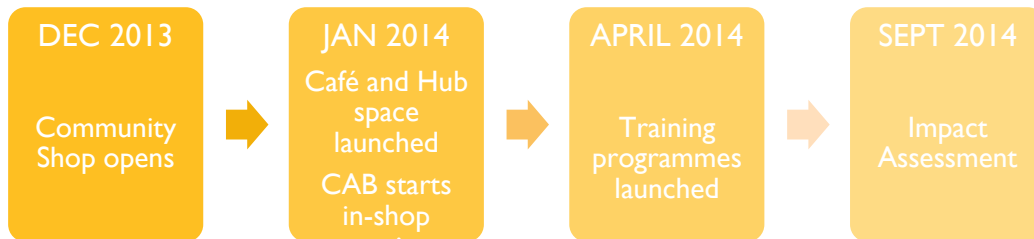
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SECTION I EXECUTIVE SUMMARY

Community Shop was launched in December 2013 to transition people out of food poverty. The shop sells low-cost food (surplus stock from retailers at 30% of RRP) and also provides a low-cost café. From April 2014, the shop started to offer a bespoke, intensive programme of support to enable members to tackle the causes and the consequences of poverty. Local members of the community who are classed as low-income are invited to join Community Shop on a six month membership. This gives them access to food and support services. Once the six months are complete, members are signposted to other services in the locality. The shop has the capacity for approximately 500 members at any one time.

Community Shop estimates that it will turn over £317,000 in food sales in its first year. This represents a saving of £739,667, from RRP for members.

KEY ACTIVITIES



73% felt better off financially after becoming a shop member

The Community Shop Pilot has undertaken the following key activities:

- developing a shop with modern bright design, a café and training facilities
- developing 4 training sessions:
 - ‘Success Plan’ building confidence and employability skills
 - ‘Work works’ giving more tailored employment advice
 - ‘Peer mentoring’ giving members the skills to support others
 - ‘Cook club’ providing training on cooking healthy meals
- delivering over 600 hours of training
- creating partnerships and close working relationships with 23 local organisations

OUTPUTS

Respondents identified the following outputs:

- 500 Members recruited
- 235 people trained
- 22 people recruited as peer mentors
- 22 people back to work
- 9 people taken a formal course to improve skills
- 980 of people indirectly benefited

OUTCOMES

Respondents identified the following outcomes:

- **GREATER FINANCIAL SECURITY**
 - 73% reported that they felt better off financially since the training
 - Barnsley Citizen's Advice Bureau (CAB) report that they have helped 60 members write off a total of £13,200 worth of debt through the satellite CAB service provided in the shop
 - If Community Shop reaches its turnover target of £317,000 in the first year, this would be equivalent to savings on food of £740 per member (assuming 1,000 members over the first 12 months).
- **INCREASED MONTHLY SAVINGS**
 - Trainees reported that they saved, on average, an extra £53 a month
- **MORE SUCCESS IN FINDING WORK**
 - 15% of members who have completed training have been able to access employment. This reflects 4% of the total membership, as training started 4 months after the shop opened
- **HEALTHIER LIVES**
 - 85% reported they made positive healthy changes in their lives including increased physical activity or healthier eating
 - 62% reported greater mental wellbeing due to the incentive to get up and out of the house, speak to people and make friends.
 - 65% reported they now ate more fruit and vegetables
- **MORE CONFIDENCE AND EMPOWERMENT**
 - 92% reported they felt more confident as a result of the training
 - 77% reported that they felt more positive about their future

DOES IT WORK?

Users of the Community Shop Model report significant improvements in areas such as confidence, health and financial stability and some improvements in successfully finding work. Based on member and stakeholder interviews, we believe that the model has been successful for the following reasons:

