

Post-Arrival Business Training for the ERRIN-SRA Project



Progress Report

This reports covers the first and second batch from 21-29 June, and 10-19 August, 2020

Submitted to: ERRIN-SRA

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Executive Summary

This report outlines the successful completion of the first and second batches of the Post-Arrival Business Training for the ERRIN-SRA Project, completed on June 29th and August 19th, 2020, respectively, at the Afghanistan Center for Excellence (ACE) in Kabul. The goals of the training project are to:

- a) address returnees' post-arrival psychosocial anxiety,
- b) increase returnees' market understanding, and
- c) improve the skills required to set up a micro business.

In total over the first and second batches of this project, 33 male returnees participated in a two-day psycho-social workshop and a six-day business development training. In the training sessions all the necessary psychosocial and business development toolkits and modules were provided. Upon completion of the business development training, all participants developed and finalized a comprehensive business plan for a small, local business they wished to start.

Specific results are as follows:

Psychosocial Achievements – Batch 1 and 2:

- During Batch 1, beneficiary scores on the psychosocial assessment improved by an average of 0.6 points per question between pre- and post-test.
- During Batch 2, beneficiary scores on the psychosocial assessment improved by an average of 1.2 points per question between pre- and post-test.
- These results indicating that the post-arrival psychosocial anxiety of both batches of beneficiaries decreased as a result of the workshop.
- Additionally, the Batch 2 workshop may have been more effective at decreasing beneficiary psychosocial anxiety, as the Batch 2 psychosocial assessment scores improved by double that of Batch 1 (from a 0.6 point improvement in Batch 1 to a 1.2 point improvement in Batch 2). This is a positive indication that the changes ACE made to the workshop between Batch 1 and 2 were effective.

Psychosocial Suggestions:

- Make the training less explicitly “psychosocial”
- Develop and launch a returnee network/support group
- Incorporate a psychosocial approach into regular reintegration service delivery
- Start long-term follow up and support, both psychosocial and business-related

Business Development Achievements – Batch 1 and 2:

- In Batch 1, beneficiary scores on the post-test (business plan) exhibited a 37-percentage point increase on average, going from a 24% average on their pre-tests to a 61% average on their post-test/business plan.
- In Batch 2, beneficiary scores on the post-test (business plan) exhibited a 43-percentage point increase on average, going from a 26% average on their pre-tests to a 69% average on their post-test/business plan.
- The dramatic increase in post-test scores for both batches demonstrates the increase in returnee participants' business development knowledge and capacity, including increased market understanding and improved skills required to set up a micro-business.

Business Development Suggestions:

- Develop a dedicated pre- and post-test
- Launch an inquiry into discrepancies between returnee business ideas in this training and those in their ERRIN Reintegratoin Plan
- Work with returnees to develop realistic Business Plans
- Work with ERRIN SRA and SMA to determine the BD approach for Batch 3 and 4 of the project

For more details on the above results, see the “Output Accomplishment: Project Objectives” section on page 10 of this report.

Background

The European Return and Reintegration Network (ERRIN) is a joint initiative of 15 EU Member States and Associated Countries, the European Border and Coast Guard Agency / FRONTEX and the European Commission. The objective of the network is to facilitate the return & reintegration of third country nationals to their countries of origin through the development and implementation of joint projects. ERRIN is funded by the European Commission, the Directorate General for Migration and Home Affairs (DG HOME) and 15 Member States. The Netherlands (Ministry of Justice and Security, Return & Departure Service) is the leading partner in this project, taking overall operational and financial responsibility. The International Centre for Migration Policy Development (ICMPD) is the implementing partner of the initiative, providing horizontal support including procurement of services. The ERRIN Programme Management Unit (PMU) is based in Brussels.

The Swedish Migration Agency (SMA) is a Swedish national authority under the Ministry of Justice responsible for the implementation of the national migration and asylum policy. SMA is responsible for the national application process from people who want to visit SE, take up permanent or temporary residence in SE, seek protection from persecution or become Swedish citizens. The SMA is also responsible for reception and in some cases accommodation for asylum seekers, decision making in cases concerning quota refugees as well as assisting in voluntary returns and repatriation. The SMA is the NCP in the ERRIN program and also handle the national applications process for reintegration assistance.

The pilot project Sustainable Reintegration in Afghanistan (SRA) was co-developed between the Swedish Migration Agency (SMA) and ERRIN. The core activity of the project is to develop and test a targeted and structured post-arrival assistance in the form of specialised business training to persons returning to Afghanistan. This training was carried out by the Afghanistan Center for Excellence (ACE), due to their capacity and expertise in return and reintegration through the ERRIN programme and in training, capacity building, and business development.

The overall objective of this assignment is to, together with the guidance of SMA and ERRIN, develop and carry out training activities in Afghanistan for a maximum of 100 returnees from member states participating in the ERRIN program. The training sessions aim to address the post-arrival psychosocial anxiety amongst returnees, to increase their market understanding and improve the skills required to set up a micro-business. The training sessions were carried out in Kabul, in a group session.

Project Implementation and Results

Creating a business mindset can be a difficult process for Afghan returnees, particularly those without prior education and training in business development subjects. During the standard ERRIN reintegration process, returnees receive information from ACE reintegration counselors on the various businesses they may start with their ERRIN entitlement. However, the structure of the current reintegration programme is such that returnees are not very engaged in learning about, researching, and designing their own business plan. Due to the short timeline of the reintegration process, the volume of returnees per reintegration counselor, and the lack of educational background of returnees, returnee business plans under the standard ERRIN programme are mostly developed by ACE reintegration counselors with limited input (choosing a business idea) from returnees themselves.

Additionally, after undergoing multiple traumas, returnees often return to Afghanistan with a high level of post-arrival anxiety. This anxiety can be difficult to address and treat in the course of traditional and current ERRIN reintegration assistance.

The purpose, then, of conducting this training as a pilot project for returnees under the ERRIN programme was to experiment with ways to involve returnees more in the crafting of their own business plans. This would also include guiding, encouraging, and motivating returnees to start and run more successful and sustainable businesses with little capital and prior experience. Additionally, the purpose of this project is to experiment with new ways to address and alleviate the post-arrival psychosocial anxiety of returnees.

Project Main Activity:

Develop and carry out training activities in Afghanistan for a maximum of 100 returnees from member states participating in the ERRIN program.

Project Desired Outputs for Returnee Participants:

1. Address their post-arrival psychosocial anxiety
2. Increase their market understanding
3. Improve the skills required to set up a micro-business

I. Activity Accomplishment: Overall Project Implementation

Batch 1:

a. Activity 1: Selecting Beneficiaries

Prior to recruiting returnees to participate in Batch 1 of this training project, there were multiple discussions between ACE, the SMA, and ERRIN SRA regarding beneficiary

selection. SMA originally requested that all project participants be Swedish returnees who have not yet drafted their official ERRIN business/reintegration plan with ACE's reintegration counsellors. Upon further discussions, it was agreed by all parties to include returnees from any EU member states, so long as they were returning under the ERRIN programme.

Regarding business plans, because the business plan section of the official ERRIN reintegration plan is somewhat limited (for example, it does not include a staffing plan, marketing plan, etc.), it was agreed that for Batch 1 the ACE team could pilot accepting returnees who had already finalized their official ERRIN business/reintegration plans. During the training, rather than drafting business plans from scratch, returnees would instead develop, add to, and improve their finalized business plans (such as adding a marketing and staffing plan section) and/or create new plans if necessary/desired by the returnee.

The ACE team also aimed to hold separate classes for speakers of Dari and Pashto, so for example Batch 1 would be only Dari speakers and Batch 2 would be only Pashto speakers. However, it became clear during beneficiary recruitment and selection that due to low numbers of returnees during the COVID-19 pandemic, it would not be possible to identify 25 returnees that fulfilled all of the desired criteria. Therefore, the ACE team dropped the language requirement and held classes for Batch 1 for speakers of both Dari and Pashto. More on how we resolved this challenge is detailed in the "Challenges" section of this report.

Finally, it was agreed that this training opportunity be limited to those returnees with accommodation in Kabul.

Accordingly, the ACE team prepared a list of eligible returnees who fulfilled the following criteria:

- Women or men
- Any age
- Live in Kabul
- Any stage of official ERRIN business plan/reintegration plan development and approval (no business plan, developed a business plan, finalized and approved business plan)
- Dari or Pashto native language

The final list of returnee participants for Batch 1 was prepared shared with SMA and ERRIN SRA on April 6th, 2020.

b. Activity 2: Engaging the Business Development trainer

In an effort to truly make this project a success, the ACE team aimed to recruit a professional and expert business development trainer, with specific experience training Afghan returnees, to serve as the BD trainer for this project. After an extensive search, candidate reviews, and interviews, we selected Mr. Ikram Sharifi. Mr. Sharifi not only has deep experience and expertise with entrepreneurship and small business startup training, and in particular for Afghan returnees, but he is also a certified trainer of the DASTAR business start-up curriculum, which was the curriculum we drew upon heavily for this short training course. Mr. Sharifi was thus a perfect choice to serve as Business Development trainer for this project and has been a key value add to the experience of project participants.

c. Activity 2: Engaging the Psychosocial trainer

Similar to the business development portion of the training, the ACE team was committed to making the psychosocial portion of this training a success. Therefore, we aimed to recruit a professional and expert psychosocial counsellor/trainer, particularly one with experience working with Afghan returnees in order to be familiar with and able to address the particular issues they face. Accordingly, we selected counsellors from PARSA to conduct the psychosocial portion of this training. PARSA is one of the leading psychosocial organizations in Afghanistan and their counsellors have extensive proven experience providing psychosocial support to Afghan returnees specifically. As psychosocial experts, PARSA also provided significant support the ACE team in designing the method of assessing whether returnees in this project had improved their post-arrival psychosocial anxiety.

d. Activity 3: Training Logistics

ACE originally planned to hold Batch 1 training (and subsequent trainings under this project) in ACE's large training and conference room on the ACE office premises and to arrange other training logistics as is typically done for other training projects ACE implements. However, as COVID-19 pandemic was in its peak in Afghanistan when we aimed to conduct the first batch of this training in May, ACE management decided to hold the first batch in the open area in order to allow for open air circulation and significantly decrease the risk of spreading the virus. Accordingly, ACE installed a large tent in the courtyard of the office with precautionary measure (wearing face mask and gloves, hand sanitizer, and washing stand) in place. It was a good experience and it enabled us to finish the first batch with complete safety of our trainer, trainees.

