



# Enterprise 100

## (Educating & Empowering 100 Vulnerable Young Women)

### Kindled Spirit Project Funding Proposal

#### **Funding Ratio = 102%**

The Enterprise 100 Project Profile on maanch.com states our funding ratio is 1360%. Please be aware the current technical functionality of the platform only permits the income of the UK charity to be included in the calculation. With the permission of Maanch, we are permitted to inform you that were we to include the income of our partner, the ratio = 102%.

#### **The Problem**

Sadly, across the world we have seen an increase in abuse against vulnerable girls and young women. This can take the form of domestic abuse, forced marriages and human trafficking. It is estimated that a third of women will have experienced physical and sexual violence, mostly at the hands of their partner. The illegal trade in humans is second only to the drugs trade in terms of profitability; it is worth an estimated \$100bn per annum, more than the profits of Nike, Intel, Google, Microsoft and Starbucks combined. The impact on the women is immense, leading to physical and mental health issues, including anxiety, depression, emotional distress and eating disorders.

The city of Mumbai is the destination of many thousands of young women and girls who are trafficked against their will into abusive situations. Without the ability to earn money through legitimate employment, this leaves them vulnerable to on-going abuse. This project sets out to break the cycle of poverty and abuse through **EDUCATION** and **EMPOWERS** the girls to lead an independent, meaningful life.

#### **About Kindled Spirit – UK Registered Charity**

Kindled Spirit dedicates its work to support, educate, counsel and empower young female victims of abuse through our partner in Mumbai. Due to the heritage of Kindled Spirit, our current focus is India. We currently partner with Kshamata a charity based in Mumbai, who support our goals and objectives and the great work that they do. We will provide external governance to the project, give our experience of project management gained working in the corporate sector.

#### **About Kshamata – Indian Registered Charity**

Kshamata was founded in 2011 by Bharathy Tahiliani; a professional social worker whose area covered the red-light district of Mumbai. After she rescued the same girl 3 times from brothels in the city, she realised the existing government support model was broken and decided to act. The support model developed by Kshamata is known as the three-stage model; ENGAGE, EQUIP, EMPOWER. It provides a long-term, sustainable solution - this is described in more detail later in this document. Through their residential model and outreach programme, they have touched the lives of over 850 girls.

Kshamata has now increased its reach to support the victims of domestic abuse and other vulnerable young women.

Kshamata's *mission* is to create an enabling environment to empower vulnerable young women who have been faced with abusive and exploitative situations. Enabling them to become respected, productive and earning citizens, by providing on-going care, counselling, life skills education, job readiness and appropriate vocational training and placement. In addition, facilitating the move to independent living and continued follow up support for reintegration in society.

### **Kshamata Support Initiatives**

Kshamata has a number of initiatives to support young women:

1. The in-house model developed by Kshamata and known as the three-stage model; ENGAGE – EQUIP – EMPOWER. This model was developed by Bharathy Tahiliani and is now of interest to other, larger NGO's - a model they can adopt.
2. An outreach programme (off-site in government care / shelter homes) that contain all aspects of the in-house model, adapted for non-residential recipients.
3. A social enterprise scheme, known as ***Kshamata Unlimited***. Kshamata's social enterprise initiative aims at providing a sheltered employment approach to selected women prior to their independent placement. In addition, it also provides employment in a safe environment for some women who might struggle in the external job market. The process enables women to 'earn-and-learn', at the same time providing a space to develop work ethics. The programme is run from Kshamata Transformation Centre (KTC) and engages with women from various shelter homes and vulnerable communities across Mumbai and Thane. The work largely consists of craft making e.g. cloth bags, garment embroidery and jewellery production, however should the expansion proceed training in 3D printing and production will also be available to the girls.

The enterprise has multiple benefits:

- a. The girls are taught a skill which is transferrable and would provide an alternative method of earning an income thereby breaking the cycle of poverty, exploitation and vulnerability
- b. Having to undertake the work each day, teaches a level of discipline, important in a work environment
- c. The products are of good quality: the Kshamata social enterprise initiative has earned an enviable reputation for producing high quality products on time and to cost which results in a number of repeat orders. This is largely due to the attention to detail in setting up the initiative and the professional staff employed to run the operation. This on-going demand for products teaches the girls the importance of time-management, commitment to timescales, quality control and team work.
- d. Given the tangible outcome of the products, this provides a healthy, positive environment for the girls leading to an increase in confidence and self-esteem.
- e. The surplus funds are re-invested into the social enterprise to develop further products, a great example being the production of quality COVID19 masks, of which there has been high demand.