- The model helps build resilience of individuals
 - In comparison to other services such as Food banks and Fairshare, Community Shop provides a hand-up rather than a hand-out. Community Shop has developed mechanisms such as low-cost food provision, budgeting support, financial advisors and employability support to tackle the underlying causes of poverty. 77% of members reported they now felt more positive about their future, suggesting the model has the capacity to impact longer-term change. This is different to the provisions of emergency handouts. However, it is not yet possible to understand how much of the sense of improved financial wellbeing can be attributed to subsidised food, to empowerment training and to access to services.
 - Charlotte Williams from Station House, a local child care centre for low-income families, reports “it is more holistic than other service providers. She also remembers one of her service users talking to her about the shop:
“It’s bloody brilliant – you get a little bit of extra money and a wide range of choice”.
 - Martin Farran, Executive Director of Adults and Community Services, Barnsley Council describes community shop as a “food ladder” rather than a food bank.
- The model accesses the most disenfranchised individuals
 - Farran notes that Community Shop helps the council identify people they previously couldn't reach. Charlotte Williams says this is because the shop's position in the community builds trust with the members: “so they keep coming back, which is a big problem for other employment services.” Farran

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- explains it's the personal and tailored approach that works which is different from other employment services.
- The Citizens Advice Bureau (CAB) reports that it is able to access more individuals who need support through the weekly CAB service inside the Community Shop. They also report they can access different parts of the community – 61% of members who used their Community Shop service classified themselves as disabled or with long-term health problems. This compares with approximately 30% of service users in the CAB based in Barnsley.
- The model enables and encourages social interaction
 - 62% of members reported that the main reason they came to the shop was to see friends and socialise.
 - Some of the greatest impact was on mental health (65% of members reported mental health benefits) as members saw visiting the shop and speaking to people gave their day more meaning.
- It clusters key services around the cheap food incentive
 - Members are encouraged to visit the Community Shop due to low food prices. However, after their first visit, only 35% of members said they came for the cheap food and reported they were motivated to visit to access support networks.
 - Farran reports that this approach has been so successful that Barnsley Council wants to expand the number of 'wraparound services' linked with the Community Shop that address connected issues such as drug and alcohol abuse.
 - Williams from Station House child care reports that "The community shop is very local and in the community so there is immediately familiarity and trust".
 - Services such as CAB's on-site support in the shop improve accessibility. Users report that they were previously unable to access the CAB since it was too far away.
 - The Success Plan directly tackled some of the biggest blockages to social mobility such as lack of confidence and low self-esteem. Stakeholders report that members may then be better placed to benefit from services that enable them to move up the next rung of the ladder, for example, employment.

The impact assessment identified the following challenges which the model faces:

- Low conversion of people back into work
 - The Community Shop reported that only 22 members (4%) had found new work since becoming a member. However, the percentage of members completing the training who have found work is much higher, standing at 15%. The training has only been running since April and was initially 'opt in', only becoming a condition of membership after early take-up was low. Therefore, its full impact is yet to be felt. It will be important to continue to track successful job-seekers over the coming months. However, many members reported that they were either unavailable for work (due to caring responsibilities or being over retirement age) or did not feel ready to find work (due to depression, worries about impact on income if benefits reduced).
- Lack of financial awareness amongst members
 - 42% of members interviewed were not able to quantify their income and outgoings, despite receiving training.
- 'The poor shop'
 - Members spoke of a persistent view amongst the community, that the Community Shop was a shop for 'poor people/ people on benefits', this is perhaps inevitable when grouping of services to tackle poverty under one roof enhances to enhance accessibility. Local councillors agreed with this but noted that the image of the shop had dramatically improved over a 6 month period. They attributed this to greater understanding about the purpose of the shop (to support low-income families) as opposed to the fear of taking away business from local shops. The Community Shop reported they had spent a large amount of time in the first few months of the shop to build up relationships with local stakeholders in the community.

"It has brought competition to the high street and the retailers have reduced their prices.

This is encouraging people to shop locally. " May Noble, Local Councillor

RECOMMENDATIONS AND NEXT STEPS

The Community Shop has been open for 10 months and has offered training to members for the last six months. In its first three months, the shop team focussed on establishing itself in the local community – gaining support from 23 stakeholders and encouraging new members to join. This impact assessment is a review of the Community Shop's journey in these early stages.

Below we make recommendations for strengthening the impact of the training further, and for measures to improve ongoing impact measurement.

Strengthening the impact of the model

Enhance financial training support

- Extend the financial budgeting training within the Success Plan. 42% of respondents who had attended this training did not understand their income and outgoings.