Keeping in mind the Covid-19 is still threatening us, and over concerns of spreading the disease ACE management to avoid the risk, took some mandatory steps to avoid threat by daily fever testing of each participant, and washing stands were installed to wash hands before entering the class. The setup up of the class was according the ACE standard

operating procedure (SOP) and Ministry of Public Health guidance and social distancing was in place.



Batch 2:

a. Activity 1: Selecting Beneficiaries

The beneficiary selection process for Batch 2 of this project was very smooth. The process was conducted in close coordination with ERRIN-SRA. THE ACE ERRIN team provided the ACE team for this project a list of all the qualified potential beneficiaries (for Batch 2 we also accepted returnees who had already approved Reintegration Plans (and business plans therein) by EPIs). Our team then contacted returnees via phone to assess their interest and eligibility to participate in this project. A pre-session to give participants information on the upcoming training was organized and conducted on July 20, 2020. The final list of participants was then shared with ERRIN-SRA on August 11, 2020.

b. Activity 2: Training Logistics

The training for the first Batch under this project was held outside in the ACE courtyard due to the challenges of being in an enclosed indoor space during the COVID-19 pandemic.

However, as the COVID-related restrictions were in August in Afghanistan, the ACE team determined that it was safe to hold the Batch 2 training in the ACE training hall, still following all precautionary measures to prevent the spread of COVID-19, including taking the temperature of each participant daily, wearing face masks and gloves, and frequently using hand sanitizer and washing hands at an outdoor handwashing stand. These precautions were according to ACE's COVID-19 Standard Operating Procedures (SOP) and available Ministry of Public Health (MoPH) guidance in place. The team also still installed the large tent in the ACE courtyard for refreshment breaks, lunch and activities that required an open area. This set-up was a positive experience and enabled us to finish the second batch of training in safety and health for all participants and trainers.



c. Activity 3: Sourcing Trainers

Due to our positive experience working with the business development and psychosocial trainers utilized in Batch 1, the ACE team continued working with these same trainers during Batch 2.

II. Output Accomplishment: Project Objectives

a. Output 1: Address post-arrival psychosocial anxiety

In order to address the post-arrival psychosocial anxiety amongst returnees, returnees in this project participated in a 2-day psychosocial group workshop led by expert psychosocial counsellors from PARSA. Though a 2-day workshop is not sufficient to have a significant impact on the psychosocial health of an individual, this model was intended as a pilot to test different approaches of improving returnee's psychosocial health upon arrival in Afghanistan.

Batch 1:

The Batch 1 Workshop was led by two trainers from PARSA, Marnie Gustavson and Hadi Iqbalzada for 18 male returnee participants returning from various EU countries. The first day of the workshop was focused specifically on tools similar to a group counseling format to meet the challenges of coming back to Afghanistan. The trainer conducted discussions relating to having the participants identify values that they wanted to focus on as they rebuilt their lives, and gave the participants specific skills to reduce stress while encountering challenges. The second day of the workshop was focused of the agenda was very specifically on tools similar to a group counseling format to meet the challenges of coming back to Afghanistan.



Additionally, based on the responses of the workshop beneficiaries on the first day, the PARSA counselors slightly reframed the training curriculum in order to better appeal to the returnees on the second day of the workshop. After such reframing on the challenge of reintegration, the subsequent discussion of the challenges and how to face them yielded a dynamic workshop exchange in which virtually all participants engaged in. The participants also started engaging with each other in problem solving.

Useful comments from the participants in the psychosocial workshop included:

- I feel alienated and judged by my family
- I do not know where to go to handle the basics of my life or where to seek work
- I do not trust PARSA, ACE, or any other organization. In Sweden my experience of the NGO I worked with is that I was just a statistic they made money from.
- Afghan people are corrupt and untrustworthy
- Not being able to read or write Dari is a significant barrier

When asked to brainstorm on what they support they need to take control of their lives, participants asked for the following:

- One-to-one support addressing their barriers and mental stress
- Recommendations for how to conduct a job search highlighting their international experience
- To have a location where they could meet together for mutual support, participate in activities such as sports or activities such as language training, computer training and even support groups- the group agreed that such a facility would enhance their psychological well-being.



The ACE team then worked with the PARSA counsellors to integrate the above returnee comments and suggestions into an adjusted version of the psychosocial workshop curriculum for Batch 2 of this project.

Despite the aforementioned challenges in the psychosocial workshop, returnees exhibited marked improvement in their post-arrival psychosocial anxiety as a result of this training. Part of the psychosocial portion of this post-arrival training, the pre- and post-test aimed to ascertain whether beneficiaries had made in progress in their post-arrival psychosocial anxiety as a result of this training. The pre- and post-test specifically assessed whether the 2-day psychosocial workshop provided a new and positive view of challenges and possibilities for the reintegration process. If it did, and thus if returnees' psychosocial anxiety likely decreased, the 1-10 scale will improve in the post test. According to the test scores, beneficiaries exhibited a 0.6 point increase on average between the pre- and post-tests scores, demonstrating a slight improvement in their psychosocial state, even just as a result of the 2-day workshop. The below table depicts the average point increase for each question on the pre- and post-assessment, followed by the average increase for all questions.

[Batch 1 Results Summary¹](#)

¹ Based only on 13 returnees who took both the pre- and post-psychosocial assessment.

#	Question	Pre-Test (Avg)	Post-Test (Avg)	Difference (Avg)	
1	How positive do you feel about your return to Afghanistan?	5.54	6.15	0.61	
2	How strong/able do you feel to meet the challenges you will face here in Afghanistan?	5.38	5.38	0	
3	How do you feel about the changes you see between the Afghanistan you left and the Afghanistan you have now returned to?	3a. Level of safety	3.69	3.92	0.23
		3b. Economic opportunities	2.54	2.92	0.38
		3c. Quality of life	3.54	3.38	-0.16
4	How much possibility do you see in your future?	4a. Level of safety	4	4.77	0.77
		4b. Economic opportunities	4.38	5	0.62
		4c. Quality of life	4	5.46	1.46
5	How strong do you feel about your ability to take action that will give you a good future?	5.08	6.15	1.07	
6	Overall, how do you feel about your situation now?	4.23	5	0.77	
Average change in score per question between pre- and post-test.				0.6	

Batch 2:

After working to slightly adjust the psychosocial curriculum according to the lessons learned from Batch 1, the second batch of psychosocial training was conducted on August 17-19 with 15 male returnee participants. The training was delivered by four trainers from PARSA (Hadi Iqbalzada, Marnie Gustavson, Homayoon Eshrat, and Norm Gustavson). The training was led by Marnie and Hadi and while Eshrat led the interpretation in Dari and Pashto when needed. The training consisted of pre- and post-assessment lectures, storytelling, discussions of ground realities in Afghanistan, and discussing the returnees' business plans and how they can better implement them. Participants had an active role in discussions throughout workshop.



For Batch 2 of this project, we also changed the order of the training subjects-conducting the BD training first and psychosocial training afterwards. Workshop. Furthermore, due to returnees' reluctance to engage with activities they recognize as explicitly "psychosocial" in nature, some changes were made to the workshop to move away from exercises that were clearly "psychosocial", such as breathing exercises and intrusive questions about how the participants were coping with challenges. Instead, the curriculum was shifted toward

discussion and exercises that were more related to "taking action" in spite of challenges. Overall, we focused on working with the trainees to shift their mindset from a perception of being a victim to how trainees could take actions that would impact their future and take control over their lives.

Day One of the Workshop:

In the first day of the workshop, topics discussed were used to accomplish the following:

1. To establish a relationship with the trainees where they felt comfortable talking and taking part in discussion topics. This was done by listening carefully to their commentary and validating their point of view.
2. To teach them how their perception dictates how they see the challenges and opportunities of reintegration.
3. To learn how perception impacts actions taken and to expand their sense of possibility for their future in Afghanistan through the practice of “noticing” their own, automatic reaction and point of view. This technique supports the participants in choosing a course or action instead of reacting.



In Day One of the workshop the discussion in the morning was dynamic and at times volatile as trainers invited the participants to talk about what was important to them. Some participants engaged in a discussion about politics that disturbed others in the workshop. Trainers then used the discussion in the morning to steer them away from general and upsetting topics to discussion about what they could control and actions they could take to achieve success. During the morning, two participants were so upset that they were asked to step outside with PARSA mental health specialist, Hadi Iqbalzad. One person requested counselling and the other one calmed down on his own and did not further engage in the workshop until the second day.

This group was more diverse in language than the Batch 1 group with a small number of Pushtun speakers who were not able to understand Dari at all. Therefore, unfortunately throughout the 2-day workshop we had to engage in 3-way translations between English, Dari, and Pashto, which was not optimum. One lesson learned for the next workshop is that trainers will insert a number of exercises to offset the length of the translations into the format for Batch 3.

Day Two of the Workshop:

The planned topics for Day Two agenda were to walk participants through skills to offset anxiety and to help them face challenges. However, trainers determined that this plan was not adequate to accomplish the overall objective to improve personal flexibility and increased action steps. Instead, several exercises and group discussions were incorporated into the day to accomplish the following:

- To reframe and expand their perception of possibility for themselves, and to talk through what "assets" they have that are a result of living in other countries.
- To change their general perception that they were helpless in the face of their challenges including the necessary waiting time to receive their ERRIN entitlement funds.
- To assist them to expand their sense of what is possible for their reintegration.