In November 2020, Kshamata were approached by a large Indian corporate who operate their own CSR social enterprise programme to train their staff and operatives, true recognition of their good work.

## Engage, Equip, Empower – The model in more detail

As previously mentioned, Bharathy decided to set-up Kshamata, with the sole aim of providing vulnerable women with trauma counselling, life skills training, vocational training and a lot of 'Tender Loving Care'. This approach allows the girls in the care of Kshamata to bond and to re-build their lives and branch out into flat-shares – giving the girls freedom, empowerment and independence. The support model developed by Bharathy is known as the three-stage model; for each girl, it provides a long-term, sustainable solution.



The characteristics of the model are:

- Holistic and integrated approach
- Tailor made for each girl
- Contextual and locally developed
- Long-term, self-sustainable outcome
- Gradual exit – gradual withdrawing of support

Each girl being supported by Kshamata is unique and is treated as such, therefore there is no prescribed time limit on rehabilitation, but typically the support process takes 15 – 18 months. The overall 'end game' is to provide an environment where traumatised girls can re-build their lives and go on to be integrated into society in Mumbai and live a truly independent life, brimming with confidence and self-esteem. Young girls who have been supported by Kshamata have been employed in retail, banking, catering, policing and even a taxi driver and continue to enjoy freedom and empowerment.

## Overall Impact & Successes

The immediate impact the girls experience as a result of Kshamata intervention is the feeling of safety, compassion and aspiration, they also participate in developing their rehabilitation plan. Successes to date include:

- Over 850 girls have been engaged long-term in the Kshamata rehabilitation programme, either residentially or through government care homes.
- More than 160 women now have sustainable livelihoods, supporting independent living for themselves.
- Over 200 girls have been taught English, increasing their job prospects and remuneration packages.
- Circa 100 girls have been trained in computer literacy.
- Kshamata has formed over 15 group stay units where a number of girls live together in a private dwelling, sharing residential space and house-hold expenses.
- 30 girls live completely separate lives with friends, un-supported by Kshamata – 10 of these girls have since married.

Successes continued:

- Over 200 girls have been involved with Kshamata's in-house social enterprise, where they undertake the manufacturing of products, oversee the sales and administration. They learn the full cycle of small business management.
- A number of girls have been and are being developed as stakeholders and leaders in the rehabilitation programme. The aim is to encourage the girls to take over running the programme. Some have become trainers, training women and girls in the government shelter homes where Kshamata are engaged.
- Kshamata has facilitated the return of circa 50 girls to their homeland of Bangladesh.
- Due to the nature of abuse, health care is provided, with regular checks and hospital referrals if necessary.

### **Enterprise 100 – Project Details**

Enterprise 100 is our main fund-raising project for 2021. The project centres on the expansion of the social enterprise initiative by moving into new premises and upscaling production capacity. The project will enable 1) circa 100 young women each year to be trained in fulfilling work ready for the external job market 2) the charity to become financially self-sufficient within the first 12-18 months of full production 3) more, much needed, space to be available within the existing residential centre.

The social enterprise scheme is known as ***Kshamata Unlimited***. It is an integral part of the comprehensive rehabilitation programme run by Kshamata. Another important aspect of the enterprise is providing a safe environment where the girls can be given 'job readiness' training including time management, commitment / delivering to deadlines, team work and work place behavioural discipline. In addition, it also provides long-term employment in a safe environment for some women who might struggle in the external job market - all the women benefit from the 'earn-and-learn' approach. Kshamata Unlimited is recognised as a provider of quality products and therefore there is a ready market for their items, successful sales to date have demonstrated that. Given their experience, the team have established which production lines sell well and provide the best training platform. As a result, the enterprise will focus on three areas 1) Tailoring 2) Jewellery Making 3) 3D Printing and Gifting.