Extend six month membership provision

- Six months is too short a time to tackle all of the complex challenges that underpin poverty for local members. Community Shop has made real improvements on key areas such as confidence, healthy eating and mental health. To tackle the joblessness issue we would recommend:
 - Extend programme to 1 year to enable greater support in finding work
 - Extend number of wraparound services so members can seamlessly move to other less intensive services or more specialist services after they have graduated from the Community Shop

Develop sustainable community support networks

- 62% of members reported they came to the shop primarily to meet friends and socialise. These support networks were incredibly helpful.
- There is an opportunity to extend the role of peer mentors into the local community, for example, utilising other low-cost cafes in the community to enable Community Shop graduates to share their progress, gain moral support and ask questions.
- This will also enhance long-term community resilience and increase ownership of the community in their own solutions.

Measuring impact

- Gather and hold data on demographics when people become members. Store this data electronically for easy analysis – for example you can fill in the data on excel with the individual during their first interview. Data may include:
 - Name
 - Gender
 - Age range
 - How they heard about the shop
 - Whether they class themselves as disabled or long-term sick
 - Their key barriers to finding a job
 - What they hope to achieve
- Record which courses member attend
- Agree metrics to measure periodically to objectively understand the impact of the training. We would recommend these include:
 - Financial management (budgeting skills, ability to manage debt, how much they save per month)
 - Physical and mental health (current perception of mental and physical health, physical activities done each week, number of home cooked meals per meal)
 - Confidence and empowerment (how in control feel over life, confidence levels, confidence about future)

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- Employment (number who have found employment, confidence about finding work, confidence in carrying out interviews)
- Average shopping basket and average savings per member
- Carry out 'exit interviews' when members leave the programme. Gather information against the key metrics as well as qualitative data about their experience and their proposed next steps. Compare this to data gathered when they first joined e.g. did the experience meet their initial expectations? This session can also be used to signpost the individual to complimentary services.
- Keep in contact with Community Shop alumni, for example 6 months after they have finished, to understand long-term benefits. This work may be carried out by peer mentors either by carrying telephone interviews or focus groups with a sample of alumni. Community Shop could also review the use of mobile surveys to gather a more robust sample of data cheaply and quickly.

We would recommend that if the site does want to carry out a Social Return on Investment (SROI) exercise, that this takes place after the site has been fully running for one year to get accurate data. The SROI should also take into account higher start up costs. The site can use the metrics gathered in this report and the recommendations above to understand how things have changed.

SECTION 2 INTRODUCTION

The Community Shop opened in December 2013. Since then it has opened a low-cost café and developed four training courses to enable members to tackle the causes and the consequences of poverty.

Impactt carried out an impact assessment of the programme in September 2014 to understand the impact of the training on the individuals and their futures.

This report:

- Provides a summary of key findings
- Explains the methodology used to collect the data
- Presents basic demographics of the sample
- Describes findings against key indicators
- Presents 3 worker stories highlighting their hopes, fears and future needs/priorities

SECTION 3 METHODOLOGY AND SAMPLE

Impactt visited Community Shop to assess the impact of the training programme and its projects. We collected data by carrying out quantitative and qualitative interviews.

3.1 Sampling

We selected a sample of members and stakeholders:

Community Shop	
Location	Goldthorpe, Barnsley
Total # of members	500
# workers in and completed success training	235
# members interviewed	26
# peer mentors interviewed	6
# stakeholders interviewed	4

Figure 1: Overview of sample

We spoke to the following stakeholders:

- Martin Farran: Executive Director of Adults and Community Services, Barnsley Council
- May Noble, Councillor for Dearne South ward
- Charlotte Williams, Manager, Station House Child Care Services
- Patrick Heath, Chief Executive Barnsley CAB

3.2 Questionnaire and indicators

Impactt collected impact data through interviews with 26 members, 6 peer mentors and 4 stakeholders through interviews including quantitative and qualitative questions around the following key indicators:

- Demographics
- Health and nutrition
- Jobs and employment
- Education
- Debt and finance

77% of members who took the Success Plan training felt more positive about their future

- Empowerment and self-esteem
- View on quality of service provided

3.3 Data limitations

This research was limited by the following factors:

- Limited time scale. The shop is still in its early stages and there is limited scope for analysing medium term impact. The impacts in this report are based on current members who are still participating in the training. Therefore it cannot identify the long-term benefit and limitations of the model.
- All data was self-reported by participants and cannot be verified. Some participants may over-estimate benefits when talking to others about their experiences. However, overall, all participants felt very that their experience in the shop was positive.
- The sample was self-selected based on people who were willing to speak to the research team. It was more likely that those participants came to the Community Shop more regularly. Therefore it could be these members came more often because they had a more positive experience here or the Community Shop better met their needs.
- The sample had a greater proportion of women than the overall membership, since women seemed to be more willing to talk to the team. Therefore the results may be biased towards the female experience. However, both men and women reported the importance of socialising and accessing support networks.
- There was no baseline data. Participants self-reported the degree of personal change based on their current position. It could be that they over or under-estimated how they felt before the training.
- Only 58% of participants had a full understanding of and visibility of their household income. This meant that many participants were not able to give information on how much money they had saved.
- The data collection does not account for other causal factors. For example people may have also benefited from other local services. Where possible we tried to identify causality.
- Stakeholders were chosen because of their knowledge of the Community Shop and all had been involved in the development of the service. We did not speak to other local businesses. These stakeholders may have a more positive view due to their close involvement in the project.
- We were unable to speak to members who had not used the training services as they did not want to talk. This would be a very useful exercise to understand the barriers to people not attending the training sessions.
- We did not speak to any members who had found work because they were working and therefore not available to talk.

SECTION 4 FINDINGS

Impactt identified the following key impacts of the Community Shop Pilot:

4.1 Greater financial security

73% of trainees reported they felt better off financially due to:

- Savings on the cost of food. Participants reported they saved on average £50.80 per month on food bills
- Reduction in debt. Barnsley CAB report that 60 members were given direct support through a CAB walk-in centre in the Community Shop. The shop provided tailored support to help members write off debt totalling £13,200. They negotiated with creditors to arrange this.
- Better financial management of £226,518 'problem debt' that members were struggling to pay back. CAB reported they provided tailored advice and support such as negotiations with creditors to arrange better payment terms and preventing bailiff action.
- Accessing an additional £6,588 worth of benefits. CAB report they supported up to 60 individuals to access welfare benefits that they were entitled to but were not accessing.

Participants reported they were now able to afford things that were previously out of reach including:

- Filling the petrol tank and taking the family for a day out.
- More clothes for themselves and their children
- Activities for themselves and their children including swimming lessons
- Food, such as M&S biscuits, that they would not have been able to afford otherwise.

"I now manage my money more confidently and feel better each week"

Community Shop Member

4.3 Healthier lives

The majority of members interviewed (85%) reported making positive healthy changes in their lives as a result of the training

Greater mental wellbeing

- 62% reported greater mental wellbeing. For example, members reported that due to the Community Shop, they now had a reason to get up and wash in the morning. The café appeared to serve as a central hub, bringing people together who previously felt isolated and couldn't afford to eat out. Respondents reported feeling less isolated and more valued:

"Mostly I just come here to see everyone and have a chat; the food's great...before we were forgotten"

Community Shop Member

"I felt locked away [at home], but I don't want this to happen again, so [instead] I come here, meet with people"

Community Shop Member

“Before [the Community Shop] I didn’t want to talk to anyone. But since coming here I am interested in people again.”

Community Shop Member suffering from depression

Better awareness of nutrition

- 38% reported that they now had increased awareness of nutrition because of the cooking classes at the Community Shop. They reported they now cooked now at home

“I’ve lost a stone in weight and I’m taking better care of myself”

Member, Community Shop

- Over two thirds of members reported that they already knew about nutrition before the training. They saw the biggest impact in terms of health was their ability to access more nutritious food. Previously they hadn’t been able to afford items in bulk such as meat and vegetables.
- However the popularity of these foods in the Community Shop also proved to be a source of frustration to members, as they felt the shop regularly ran out so they ‘couldn’t plan meals effectively.

4.4 More confident and empowered

The vast majority felt (92%) felt more confident due to:

- Training on self-esteem. Participants reported that the first session in the Community Shop Success Plan entitled ‘me, myself and I’ really helped them view themselves differently:

‘Now I can speak, and I know how to hold myself. It’s given me a voice’

Member, Community Shop

“I am getting more confident, but if you keep getting knocked there’s only so much you can take, but I come here, and I know that people care’.