Despite some challenges in the psychosocial workshop, returnees exhibited marked improvement in their post-arrival psychosocial anxiety as a result of this training. Part of the psychosocial portion of this post-arrival training, the pre- and post-test aimed to ascertain whether beneficiaries had made in progress in their post-arrival psychosocial anxiety as a result of this training. The pre- and post-test specifically assessed whether the 2-day psychosocial workshop provided a new and positive view of challenges and possibilities for the reintegration process. If it did, and thus if returnees' psychosocial anxiety likely decreased, the 1-10 scale will improve in the post test. According to the test scores, beneficiaries exhibited a 1.2-point increase on average between the pre- and post-tests scores, demonstrating an improvement in their psychosocial state as a result of the workshop. The below table depicts the average point increase for each question on the pre- and post-assessment, followed by the average increase for all questions.

Results Summary²

#	Question	Pre-Test (Avg)	Post-Test (Avg)	Difference (Avg)	
1	How positive do you feel about your return to Afghanistan?	4.2	4.8	0.6	
2	How strong/able do you feel to meet the challenges you will face here in Afghanistan?	3.53	5.2	1.67	
3	How do you feel about the changes you see between the Afghanistan you left and the Afghanistan you have now returned to?	3a. Level of safety	2.53	3.2	0.67
		3b. Economic opportunities	2.47	3.47	1
		3c. Quality of life	2	2.13	0.13
4	How much possibility do you see in your future?	4a. Level of safety	2.93	4.2	1.27
		4b. Economic opportunities	2.93	4.8	1.87
		4c. Quality of life	2.93	4.07	1.14
5	How strong do you feel about your ability to take action that will give you a good future?	4.93	6.33	1.4	
6	Overall, how do you feel about your situation now?	3.13	4.87	1.74	
	Average change in score per question between pre- and post-test.	3.16	4.31	1.2	

² Based only on 1513 returnees who took both the pre- and post-psychosocial assessment.



Psychosocial Achievements – Batch 1 and 2:

- During Batch 1, beneficiary scores on the psychosocial assessment improved by an average of 0.6 points per question between pre- and post-test.
- During Batch 2, beneficiary scores on the psychosocial assessment improved by an average of 1.2 points per question between pre- and post-test.
- These results indicating that the post-arrival psychosocial anxiety of both batches of beneficiaries decreased as a result of the workshop.
- Additionally, the Batch 2 workshop may have been more effective at decreasing beneficiary psychosocial anxiety, as the Batch 2 psychosocial assessment scores improved by double that of Batch 1 (from a 0.6 point improvement in Batch 1 to a 1.2 point improvement in Batch 2). This is a positive indication that the changes ACE made to the workshop between Batch 1 and 2 were effective.

Psychosocial Suggestions:

- **Make the training less explicitly “psychosocial”**
 - Due to the negative perception of returnees of anything explicitly “psychosocial”, the psychosocial trainers, ACE Project Lead, and ACE reintegration counsellors will work together to adjust the psychosocial curriculum for Batch 3 and 4 of this project to be less explicitly psychosocial in nature. The goal is that returnees will not recognize the workshop as psychosocial and have a negative reaction to it because of that. The training will therefore focus more on how to implement their Business Plan and on making positive plans for their future in Afghanistan.
- **Returnee network/support group**
 - Rather than arranging a 2-day, short-term and one-time psychosocial initiative (this workshop), we estimate that it might be more beneficial for returnees to receive psychosocial support in the form of long-term peer support. To that end, we suggest working with PARSА to form returnee support group networks. Returnees who receive reintegration assistance with ACE, and in particular those who complete the ERRIN SRA project, will be informed that they have the option to give their contact information and register as part of the returnee support group network. Returnees in the group would then arrange, with the support of PARSА and ACE, group meetings and activities, such as picnics or pick-up sports games for anyone in the group who can join. These social interactions with other returnees would allow for returnees to share their experiences and receive peer support in a much more natural and comfortable way than in a workshop they are forced to attend with trainers they do not know.
- **Incorporate a psychosocial approach into regular reintegration service delivery**
 - With a long history of psychosocial capacity and expertise in Afghanistan, we suggest that PARSА counsellors work to train ACE reintegration counsellors on psychosocial approaches to counsel returnees. This training could include how to guide rather than advise, how to inspire returnees to think positively about their future, and how to have empowering conversations that let returnees feel they can take control of their own situation. Following the training, ACE reintegration counsellors will utilize psychosocially sensitive approaches to their regular reintegration services, including initial returnee meetings, job counselling, and speaking with returnees about their business plans. Again, this initiative would remove an explicitly, separate, psychosocial component of reintegration services and instead ensure that the entire spectrum of traditional reintegration services are delivered in a way that is psychosocially empowering to returnees.
- **Long-term follow up and support, both psychosocial and business-related**
 - Following the training for ACE reintegration counsellors described above, we suggest that ACE reintegration counsellors add another step to their traditional reintegration services-following up with returnees periodically on how they are

doing. This follow up would aim to assess returnees' psychosocial state as well as the status of the business they started (or other initiative taken) with their ERRIN funds. These follow-ups would be coupled with the returnee's participation in returnee network support groups to ensure that returnees are provided with more consistent, long-term support to fully re-integrate into their communities.

III. Outputs 2 and 3: Increase market understanding and improve the skills required to set up a micro-business

Complementing the two days of psycho-social training, the 6-day business development training portion of the project aimed to both increase the market understanding of returnees and to improve the skills required of returnees to set up a local business. The curriculum was heavily based off of the highly successful and renowned entrepreneurship/start-up curriculums “Start Your Own Business” by ILO (International Labor Organization) and Afghanistan-specific “DASTYAR” by USAID.

The finalized adapted and bespoke tailored curriculum for this project featured the below modules/topics:

- Basic Finance
- Effective communication
- Startup and Planning
- Access to Finance
- Business Formalization (Business registration)
- Operations and Project Management
- Marketing
- Sales and Customer Service
- Human Resources
- Pricing
- Business Ethics
- Business Growth & Expansion and
- Developing individualized business plan

For the full BD training outline, see Annex G.



The training was highly interactive, with returnees participating in various activities including brainstorming sessions, individual presentations, games and focused group discussions to learn the material above.

A pre-test assessed participants' knowledge level on the above topics prior to beginning the training and a post-test assessed their knowledge and capacity gain over the course of the training. Specifically, these assessments were designed to assess whether trainings participants exhibited increased market understanding and improved skills required to set up a micro-business as a result of the training. For both Batch 1 and 2, the post-test took the form of developing a business plan for a micro-business returnees intended to open and operate in their local area in Afghanistan. Each returnee participant in the training spend the final day of training working individually with one-on-one guidance from the trainer to develop and finalize their detailed business plans. However, in order to better assess the capacity and knowledge increase of training participants, starting from Batch 3, the BD trainer for this project will develop and utilize a pre-test and corresponding post-test, in addition to the Business Plans developed on the final day of the training.

Participants received sufficient information on the market and business in Afghanistan during the training and were thus able to create relevant and appropriate business plans which represent their experience, knowledge, capabilities, and interests as well as a preliminary and basic local labor market assessment to identify opportunities in the market. Business plans developed by returnees in the training included the following sections:

- Business Idea
- Marketing Plan
- Pricing Plan
- Location Plan
- Promotion Plan
- Processing Plan
- Packaging Plan
- Staffing Plan
- Budget
- Initial/Seed Fund



Because all the returnee participants in the Batch 1 and 2 training already had finalized and approved ERRIN reintegration plans (which include brief/basic business plans), while drafting their full Business Plan on the final day of this training, participants had the option to choose to a) select the same business idea utilized in their ERRIN reintegration plan and expand on that idea with a more developed and detailed business plan, or b) select a new business idea different from the one in their ERRIN reintegration plan and develop a detailed business plan for that new idea. Option A was possible because the Business Plan section of the ERRIN Reintegration Plan is much more basic than the Business Plans developed as part of this training (see Annex A for an example of the Business Plans drafted during the BD training of this project and Annex B for an example of an ERRIN Reintegration Plan).

In Batch 1, 3 returnee participants out of 18 decided to write their training Business Plans on the same business idea in their ERRIN approved Reintegration Plan. The remaining 15 returnee participants drafted a training Business Plan for a new business idea.

In Batch 2, 1 returnee participant out of 15 decided to write his training Business Plans on the same business idea in his ERRIN approved Reintegration Plan. The remaining 14 returnee participants drafted a training Business Plan for a new business idea.

These statistics demonstrate a potential weakness in the current model of reintegration services under the ERRIN project. An analysis should be done to determine why a large majority of returnee participants in this ERRIN SRA training were interested to start a different business

than the one they indicated on their ERRIN Reintegration Plan. We will discuss this in more detail in the “Business Development Suggestions” section of this report on page 25.



Batch 1:

As seen in the table below, according to the assessment of the pre- and post-tests (business plans) by the trainer, participants in Batch 1 of this training exhibited incredible improvement in business knowledge over the course of the training. For example, the average score on the pre-test was 24% (out of 100) while the average score on the post-test (business plan) was 61% (out of 100). This represents a 37% increase of their business knowledge over the course of the training.

Pre- and Post-test Results				
#	Name	Pre-Test Out of 100	Post Test out of 100	Difference between Pre- and Post-Test
1	Mujtaba Saifi	25%	79%	+54%
2	Naim Ahmadi	25%	44%	+19%
3	Ziauddin Ibrahimi	20%	59%	+39%
4	Ghulam Amiri	30%	76%	+46%
5	Shir Jan Alizada	30%	44%	+14%
6	Allah Noor Abdulwahid	25%	64%	+39%
7	Mohammad Zia Khawari	15%	86%	+71%
8	Ehsanullah Safi	25%	67%	+42%
9	Hossein Nawabi	30%	67%	+37%
10	Ezzatullah Hussaini	25%	59%	+34%
11	Habibullah Azizi	15%	58%	+43%
12	Dait Nourozi	25%	NA	N/A
13	Zubair Alkozai	30%	36%	+6%
14	Amruddin Najmi	20%	44%	+14%
15	Homayon Tawoos	25%	68%	+43%
16	Maisam Kohshani	20%	71%	+51%
17	Gul Rehman Akhtar	20%	58%	+38%
18	Mohammad Nawab Karimi	30%	63%	+33%
	AVERAGE	24%	61%	+37%

Furthermore, according to feedback from the trainer as well as ACE project staff, the BD training changed the mindset of many of the participants regarding the capacity and desire to start a business in Afghanistan.