The funds will be used for:

- Renting and refurbishing new premises
- Provision of new production machinery; sewing machines, computers, printers etc.
- Experienced staff and trainers
- Run costs of the facility for year one
- Stipends for the young women

It should be noted that the building is located in a commercial area of Thane, Mumbai and therefore should the identified building be rented by another third party before the project funds have been generated, there are alternative, similar sized / condition properties available.

We are seeking donations and grants from personal donors, trusts / foundations and CSR initiatives.

## **Activities**

The building that has been identified will need refurbishment to make it a safe and good place to work. Estimates for the work have been received and form part of the overall budget for this project. Quotes for other items including sewing machines, printers and laptops have been obtained separately.

### **The key activities for this project are as follows:**

1. Identify building – complete
2. Obtain quotes for refurbishment – complete
3. Obtain funding to secure building – in progress
4. Undertake refurbishment - TBC
5. Recruit Centre Head & Trainer – TBC
6. Fit out centre – TBC
7. Identify workers – TBC
8. Centre Opening – TBC
9. Commence Training - TBC

Once funding is received, the plan will take 3 months to implement. Please see Appendix A for a high-level implementation plan. The new building will be set-up into three production areas and a centre office. Each of the units will be set-up as follows:

## **Tailoring**

The objectives as follows:

- i. To strengthen the tailoring unit and increase its capacity
- ii. To develop it as a sustainable unit, employing 10 women on a sustainable basis
- iii. To train 60 women in advanced tailoring and designing

Young women will be assessed and selected by the project coordinators from the KTC team. Women released from the shelter homes will also be given an equal opportunity to participate. Those who have an interest, willingness and learning aptitude will be selected for the training. Two groups of 15-20 women will be supervised by the master trainer/department head.

The first aim of the intervention is to provide sustainable employment to women; Kshamata plans to provide work and incomes for 8 women regularly. The unit would need a period of one year to reach break-even, and until then the initiative needs support in terms of regular running costs – materials, salaries, consumables, maintenance and repairs, transport and conveyance, utility costs, etc. It is important at this point to understand that the intervention would also need close coordination and monitoring, and that would include costs for an Enterprise Manager, Trainers / Production Supervisors, and Coordinators. It is expected that the rise in sales turnover will enable Kshamata Unlimited to pay for the on-going running costs at the end of year one or thereabouts.

The second aim is to train a larger number of women, so that there is a pool of qualified women from whom Kshamata can engage. The training will typically be for a duration of six months (three months prescriptive training and three months on-the-job training), it is planned that Kshamata will train women in 2 groups during the year. Sewing machines for training are already available with Kshamata at KTC and additional machines will be required, but maybe obtained through other sources. Costs for training will include training material – raw materials, reading materials, notebooks, pens, consumables, maintenance costs for training machines and stipend for some of the women to cover their daily travel costs.

## **Jewellery Making**

The objectives as follows:

- iv. To strengthen the fashion jewellery unit and increase its capacity
- v. To design and produce jewellery for various market segments
- vi. Have a special focus on eco-friendly jewellery through upcycling and recycling in the coming years
- vii. To train 25 women in fashion jewellery making
- viii. To employ 3 women on a sustainable basis

The training approach will be similar to that outlined for tailoring.

## **3D Printing and Gifting**

3D printing is also known as Rapid Prototyping, 'RPD' or additive manufacturing. 3D printing is a term that applies to several digital manufacturing processes that 'layer by layer' build objects designed on computers using CAD. Around 80% of jewellery is produced using a CAD or CAM process. Within Mumbai, these skills are highly valued and in great demand. Starting salaries are around Rs.8,000 increasing rapidly with experience, up to Rs.25,000 - 30,000 with continued study. A highly experienced practitioner can expect to earn up to Rs.60,000.

The objectives as follows:

- ix. To broaden opportunities for disadvantaged women, providing a more aspirational alternative to existing vocational training programs
- x. To provide 3D printing training through the 3-month long foundation programme
- xi. To 'handhold' the women into employment and continue to provide training and support until they are settled.