Member, Community Shop

“I’ve met so many people who are in exactly the same situation; I know I’m normal now”.

Member, Community Shop

- Connecting with others. The majority of members (62%) report using the Community Shop first and foremost as a hub for meeting other people. Although participants reported they originally used the shop for the cheap food they said that they kept coming back because of the support networks they made whilst using the shop and the services.

77% of members felt more confident about the future:

- Members reported being more confident in their ability to exercise control over their lives. 62% of participants felt they had more control over their lives since they took part in the Success Plan training programme. The programme focussed on growing the confidence of the participants so they could understand their own potential.
- Members reported that they felt more confident due to the employability training including practical support on improving CVs and interview practice. This enabled participants to see that it was possible for them to find

work either with their current skills and experience or with further training. However, many participants felt that getting a job was something far off in the future and there were still a lot of barriers to overcome.

4.5 Some impact on confidence to find work

22 people were able to find a job after the training:

- Just less than half of members (47%, 235 out of 500) have been through the training programme which started in April, 4 months after the shop opened.
- Of those that found work, 82% (18 out of 22) has been through the Success Plan training including support on writing CVs and interview practice. The remaining 18% (4) had seen job opportunities in the Shop and were highly self-motivated.
- 5 individuals set up their own businesses through the training programme Work Works. Members report that they received tailored support and advice to develop business plans and organise budgets and marketing.

BUILDING A BUSINESS: BURGERS FOR THE COMMUNITY

David has been visiting Community Shop since February. After taking part in the Work Works programme he was given tailored support and advice to set up a business with a group of Shop Members including his partner, Sarah. Together they developed a business concept to use surplus beef from the shop to produce and sell burgers.

The group carried out research to find a trailer and bought all the cooking utensils online. The group did their own costings with the support of the Shop and drew up the prices and the menus. They made their own business plan and will start with two paid workers. The business goes live on the 6th October.

“We are hoping to scale the project up and apply for business funding into the future and benefit the community.”

Participants had a complex and uneasy relationship with finding work and felt there were many more barriers to overcome. These included

“I want to work but I’m not ready for it yet....”

Member, Community Shop

“If I get a job I will have a problem paying my rent. We will lose our home.”

Member, Community Shop

Only 30% of members felt confident that they would find work in the future

- Respondents reporting confidence said that this was because they got support to build up their CV and interview skills
- A higher proportion of peer mentors (60%) than members felt more confident they would find a job due to the training opportunities from the Shop.
- The vast majority (70%) of members did not feel more confident to find work. This was because:
 - *Impact on income.* Many members reported that their income would actually go down if they started work as this would impact benefits. Councillor May Noble confirmed the challenge of finding permanent work that would bring in enough income. Martin Farran reported it was difficult

for many individuals to find longer-term work and many people found themselves in a cycle of finding short-term but then having to re-apply for benefits at the end of the contract. This causes gaps in income.

- *Barriers to work.* Some respondents had other responsibilities such as looking after a family member with a disability or child care which made it hard to seek work. Councillor May Noble also reported that high transport costs were also a barrier for enabling people back into work.
- *Psychological barriers to work.* Many respondents had been out of work for some time and had a history of illnesses such as depression. Although the training had started to impact on this sense of hopelessness – participants reflected it was a long journey and not a quick fix.

4.7 COMMUNITY BENEFITS

Due to the limited amount of time that the Community Shop has been fully operational, there was limited opportunity to understand the full impact on the local community. In order to gather this data we would recommend tracking success stories to understand how sustainable the impacts are and its impact on community resilience.

Through our interviews with members, Impactt identified the following initial community benefits:

Greater social cohesion

- Members reported they felt a greater sense of belonging in the community as the shop served as a central place to meet and talk
- Members also reported the importance of developing a support network with people who face similar challenges. This acted as an enabler to help them move forward.

“This place is so much more than bricks and mortar. It’s about the community – before we had nothing but now people have somewhere to go, something to do! We can come here, have a chat and feel part of something.”