Batch 2:

After discussions with the ERRIN SRA team, the ACE team piloted a slightly different approach for Batch 2 participants compared to Batch 1. To test if it would be feasible to work on improving and expanding the already selected business idea in the ERRIN Reintegration Plan, the BD Trainer led Batch 2 participants in the creation of 2 key documents by the end of the training:

1. Training Business Plan

- a. Batch 1 and Batch 2 created this document
- b. Returnees could make the Business Plan on a business idea of their choice
- c. In Batch 2, only 1 returnee chose to make his Training Business Plan on the same business idea as his ERRIN Reintegration Plan

2. Growth Action Plan

- a. Only Batch 2 created this document
- b. A brief 1-page annex onto returnee Reintegration Plans
- c. Briefly expanding and improving upon the Business Plan in their Reintegration Plans



Depending on results of the ACE team’s inquiry into why returnees typically choose to create Business Plans for new business ideas in this training, it may be beneficial for future training batches to focus on either creating a Business Plan for a completely new business idea, or on just adding a Growth Action plan as an Annex to their existing Business Plan in the ERRIN Reintegration Plan. Or, according to discussions with and feedback from the ERRIN SRA and SMA team, the ACE team may test further different approaches in Batch 3 and 4 of this pilot project and after project completion work with ERRIN SRA and SMA to determine which approach was the most successful and may be incorporated into traditional reintegration service delivery in the future.

As seen in the table below, according to the assessment of the pre- and post-tests (business plans) by the trainer, participants in this training exhibited incredible improvement over the course of the training. For example, the average score on the pre-test when converted into percentage was 26% (out of 100) while the average score on the post-test (business plan) was 69% (out of 100). This represents a 43% increase of their business knowledge over the course of the training.

Pre- and Post-test Results				
#	Name	Pre-Test Out of 100	Post Test out of 100	Difference between Pre- and Post-Test
1	Abozar Safdari	33%	48%	+15%
2	Ahmad Sahil Hasankhel	0%	69%	+69%
3	Amanullah Kamran	66%	73%	+7%
4	Daroush Shahzad	33%	71%	+38%
5	Ghafar Tarakhel	33%	63%	+30%
6	Hamid Hasani	0%	67%	+67%
7	Milad Safdari	33%	71%	+38%
8	M. Reza Mohammadi	33%	67%	+34%
9	Mujtaba Hasan	0%	92%	+92%
10	Mumtaz Hussain Haji Zada	33%	81%	+81%
11	Naser Hosseini	0%	56%	+56%
12	Rahim Yousofi	0%	60%	+60%
13	Shir Ali Haidari	50%	67%	+17%
14	Waridullah Safizada	33%	75%	+42%
15	Waseel Ahmadzai	33%	71%	+38%
	AVERAGE	26%	69%	+43%

Furthermore, according to feedback from the trainer as well as ACE project staff, the BD training changed the mindset of many of the participants regarding the capacity and desire to start a business in Afghanistan.



Business Development Achievements – Batch 1 and 2:

- In Batch 1, beneficiary scores on the post-test (business plan) exhibited a 37-percentage point increase on average, going from a 24% average on their pre-tests to a 61% average on their post-test/business plan.
- In Batch 2, beneficiary scores on the post-test (business plan) exhibited a 43-percentage point increase on average, going from a 26% average on their pre-tests to a 69% average on their post-test/business plan.
- The dramatic increase in post-test scores for both batches demonstrates the increase in returnee participants' business development knowledge and capacity, including increased market understanding and improved skills required to set up a micro-business.



Business Development Suggestions:

- Dedicated Pre- and Post-Test
 - The ACE team will work with the BD trainer to develop a proper and full paper-based pre- and post-test in order to adequately assess knowledge gained during the training course as well as practical skills to apply that knowledge (which is tested through the creation of a business plan).
- Inquiry into Returnee Business Ideas
 - There is significant discrepancy between the business ideas upon which the returnees make their Business Plans in this project and the business ideas returnees select for their ERRIN Reintegration Plans (and thus upon which to receive their ERRIN assistance). Over Batches 1 and 2, only 4 out of 33 project participants thus far created Business Plans in this training for the same business idea as that of their ERRIN Reintegration Plan. The other 29 returnees made Business Plans in this training for new business ideas. For Batch 3 (or Batch 1 and 2 if it is possible to contact returnees over the phone and ask retroactively) the ACE team will launch an inquiry into why returnees selected one business idea for their ERRIN Reintegration Plan and another for their Business Training Business Plan. According to the findings of this inquiry, the ACE team will suggest appropriate remedial steps to project implementation.
- Realistic Business Plans
 - The ACE team remarked that some of the project participants' business plans they crafted during this training were somewhat realistic. For example, some returnees wished to build a residential town (block of apartment buildings), with no prior experience in the field and minimal financial assets available. In order to ensure that returnees in this training are crafting realistic and actionable business plans, the ACE project team will work with BD trainer to ensure that returnees are being properly advised and guided during the training on selecting realistic business ideas and on making realistic and implementable Business Plans.
- Determine BD Approach for Batch 3 and 4
 - Partly depending upon the ACE team's inquiry into why returnees often choose different business ideas than their ERRIN Reintegration Plan business idea and the findings and results of this report, the ACE project team will take forward discussions with the ERRIN SRA and SMA teams to determine the best approach to pilot for Batches 3 and 4 of this project.

Challenges and Suggested Solutions

Minor challenges are lessons learned during Batch 1 and 2 of training are described below:

Challenges	Suggested Solutions
<p>During the training, the attendance was around 75% on average. Reasons for absences included:</p> <ul style="list-style-type: none"> ▪ Death in family ▪ Car accident ▪ Sickness ▪ Other excuses to hide the fact that they simply did not want to attend 	<p>In many ways, due to the complexity of the Afghan context and realities on the ground, 100% attendance at any event or activity is unrealistic. For example, the ACE team cannot prevent or mitigate against a death in the family, car accident, or sickness. However, in order to improve attendance rates for future trainings under this project, we suggest the following, to be discussed with the ERRIN SRA team:</p> <ul style="list-style-type: none"> • Offering transportation • Offering transportation stipends • Increasing DSA rates • Educating returnee participants before they leave EU countries on the importance of this training and the benefits for them • Tying completion of this training to receiving their ERRIN assistance
<p>Lack of interest to participate in the training due to low level of literacy and lack of understanding of the training's importance</p>	<ul style="list-style-type: none"> • Focus more on practical lessons compare to theory and add more entertainment activities • Educating returnee participants before they leave EU countries on the importance of this training and the benefits for them • Tying completion of this training to receiving their ERRIN assistance
<p>The ACE team aimed to recruit enough participants for each class to hold one course for one batch completely in Pashto for Pashto language returnees, and the next course for the next batch completely in Dari for Dari language returnees. However, there were not enough eligible returnees available for this approach, therefore during the Batch 1 course, there were a mix of Dari and Pashto speaking participants in the course.</p>	<ul style="list-style-type: none"> • The ACE team recruited Psychosocial and Business Development trainers fluent in both Pashto and Dari • Both BD and psychosocial training material were translated into both Pashto and Dari. • The above steps accommodated Batch 1 returnees who spoke either Dari or Pashto in the course. However, the course would be much improved if we had the volume of returnees needed to conduct a separate course in Dari and a separate course in Pashto.

<p>Several returnees that were eligible for and interested to participate in this training were based outside of Kabul and thus did not have accommodation in Kabul. Therefore, they were not able to attend the training.</p>	<ul style="list-style-type: none"> • Increase the DSA so that returnees coming from other provinces can afford a place to stay in Kabul • Provide returnees based outside of Kabul with a specific accommodation allowance for the days of the training
<p>Organizing group training classes during a pandemic presented multiple challenges. The ACE team had to ensure that every participant's safety and hygiene was assured while staying true to the objectives of the project.</p>	<ul style="list-style-type: none"> • Classes were held in an open area to reduce the risk of infection and maintain social distancing • Participants were provided with masks, hand sanitizer, and hand washing facilities • Participants were seated apart considering social distancing during the training
<p>Holding classes outside due to COVID-19 presented several challenges, including the slight discomfort of participants sitting outside in hot and humid weather.</p>	<ul style="list-style-type: none"> • Due to the current state of the COVID-19 pandemic in Afghanistan, including businesses and other entities easing up on quarantine and lockdowns and reopening slowly, observing social distancing and other COVID health and safety measures, the ACE project team decided to hold the Batch 2 training for this project in ACE's large training hall, while observing all COVID-19 safety measures including social distancing, wearing masks, and sanitizing hands frequently.

Recommendations

From the first and second batch of this project, the ACE project team recommends the following:

- See the specific Psychosocial and Business Development Suggestions on pages 20 and 31, respectively.
- As per a request from training participants, ACE recommends increasing the duration of the BD training from six days to at least ten days.
- Based on the success of the Batch 1 training, and particularly the noted improvement in returnees' business development knowledge and their ability to craft a detailed and fully developed business plan, ACE suggests that ERRIN SRA explore the possibilities regarding incorporating this type of short business development training into the routine services offered to returnees under the ERRIN program. For example, the business development training could be a step in the process a returnee goes through in order to finally receive his or her ERRIN assistance. We also suggest that disbursement of returnees' ERRIN assistance be contingent upon completion of the training and development of the returnee's full business plan.