The training approach will be similar to that outlined for tailoring, however due to the nature of the work there are additional aspects to consider:

- xii. Targeting the local Mumbai job market to employ and train 2 key roles: Designer & Machine Operator.
- xiii. Kshamata will work to select potential candidates for the foundation programme. Performance and attendance will be assessed during the foundation programme to select the final 15 to begin the advanced training.
- xiv. The selected women will be trained in Digital Literacy, English and CAD training.
- xv. Paid internship will be provided post training at the enterprise or other employers for on the job training. Stipend of Rs.2000 per month will be given to encourage them to complete the course and to cover their travel & other necessary expenses.
- xvi. 3-6 months advanced training from the 3D partners with accreditation on completion and ready for employment.

The 3D printers are being supplied by a UK business as part of their support initiative to Kshamata.

## Impact of Social Enterprise Expansion

Below are listed some of the expected impact and success factors:

- The number of skilled workers increases in the city, the cost of government social care reduces and companies are able to fulfil their corporate social responsibility agendas. In addition, the girls are more empowered, become positive contributors to society and the long-term vulnerability of women reduces.
- In the first year circa 100 girls will go on to be trained and prepared to enter into the Mumbai working community in whatever vocation they have chosen. They will lead an independent, healthy, respectful life, become financially self-sufficient and their self-esteem and confidence will rise. In addition, the training will lead to the girls being able to benefit from alternative livelihood options and the ability to increase their earning potential as their career progresses.
- The medium to long term aim is for the social enterprise initiative to fund part, if not all of Kshamata's running costs, this can only be achieved by scaling production and marketing.
- Residential space at the skills development centre will increase enabling Kshamata to support more vulnerable young women.
- Members of the Thane community are involved by raising the awareness of the production output from the social enterprise initiative, effectively marketing the products
- Provides a sustainable livelihood for vulnerable women who may not otherwise have opportunities in the general job market

## Social Enterprise Expansion Costs

The table below is a summary of costs for all the refurbishment, running costs, additional machinery and staff wages. This represents the Total Project Costs and includes Capital Expenditure (CAPEX) and Operational Expenditure (OPEX). The overall cost of the projects is £129,870 or \$178,124 at current exchange rate of £1 = \$1.37.

The detail behind the summary table can be found in Appendix B.

	Kshamata Social Enterprise - Budget Summary		
	INR	£	\$
<b>CAPEX</b>			
Total Building Refurbishment	1200000	12,000	16,459
Other Costs	969000	9,690	13,290
<b>TOTAL CAPEX</b>	<b>2169000</b>	<b>21,690</b>	<b>29,749</b>
<b>OPEX - Annual Run Costs</b>			
Total Premise Run Costs	2590000	25,900	35,523
Total Shared Staff Costs	1620000	16,200	22,219
Total Other Shared Costs	440000	4,400	6,035
Total Tailoring Unit	2810000	28,100	38,541
Total Jewelry Unit	1130000	11,300	15,499
Total 3D Printing & Gifting Unit	1478000	14,780	20,272
Project Administration Costs	700000	7,000	9,601
<b>Total OPEX Annual Run Costs</b>	<b>10768000</b>	<b>107,680</b>	<b>147,689</b>
Relocation Costs - one time	50000	500	686
<b>Total OPEX Costs</b>	<b>10818000</b>	<b>108,180</b>	<b>148,375</b>
<b>TOTAL BUDGET</b>	<b>12987000</b>	<b>129,870</b>	<b>178,124</b>

### Appendix A – Enterprise 100 High Level Implementation Plan

	<b>Enterprise 100 - High Level Implementation Plan</b>												
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13
<b>Activities</b>													
Funding Received													
Refurbish Building													
Recruit Trainers and Centre Head													
Order New Equipment & Furniture													
Lift & Shift Existing Equipment													
Fit Out Centre													
Identify Trainees													
Centre Opening													