Community Shop Member

Charlotte Williams from Station House Child Care Services commented on the potential for graduates from the Success training plan to engage more in the wider community outside the shop, for example through:

Greater links between services

- Enabling services to support hard-to-reach individuals. The Citizens Advice Bureau has set up a weekly outreach service in the Community Shop café. The nearest CAB is too far for people to travel to. Members make appointments and receive financial support and advice. Patrick Heath from CAB reports this service has enables them to reach people they couldn’t before.
- Teamwork between different services. Charlotte Williams from Station House, a local child care service for low-income parents, reports that she can now sign-post parents to the Community Shop to provide them with tailored support. If they are nervous about going to the shop, she can set up personal meetings with the shop organisers to enable her clients to feel comfortable.

“When people come back from the community shop they are buzzing and they feel spurred on to find out about the other things that they can get involved in. “

Charlotte Williams, Station House

SECTION 5 CASE STUDIES

Case Study 1: John¹

John is in his mid forties. He is single and lives with his mum in Goldthorpe. John is former drug user and has been in and out of prison since he came out for school. He has been coming to the community shop for about 1 month. He got very little support in prison. Before the Community Shop he says 'there [was] nothing around here to help people! Nothing!'

He first started coming to the shop 1 month ago, after hearing about it from his sister who was unemployed. He was nervous before he first came, and worried that people would judge him and his past. He didn't speak to anyone at first.

Since coming to the community shop John has changed his attitude to his life. He has started to feel better about himself. Since coming to the community shop he now cares about his life a lot more and takes care of his appearance and personal hygiene.

He can't do most of the jobs recommended by the job centre because he's has health issues. He loves driving and would like to own his own car business or a scrap yard. At the moment he's learning business skills through the 'Work-Works' programme. He's learnt how to write a business plan, how to perform well in an interview and how to speak to others and communicate.

He says the biggest challenge is overcoming the stigma attached to the Community shop. He says that many people often don't want to come because they're embarrassed, because they call it 'the poor shop'.

John says he's enthusiastic about the future and 'everybody deserves a second chance'.

Case Study 2: Lisa

Lisa is a single mother and lives with her four children in Goldthorpe. She had to leave school when she became pregnant and wasn't able to finish her education. She has been coming to the community shop since January 2014.

She heard about the shop from her key worker, and came to check it out. She says she wants to get back into education to support her children and her family. She has done the success course and hopes to become a 'peer mentor'. She says 'I feel so much more confident, and I've got loads of help on how to write a CV'. She plans to go back to college to get her NVQ peer mentoring qualification.

She says she comes to the shop to see people and talk. She really likes the food in the cafe. With the savings from the shop she is proud she can now go out for dinner with her children at the weekend.

She notes it has a big impact on the community; "before we would walk down the street and not know anybody, but now things have changed."

Case Study 3: Jennifer

Jennifer has been visiting the community shop for about one month and lives locally with her child. Jennifer worked all her life, but left her job suddenly when she had a breakdown. It left her feeling very low. Since joining the Community Shop she is starting to feel better about herself again. She comes three times a week and has made friends, giving her a new support network.

It has given her a reason to get out the bed and leave the house – "the shop is helping me build me life back up". Jennifer has also saved money through the discounted food and has bought members to the local leisure centre with the savings. She now goes swimming every day.

¹ All names have been changed

She would like to get back into work but is taking each day at a time. “I am getting more confident, but if you keep getting knocked there’s only so much you can take, but I come here, and I know that people care’.

Case Study 4: Lindsey

Lindsey lives locally in Goldthorpe. She was too nervous to come into the shop when she first saw it, but the shop manager found her outside and persuaded her to come in.

Six months ago, Lindsey reports, she couldn’t speak to anyone as she found it too hard. She previously got support on a youth employability scheme and got work at a local supermarket. The store then closed and she lost her job. This had a huge impact on Lindsey’s life and her confidence. She fell into depression and wasn’t able to find work.

Now, after visiting the shop and taking part in the Success Plan training, she feels a lot better in herself. She recalls how she wasn’t able to make one of the training sessions so she wrote the shop manager a letter to apologise. Instantly the shop manager rang her to check if she was alright. Nobody had ever done that before.

Not only has she attended the training, but she has met lots of new friends. She would now like to get back into work and feels positive about the future.



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