Conclusion

The above report outlines the successful completion of the first and second batches of the Post-Arrival Business Training for the ERRIN-SRA Project, completed on June 29th and August 19th, 2020, respectively, at the Afghanistan Center for Excellence (ACE) in Kabul. The goals of the training project are to:

- d) address returnees' post-arrival psychosocial anxiety,
- e) increase returnees' market understanding, and
- f) improve the skills required to set up a micro business.

In total over the first and second batches of this project, 33 male returnees participated in a two-day psycho-social workshop and a six-day business development training. In the training sessions all the necessary psychosocial and business development toolkits and modules were provided. Upon completion of the business development training, all participants developed and finalized a comprehensive business plan for a small, local business they wished to start.

Specific results are as follows:

Psychosocial Achievements – Batch 1 and 2:

- During Batch 1, beneficiary scores on the psychosocial assessment improved by an average of 0.6 points per question between pre- and post-test.
- During Batch 2, beneficiary scores on the psychosocial assessment improved by an average of 1.2 points per question between pre- and post-test.
- These results indicating that the post-arrival psychosocial anxiety of both batches of beneficiaries decreased as a result of the workshop.
- Additionally, the Batch 2 workshop may have been more effective at decreasing beneficiary psychosocial anxiety, as the Batch 2 psychosocial assessment scores improved by double that of Batch 1 (from a 0.6 point improvement in Batch 1 to a 1.2 point improvement in Batch 2). This is a positive indication that the changes ACE made to the workshop between Batch 1 and 2 were effective.

Psychosocial Suggestions:

- Make the training less explicitly “psychosocial”
- Develop and launch a returnee network/support group
- Incorporate a psychosocial approach into regular reintegration service delivery
- Start long-term follow up and support, both psychosocial and business-related

Business Development Achievements – Batch 1 and 2:

- In Batch 1, beneficiary scores on the post-test (business plan) exhibited a 37-percentage point increase on average, going from a 24% average on their pre-tests to a 61% average on their post-test/business plan.
- In Batch 2, beneficiary scores on the post-test (business plan) exhibited a 43-percentage point increase on average, going from a 26% average on their pre-tests to a 69% average on their post-test/business plan.
- The dramatic increase in post-test scores for both batches demonstrates the increase in returnee participants' business development knowledge and capacity, including increased market understanding and improved skills required to set up a micro-business.

Business Development Suggestions:

- Develop a dedicated pre- and post-test
- Launch an inquiry into discrepancies between returnee business ideas in this training and those in their ERRIN Reintegratoin Plan
- Work with returnees to develop realistic Business Plans
- Work with ERRIN SRA and SMA to determine the BD approach for Batch 3 and 4 of the project

For more details on the above results, see the “Output Accomplishment: Project Objectives” section on page 10 of this report.

Annex A: ERRIN SRA BD Training Business Plan Example³

Mujtaba Saifi Business Plan

خلاصه اجرایی

این برنامه تجاری پیشینی برای مدت 1 / 1 الی 1 / 1 میباشد

نام تجارت: <u>کابل فیشن</u>	تلفون: <u>0766089866</u>	نوع حقوقی تجارت: <u>شخصی</u>								
آدرس: <u>مسیر مینا کابل</u>	مالکین تجارت: <u>مجتبیٰ صافی</u>	مدیران: <u>شاد</u>								
نوع تجارت: <u>لباس فرود</u>	مشتريان: <u>سرگم عالم معین درویش</u>	مقدار: <u>منبع سرمایه ابتدایی</u>								
میزان سرمایه: <u>6000\$</u>	کارمندان: <u>فردی</u>	<table border="1"> <tr> <td>کف دست</td> <td>2100\$</td> </tr> <tr> <td>وهنگامه نقاب خانکوار</td> <td>1500\$</td> </tr> <tr> <td>نظارت</td> <td>2400\$</td> </tr> <tr> <td>چمدان</td> <td>6000\$</td> </tr> </table>	کف دست	2100\$	وهنگامه نقاب خانکوار	1500\$	نظارت	2400\$	چمدان	6000\$
کف دست	2100\$									
وهنگامه نقاب خانکوار	1500\$									
نظارت	2400\$									
چمدان	6000\$									

³ This is an example of the Business Plans that training participants made in the BD training. This is NOT the Business Plan that is part of the official ERRIN Reintegration Plan (see Annex B for an example of the ERRIN Reintegration Plan). Business Plans developed as part of the BD training for this project were not reviewed or approved by ERRIN or EPIs. Rather, they are a product of the BD training under this project and reflect returnee wishes and desires for which business they will start and how they will run it. The same Business Plan model shown here was used for Batch 1 and 2 in the training.

مفکوره تجارتي

Kabul Fashion کابل فیشن

نام تجارت: کابل فیشن

نوعیت تجارت:

تولید کننده
 ارائه کننده خدمات
 عمده فروش
 پرجون فروش
 دیگر

این تجارت اجناس / خدمات ذیل را تولید و ارائه خواهد نمود: **لباس های مجلسی، محصولات لباسی، کت و شلوار، کت و شلوار مجلسی، لباس های نساجی، لباس های کتان، کت و شلوار مجلسی، کت و شلوار مجلسی**

مشتریان این تجارت عبارت اند از: **مردم عام و محافل دارایی**

این تجارت به شیوه های ذیل اجناس خود را به فروش میرساند: **آنلاین، مستقیم و غیره و خارج از کشور**

این تجارت نیازهای ذیل را برآورده خواهد نمود: **توسعه تجارت، مفاد عالی، تقویت برند**

علاقه شخصی من بخاطر حفظ این تجارت عبارت اند از: **مهارت های - تجربه های - خلاقیت و معلومات**

برنامه بازاریابی
محصول

اجناس، خدمات و اندازه محصولات				
	1	2	3	4
کیفیت	عالی			
رنگ	متفاوت			
اندازه	به طور متنوع			
بسته بندی	متفاوت			
تصنیق نامه	»»			

برنامه بازاریابی
قیمت

اجناس، خدمات و اندازه محصولات			
گندم استخوانی	لباس شامخ	لباس سفید	
50 \$	20 \$	20 \$	مصرف
تقدیر کیفیت	تقدیر کیفیت	تقدیر کیفیت	قیمتی که مشتریان حاضر به پرداخت آن هستند
صمیمت مواد خام معارف - مفاد	صمیمت + معارف مفاد	صمیمت معارف تجمع مفاد	قیمت مشتریان
"	"	صمیمت معارف تجمع مفاد	قیمت تعیین شده ما
کیفیت عالی	کیفیت عالی	کیفیت عالی	دلیل برای تعیین این قیمت
*	مشتریانم قبلم	مشتریانم قبلم	به مشتریان دلیل تخفیف داده خواهد شد
حقاً مشتری	حقاً مشتری	مشتری قبلم حقاً مشتری	دلیل برای ارائه این تخفیف
"	"	مشتری قبلم	به مشتریان دلیل قرض داده خواهد شد
"	"	حقاً مشتری	دلیل برای دادن قرضه

پلان بازاریابی
موقعیت

موقعیت

قلعه فتح اله مدینه بازار کابل

دلایل بخاطر انتخاب این موقعیت

موقعیت عالی - مشتری بیشتر - در دستم مشتریانشم حقیقیان

پول در دستم 1000 \$

عزیزه ماهانه این موقعیت

شیوه توزیع

مستقیم صند پرچون دیگر

این شیوه به دلیل دلیل انتخاب شده است:

فروش آنلاین در داخل و خارج از کشور

توسعه تجارت خارج از کشور

برنامه بازاریابی
ترویج

مستأف	شرح	مقدار
	لوازم بازاریابی	
	لوازم بازاریابی بیشتر	
	تولیدات	
\$ 2000	از طریق رسانه های دیجیتال	
\$ - 50	مشارکت اجتماعی	
\$ - 50	پوشاک	
	مجموعت	
	حقوق مترجمان و موجود آوردن اعتماد میانه	
	مترجمان	
	ترویج فروش	
	آنلاین و مستقیم داخله خارج از کشور	
\$ 2000	مجموعه هزینه های ترویج	

برنامه بازاریابی
مردم

مکان ارتقا قابلیت	محل استفاده	نوع
تشریح زمانه	تجربیات خاص - دانشنامه متعلق به اندازه خاص	تازه خواننده
تشریح زمانه	تجربیات بیشتر از 10 سال	ضیاء
..	تجربیات بیشتر از 10 سال	ضیاء گلشن
..	تجربیات خاص بیشتر از 10 سال	کامند و نیز این
		دیوایم باسی

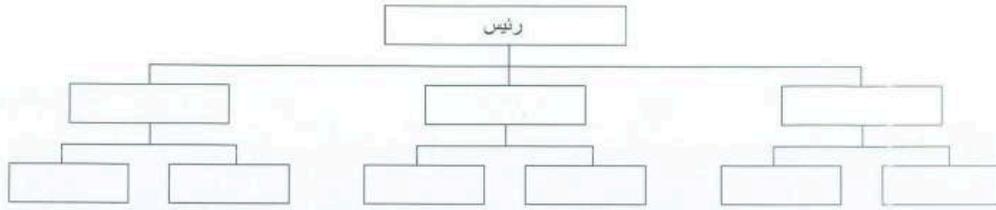
برنامه بازاریابی
پروسه

نوع خدمات	نوع
مصفحات اجتماعی - فیس بوک - یوتیوب - و دیگر صفحات اجتماعی	1.
لایو و تلویزیون	2. رسانه ها
درپ متیل	3. ارائه خدمات
	4.
	5.
	6.
	7.