### Appendix B - Social Enterprise Expansion Costs

	Kshamata Social Enterprise - Upscaling Budget		
	INR	£	\$
<b>CAPEX</b>			
<b>Building Refurbishing Costs</b>			
Carpentry & Materials	350000	3,500	4,800
Electrical & Materials	200000	2,000	2,743
Plumbing & Materials	100000	1,000	1,372
Painting	200000	2,000	2,743
Masonry	200000	2,000	2,743
CCTV - 12 cameras	80000	800	1,097
Air Conditioning	70000	700	960
<b>Total Refurbishment Costs</b>	<b>1200000</b>	<b>12,000</b>	<b>16,459</b>
<b>Other Costs</b>			
Furniture	150000	1,500	2,057
Sewing Machines	100000	1,000	1,372
Fans	30000	300	411
Lights	20000	200	274
Fridge	30000	300	411
Vacuum Cleaner	15000	150	206
Microwave	13000	130	178
Electric Kettle	1000	10	14
Water Purifier	10000	100	137
Scooter	50000	500	686
Laptops	400000	4,000	5,486
Desktops	100000	1,000	1,372
Printer / Copier	50000	500	686
<b>Total Other CAPEX</b>	<b>969000</b>	<b>9,690</b>	<b>13,290</b>
<b>TOTAL CAPEX</b>	<b>2169000</b>	<b>21,690</b>	<b>29,749</b>

**Appendix B continued**

<b>Relocation Costs - one time</b>	<b>Kshamata Social Enterprise - Upscaling Budget</b>		
Transport	30000	300	411
Labour	10000	100	137
Lease Registration (one time)	10000	100	137
<b>Total Relocation Costs</b>	<b>50000</b>	<b>500</b>	<b>686</b>
<b>Premise Run Costs - 12 months</b>			
Rent	1500000	15,000	20,573
Electricity	240000	2,400	3,292
Water	50000	500	686
Repair & Maintenance	100000	1,000	1,372
Deposit (refundable)	700000	7,000	9,601
<b>Total Premise Run Costs</b>	<b>2590000</b>	<b>25,900</b>	<b>35,523</b>
<b>Shared Staff Costs</b>			
Enterprise Head	720000	7,200	9,875
Job Readiness Trainer	360000	3,600	4,938
Housekeeper	120000	1,200	1,646
Security Guard	180000	1,800	2,469
Sales Team	240000	2,400	3,292
<b>Total Shared Staff Costs</b>	<b>1620000</b>	<b>16200</b>	<b>22,219</b>
<b>Other Shared Costs</b>			
Hygiene & Sanitation Material	60000	600	823
Branding & Marketing	200000	2,000	2,743
Packaging & Shipping	120000	1,200	1,646
Scooter Fuel	60000	600	823
<b>Total Other Shared Costs</b>	<b>440000</b>	<b>4,400</b>	<b>6,035</b>

**Appendix B continued**

	<b>Kshamata Social Enterprise - Upscaling Budget</b>		
<b>Tailoring Unit</b>			
Production Supervisor	360000	3,600	4,938
Designers	50000	500	686
Production Personnel - 10	1440000	14,400	19,750
Stipend For 60 Girls	720000	7,200	9,875
Materials - Fabric / Needles / Thread etc	240000	2,400	3,292
<b>Total Tailoring Unit</b>	<b>2810000</b>	<b>28,100</b>	<b>33,603</b>
<b>Jewellery Unit</b>			
Production Supervisor	300000	3,000	4,115
Designers	50000	500	686
Production Personnel - 3	360000	3,600	4,938
Stipend For 25 Girls	300000	3,000	4,115
Materials - various	120000	1,200	1,646
<b>Total Jewelry Unit</b>	<b>1130000</b>	<b>11,300</b>	<b>15,499</b>
<b>3D Printing &amp; Gifting Unit</b>			
Production Supervisor	360000	3,600	4,938
Technical Expert	50000	500	686
Production Personnel - 2	288000	2,880	3,950
Stipend For 15 Girls	180000	1,800	2,469
Materials - various	600000	6,000	8,229
<b>Total 3D Printing &amp; Gifting Unit</b>	<b>1478000</b>	<b>14,780</b>	<b>20,272</b>
Project Administration Costs	700000	7,000	9,601
<b>Total Run Costs</b>	<b>10768000</b>	<b>107,680</b>	<b>147,689</b>

**Appendix B continued**

<b>Kshamata Social Enterprise - Budget Summary</b>			
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<b>Total Removal Costs</b>	50000	500	686
<b>Total OPEX</b>	<b>10818000</b>	<b>108,180</b>	<b>148,375</b>
<b>Total CAPEX</b>	<b>2169000</b>	<b>21,690</b>	<b>29,749</b>
<b>TOTAL BUDGET</b>	<b>12987000</b>	<b>129,870</b>	<b>178,124</b>

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