برنامه بازاریابی
شواهد فزینی

نوع خدمات	شواهد فزینی
موقعیت عالی و مصفح بودیج مناسب	ساحه دفتر و میزبان داخلی
حتی میا	موجودیت انترنت و وبسایت شرکت
بیکل استندرد	پسنگ بندی
مصفح بودیج مناسب	علاصات داخلی
	یوتیورم کارمندان
حتی میا	وزیت کارت ها
الکترونیکی	مستادق اوبل و غره

ساختار سازمانی شرکت



ردیف و مسئولیت های	موقع	نام
1. فروشنده - فعال بودن صفحات اجتماعی	فروشنده	فروشنده
2. کارکن	خیاط	خیاط
3. کارکن	خیاط	خیاط کلسوز
4. دبیر اینجانب	دبیر اینجانب	کامند
5.		
6.		
7.		

فرم هزینه ثابت

توضیحات	مصارف ماهانه
1000 \$	کرایه
50 \$	برق و آب
100 \$	تعمیرات دائم
نادر	بیمه
800 \$ معاشی 200 حقوق	مصارف کارمندان
	مواد مصرفی به شمول چندبار مصرف و یکبار مصرف
50 \$	استهلاکات
100 \$	ترانسپورت
50 \$	ترموهات
2000 \$	مصارف تبلیغات
3800 \$ = 2500 \$ + 800 \$	مجموعه مصارف ثابت ماهانه

مقدار سرمایه مورد نیاز

در نظر گرفته شده است	شماره	تاریخ
سرمایه گذاری ها <td>مقدار <td>دالام احمدی حساب </td></td>	مقدار <td>دالام احمدی حساب </td>	دالام احمدی حساب
بازار تجاری		
• اعمار یا خریداری تعمیر		
• باز سازی یا نو سازی محل تجارت	1000 \$	
تجهیزات		
• ماشین آلات و وسایل	5000 \$	
• فرنیچر	150 \$	
سرمایه کاری		
نظیره مواد خام و اجناس تمام شد	1900 \$	
تصدیق نامه و قبض	100 \$	
هزینه های تبلیغات	200 \$	
معمالت	1000 \$	
کرایه	1000 \$	
برق و آب	150 \$	
نظیره برای حالات اضطراری	-0- \$	
مجموعه سرمایه ابتدایی	5000 \$ 6000	

منبع سرمایه ابتدایی

واحد پولی: دلار امریکایی

مقدار	
6000 \$	سرمایه مورد نیاز ابتدایی
	منبع تهیه سرمایه ابتدایی
3600 \$	* دارایی های مالک
2400 \$	منابع دیگر نیازمند به شماست و هیچ منبع دیگری ندارم. منبع دیگر
6000 \$	مجموع باید مساوی به مقدار سرمایه مورد نیاز ابتدایی باشد
<p>وثیقه، در صورت نیاز</p> <p>مجموعاً هم تجارت با بر فونتر را آغاز نمایم مبلغ \$ 2100 از طرف ERRIN بدست آوردم و \$ 1500 هم از اقارب خود بدست آوردم بنگل قرضه و \$ 2400 دیگر نیازمند هستم و هیچ کدام منابع دیگر هم ندارم لباس گرفته‌م قرضه اعضا از بانک نیازمند به شماست هم تقریباً خرد است داد و منسج هیچ چیز با لباس گرفته‌م قرضه اعضا از بانک نیازمند به شماست هم تقریباً خرد است همکسای مسواک کبیرا دستگیر -</p>	

و چون نه از طرف ERRIN لباس کت کرده است مشکلم -

Annex B: ERRIN Reintegration Plan (with embedded Business Plan) Example⁴

⁴ This is an example of the official ERRIN Reintegration Plan for returnees, which includes a Business Plan for those who choose to spend their ERRIN assistance starting a business. All returnees participating in this ERRIN SRA project already had finalized and approved Reintegration Plans and no project participants altered their Reintegration Plans during this project. However, during Batch 2, returnee participants created an unofficial Annex to their Business Plans in their ERRIN-approved Reintegration Plans describing how they would improve operation of the business specified in their ERRIN-approved Reintegration Plan. See Annex C of this report for an example of the Reintegration Plan Annex made during Batch 2 of this training.

Reintegration Activities - IRARA

REINTEGRATION PLAN		Service Provider	IRARA
Returnee Name (SURNAME, First Names)		Country	Afghanistan
IRARA Case Reference N°		EPI Case Reference N°	
Date Plan Created		In-Kind Amount €	3,000.00
Voluntary / Non-Voluntary	Voluntary	Date of Arrival in European Country	
Date of Return		Registration Date	
Realistic Living Expense Estimation Per Month	200		
Date of Birth			

The In-Kind Amount must be for the provisions of both goods and services in support of a sustainable Reintegration.

ACCOMPANYING DEPENDENTS			
Name (SURNAME, First names)	N/A	Relationship to Lead Applicant	N/A
Name (SURNAME, First names)		Relationship to Lead Applicant	
Name (SURNAME, First names)		Relationship to Lead Applicant	
			Date of Birth
			Date of Birth
			Date of Birth

INFORMATION ABOUT THE RETURNEE - INITIAL ASSESSMENT SUMMARY
<p>Mr. [redacted] in his initial meeting stated that the reason he decided to leave Afghanistan for France was due to the war and conflict in Afghanistan as well as poverty. He started his journey from Afghanistan towards Pakistan-Turkey - Greece and Belgium and finally reached France after paying around 6900 USD to an agent who promised him safe journey and proper documentation which was of course a false promise and left the migrants half way through the journey - Prior to leaving for Europe he worked as a driver for a local company in Nangarhar city for a while to support his family. He wants to purchase a flock of sheep with his errin package. He is unfortunately illiterate and haven't been able to continue his studies since. He is married has 2 kids age 2 and 5 lives in Nangarhar city district # 9 with his family of 7 including his elderly parents and one adult brother.</p>

Services to be Delivered	Description
Airport pick-up (if applicable, after consultation with the ERIN SP prior to departure) or Onward Travel	NON requested
Arrival assistance and immediate necessities	None requested.
Assistance in setting-up a small business Development of extended business plan	<p>Address/Location of the Business : Behsood district #9 Nangarhar city</p> <p>Description of the Business: Title of The Business: Flock of Sheep</p> <p>The returnee Mr. [redacted] after a careful thought and discussions with his family and with us here in ACE office -, decided he would like to invest his ERRIN assistance in purchasing a Flock of Sheep that will provide Dairy products to the retail stores in Behsood district - He has 3000 Euro ERRIN package to his name and wants to invest entirely into his proposed business - Dairy products selling business is considered very lucrative business in Kabul city as well as across the country. He did his research in the region and finally decided that this is the best option for him. He has the relevant experience and discussed his business plan with ACE as well as his family. His experience and location is the main reason for choosing this business. He will purchase the Animals from the farmers in his region and will start producing dairy products for business. He will have the support of his family as well. He believes he can travel to other parts of the country in search of more animals and potential farmers who can support him and maybe give him some good farming ideas for the future. This business doesn't have a competition as almost 80% of Afghanistan's land is agriculture friendly and they have the support from the government as well. The dairy produced will be Cream - Milk - Yogurt - Cheese & other dairy products including wool to other farmers - which will later on be produced for customers. He wants to expand his business in the future provided it generates good income. These businesses comes under Dual sector which is heavily supported by the Afghan government and encouraged by the local people.</p>

Services to be Delivered	Description
Legal support	N/A
Procurement and specialist advice	ACE) provides this support through the Eco system in place & various vocational, educational
Education/Vocational training	'N/A' Description of education program: Returnee is not interested in receiving any type of educational or vocational training.
Job counselling / job placement	'N/A'
Accommodation/ Housing Provision	N/A
Organize adequate accommodation for UAM	'N/A'
Family tracing	'N/A'
Social support	'N/A'
Extensive medical treatment	'N/A'
Medical support (and/ or psychosocial support)	Returnee is in good health condition and doesn't take any medicine at the moment. He is
Provide assistance in accessing the labour market	'N/A'
Extra information regarding returnee reintegration process	Returnee stated that he will also be selling the wool to small business owners in various provinces.

Budget Sheet

INVESTMENT SOURCE	Total €:
ERIN/ERRIN Reintegration Allowance	3,000.00
Personal investment N/A	
TOTAL BUDGET:	3,000.00

EXPENDITURES	
Flock of Sheep - number will depend on available budget and price in market	2,698.00
Purchasing Hay for Animals - Oat Hay - Orchard Grass	258.00
Vaccination	26.00
Transportation cost	18.00
TOTAL ALLOWANCE EXPENDITURE:	3,000.00

A. TOTAL MONTHLY INCOME/ REVENUE /SALES ESTIMATE				
Goods/services provided by Returnee:	Unit Price (€) :	Quantity	Anticipated Income per day (€)	€
Milk - Cream - Yogurt - Cheese	2.00	14	28.00	840.00
			0.00	0.00
			0.00	0.00
			0.00	0.00
			0.00	0.00
TOTAL MONTHLY INCOME: (A)				840.00

B. TOTAL MONTHLY EXPENDITURE/ COSTS	
EXPENDITURES	Monthly Cost €
Monthly Purchase of Hay for Animals - Oat Hay - Orchard Grass - clean water	515.00
Vaccination for the Animals	22.00
Tax	12.00
Additional expenses including food - water etc	20.00
B. TOTAL MONTHLY EXPENDITURE:	569.00

C. BUSINESS PARTNERSHIP COST:		Monthly Cost €
Monthly Income (A) – Monthly Expenditure (B)	271	Partner's Share %
		0.00

BALANCE SHEET: D TOTAL MONTHLY PROFIT	Monthly €	Annual €
TOTAL INCOME: (A)	840	10080
TOTAL EXPENDITURE: (B)	569.00	6,828.00
BUSINESS PARTNERSHIP COST: (C)	0.00	0.00
RETURNEE TOTAL PROFIT: (D)	271	3,252.00

Declaration of Reintegration Assistance

I hereby accept the assistance and declare that I shall comply with the conditions as outlined above.

Name of LOC Counsellor:

Signature:

Date: 30/04/2020

Name of Returnee:

Signature:

Date: 30/04/2020

Confirmed by IRARA Global Operations:

Signature:

Date:

Confirmed by EPI:

Signature:

Date:

Created by Paint 5

Please Attach Images of Supporting/Additional Documents Below:

Annex C: Growth Action Plan *(an ERRIN Reintegration Plan Annex drafted as part of Batch 2 of ERRIN SRA BD Training)*

Example⁵

English Translated Version:

Growth Action Plan: Abozar Safdari

<p>Determine the goal you want to achieve:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Increase sales <input type="checkbox"/> Quality improvement <input type="checkbox"/> Find a new location <input type="checkbox"/> Increase income 	<p>Determine what you need to achieve the goals:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Money <input checked="" type="checkbox"/> Human resources <input checked="" type="checkbox"/> Equipment <input type="checkbox"/> Material <input checked="" type="checkbox"/> Location
---	---

Create an Action Plan (Sales Increase)

Objective	Necessary measures to achieve the goals	The people responsible for each action	Resources required	The duration set for completion each action
Sales increase for my livestock farm	<ol style="list-style-type: none"> 1. Change into bigger company 2. Ease to citizens 3. Always reachable 4. Having social and friendly workers 5. Building a suitable location 	<ol style="list-style-type: none"> 1. People to understand their responsibilities, and familiar with livestock farm 2. People who can do marking the right way 3. Quality in meat and milk 	<ol style="list-style-type: none"> 1. Money 2. Human resources 3. Equipment 4. Location 	

⁵ Growth Action Plans were only utilized for Batch 2, reflecting lessons learned from Batch 1. They were made as an unofficial annex to returnee Business Plans in their official ERRIN and EPI-approved Reintegration Plans. In addition to the Growth Action Plan (example shown above), returnees in Batch 2 also made full Business Plans like the one shown in Annex A of this report.

Original Version:

Abazar Safdar

پلان عمل رشد

2. مشخص سازید که برای دستیابی به اهداف به چه نیاز دارید:

- پول ✓
- افراد ✓
- تجهیزات ✓
- مواد ✓
- جای ✓

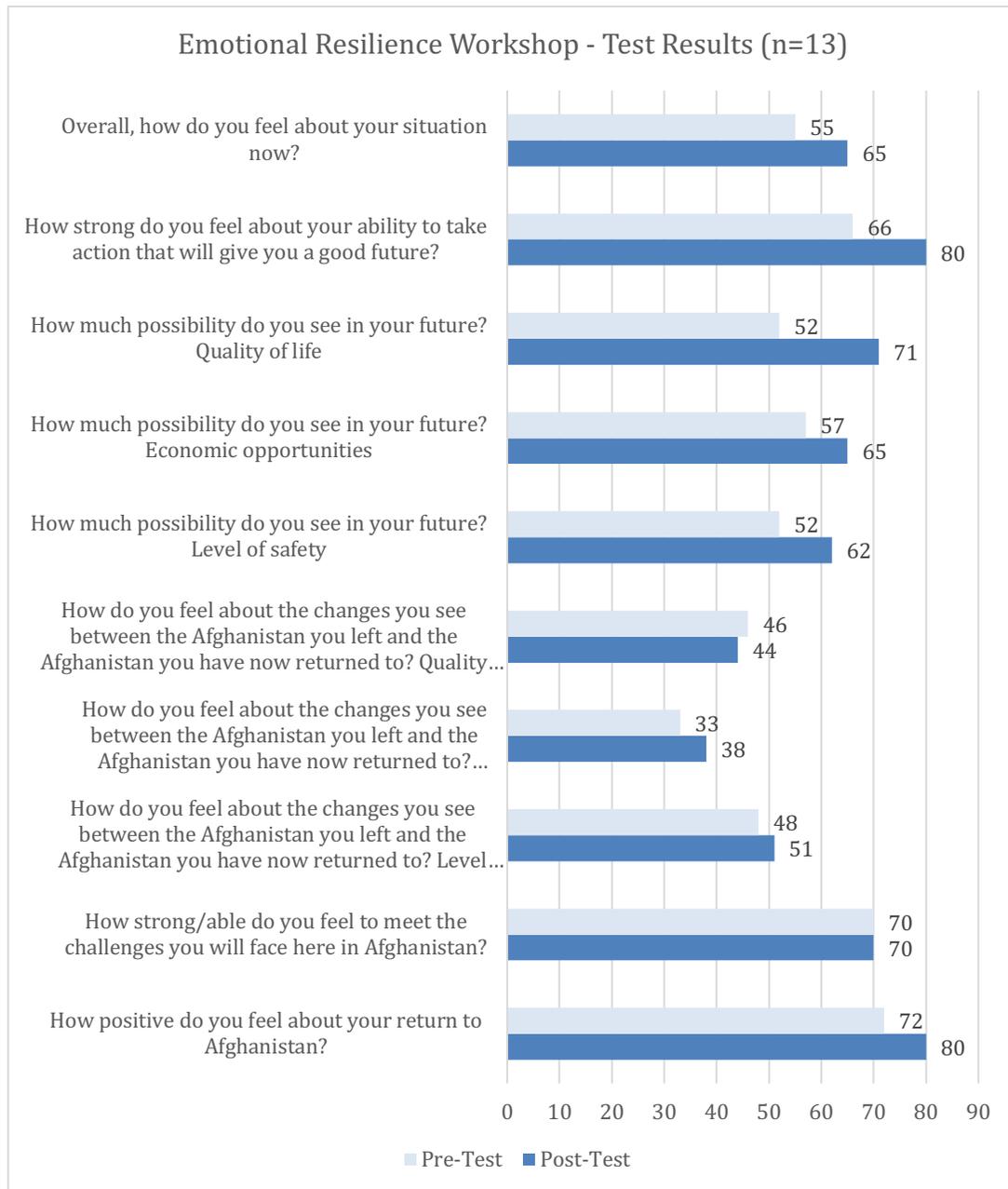
1. هدفی را که میخواهید بدست آورید را تعیین نمایید، مانند:

- افزایش فروش و شانس ✓
- ارتقای کیفیت ✓
- یافتن جای جدید ✓
- افزایش منحصرتزایی ✓

3. پلان عمل ایجاد کنید (رشد فارم مال دار)

هدف	اقدامات لازم برای دستیابی به اهداف	افراد مسئول هر اقدام	منابع مورد نیاز	تاریخ تعیین شده برای زمان تکمیل هر اقدام
فارم مال دار	1. شرکت بزرگ تبدیل کردن 2. سهولت 3. همسایگان 4. دست راست بزرگ 5. افراد احیای 6. انتخاب مکان مناسب	و طعم تناس رسیدگی به مال دار / افراد و افراد که به شکل درست بازاری می تواند کیفیت در هر گوشت و شیر	پول افراد تجهیزات مواد جای	

Annex D: Batch 1 Psychosocial Test Results



Note: These scores represent the aggregation of 13 scores on each question, each on a scale from 1-10. As such, the maximum total for each question is be 130.

Participants Breakdown: Psychosocial Pre- and Post-Test Results⁶

	Participant 1		Participant 2		Participant 3	
	Pre-Test	Post-Test	Pre-Test	Post-Test	Pre-Test	Post-Test
Q1	5	6	5	3	2	1
Q2	7	7	4	4	3	1
Q3a	8	5	2	2	1	1
Q3b	5	6	2	0	1	1
Q3c	5	5	3	3	1	1
Q4a	8	7	4	4	1	2
Q4b	7	8	4	4	2	1
Q4c	6	7	5	3	1	1
Q5	8	7	2	2	4	4
Q6	6	7	4	4	2	3
TOTAL	65	65	35	29	18	16

	Participant 4		Participant 5		Participant 6	
	Pre-Test	Post-Test	Pre-Test	Post-Test	Pre-Test	Post-Test
Q1	10	10	3	3	1	3
Q2	5	5	2	5	6	4
Q3a	1	10	1	2	10	2
Q3b	5	5	2	0	0	2
Q3c	5	5	3	0	0	3
Q4a	1	10	4	5	8	5
Q4b	8	5	5	5	3	6
Q4c	5	10	3	0	6	5
Q5	5	10	5	10	4	5
Q6	3	5	1	3	5	5
TOTAL	48	75	29	33	43	40

	Participant 7		Participant 8		Participant 9	
	Pre-Test	Post-Test	Pre-Test	Post-Test	Pre-Test	Post-Test
Q1	10	10	10	10	10	8
Q2	6	3	7	5	8	7
Q3a	1	1	10	10	4	7
Q3b	3	1	1	2	5	9

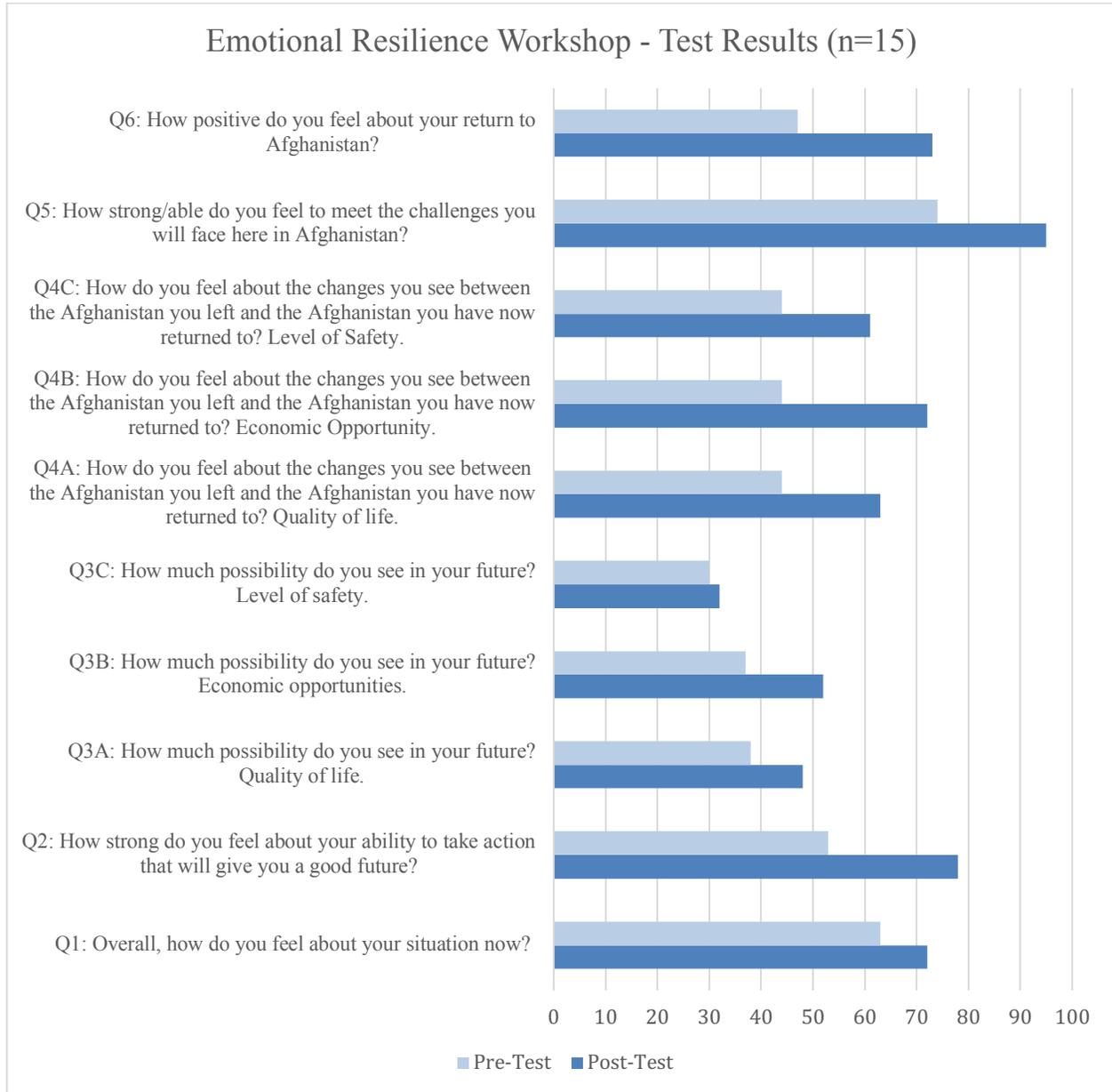
⁶ Note that only the responses of the 13 participants who completed both the pre- and post-test are included here.

Q3c	1	3	8	4	6	8
Q4a	1	3	5	5	5	6
Q4b	3	0	4	7	6	4
Q4c	2	5	5	6	8	8
Q5	3	3	4	8	9	9
Q6	6	4	3	5	9	8
TOTAL	36	33	57	62	70	74

	Participant 10		Participant 11		Participant 12	
	Pre-Test	Post-Test	Pre-Test	Post-Test	Pre-Test	Post-Test
Q1	1	10	7	8	6	6
Q2	5	10	8	7	4	7
Q3a	1	0	3	3	5	6
Q3b	0	10	1	0	6	0
Q3c	0	0	3	5	7	6
Q4a	1	1	5	5	8	6
Q4b	0	5	6	4	6	6
Q4c	0	10	6	5	4	6
Q5	5	5	5	5	7	4
Q6	1	5	4	7	8	5
TOTAL	14	56	48	49	61	52

	Participant 13	
	Pre-Test	Post-Test
Q1	2	2
Q2	5	5
Q3a	1	2
Q3b	2	2
Q3c	4	1
Q4a	1	3
Q4b	3	10
Q4c	1	5
Q5	5	8
Q6	3	4
TOTAL	27	42

Annex E: Batch 2 Psychosocial Test Results



	Participant 1		Participant 2		Participant 3	
	Pre-Test	Post-Test	Pre-Test	Post-Test	Pre-Test	Post-Test
Q1	4	5	10	8	2	3
Q2	3	7	7	8	3	4

Q3a	8	6	5	7	1	2
Q3b	4	6	6	7	1	0
Q3c	3	4	5	8	1	0
Q4a	3	3	10	9	1	3
Q4b	5	8	8	7	0	4
Q4c	4	4	8	8	1	3
Q5	8	9	9	9	8	4
Q6	4	7	8	9	3	2
TOTAL	46	59	76	80	21	25

	Participant 4		Participant 5		Participant 6	
	Pre-Test	Post-Test	Pre-Test	Post-Test	Pre-Test	Post-Test
Q1	1	3	10	10	1	1
Q2	2	4	6	10	5	1
Q3a	1	3	5	7	1	1
Q3b	1	2	6	8	1	1
Q3c	1	0	7	0	1	1
Q4a	1	3	3	8	3	1
Q4b	1	1	5	10	2	2
Q4c	1	3	4	10	1	1
Q5	1	5	7	10	3	2
Q6	1	4	3	6	3	2
TOTAL	11	28	56	79	21	13

	Participant 7		Participant 8		Participant 9	
	Pre-Test	Post-Test	Pre-Test	Post-Test	Pre-Test	Post-Test
Q1	1	4	5	9	4	3
Q2	1	3	3	9	2	4
Q3a	1	2	1	3	6	5
Q3b	1	4	1	3	5	4
Q3c	1	3	1	3	3	3
Q4a	1	4	2	4	5	6
Q4b	1	5	1	4	2	3
Q4c	1	4	3	4	3	3
Q5	2	9	3	9	7	6
Q6	1	5	4	9	2	4
TOTAL	11	43	24	57	39	41

	Participant 10		Participant 11		Participant 12	
	Pre-Test	Post-Test	Pre-Test	Post-Test	Pre-Test	Post-Test
Q1	2	3	6	5	9	10
Q2	3	3	1	3	5	10
Q3a	0	0	0	0	1	7
Q3b	0	0	0	0	3	8
Q3c	0	0	0	0	2	5
Q4a	2	3	3	3	2	8
Q4b	2	4	1	3	6	10
Q4c	2	3	2	0	4	10
Q5	3	4	3	3	7	10
Q6	1	3	5	5	2	7
TOTAL	15	23	21	22	41	85

	Participant 13		Participant 14		Participant 15	
	Pre-Test	Post-Test	Pre-Test	Post-Test	Pre-Test	Post-Test
Q1	1	1	1	3	6	4
Q2	1	2	3	5	8	5
Q3a	1	1	3	1	4	3
Q3b	1	3	1	2	6	4
Q3c	1	1	1	1	3	3
Q4a	1	1	2	2	5	5
Q4b	1	3	5	4	4	4
Q4c	1	1	4	4	5	3
Q5	1	5	5	5	7	5
Q6	1	1	5	5	4	4
Total	10	19	30	32	52	40

Annex F: Course Attendance

Batch 1

No	IRARA Case Number	Returnee Name	Personal Contact details	Attendance									Remarks	
				June										
				21	22	23	24	25	26	27	28	29		
1	AF-INV-SE-13165	Mujtaba Saifi	766089866	1	1	1	1	1	1	1	1	1	1	
2	AF-INV-FR-13381	Naim Ahmadi	798020640	1	1	0	0	1	1	1	1	1	1	
3	AF-INV-DE-13406	Ziaudin Ibrahim	774171961	1	1	1	1	1	1	1	1	1	1	
4	AF-INV-SE-13183	Mohammad Nawad KARIMI	798961320	1	1	1	1	1	1	1	1	1	1	
5	AF-INV-SE-13322	Gholam AMIRI	790146530	1	1	0	1	1	1	1	1	1	1	
6	AF-INV-DE-13262	Shir Jan ALIZADA	783260032	1	1	1	1	1	1	1	1	1	1	
7	AF-INV-FR-13460	ALLAH NOOR ABDUL WAHID	789047555	0	1	1	1	1	1	1	1	1	1	
8	AF-INV-SE-13426	Mohammad Zeia KHAWARI	772593215	1	1	0	1	1	1	1	1	1	1	
9	AF-INV-SE-13307	Ehsanallah Safi SAFI	780660653 /787198169	0	1	1	1	1	1	1	1	1	1	
10	AF-INV-SE-13438	Hossein NABAWI	786420762	1	1	0	1	1	1	1	1	1	1	
11	AF-INV-FR-13451	Ezatullah Husaini	731981298	1	1	1	0	0	1	1	1	1	1	
12	AF-INV-FR-13466	Habibullah Azizi	770329289 /729723843	1	1	1	1	1	1	1	1	1	1	
13	AF-INV-SE-13360	Dait NOUROZI/M.Reza	708101370	1	1	1	1	1	1	1	1	1	1	
14	AF-INV-FR-13418	Mohamed Zubair ALKOZAI	788030503	1	1	1	1	1	1	1	1	1	1	
15	AF-INV-DE-13359	Amrudin NAJMI	766656583	1	1	0	1	1	1	1	1	1	1	
16	AF-INV-FR-13474	Hamayoon Tawos	700257276	1	1	1	0	0	1	1	1	1	1	
17	AF-INV-DE-13352	Miasam KHOSAINI	785141120	1	1	1	1	1	1	1	1	1	1	
18	AF-INV-GB-13476	Gulrahman AKHTARI	744534164 /0799413303	1	1	1	1	1	1	0	1	1	1	
Total				16	18	13	15	16	17	18	18			

Batch 2

No	IRARA Case Number	Returnee Name	Personal Contact details	Attendance											Remarks
				August											
				10	11	12	13	14	15	16	17	18	19		
1	AF-INV-DE-13521	Amanullah KAMRAN	785451416 /731903290	1	1	1	1	1	1	1	1	1	1	1	
2	AF-INV-DK-13011	Ahmad Sahil HASANKHEL	799407861/0797922919	0	1	1	1	1	1	1	1	1	1	1	
3	AF-INV-SE-13063	Mumtaz Hussain HAJIZADA	784929406	1	1	1	1	1	1	1	1	1	1	1	
4	AF-INV-DE-13461	Ghafar TARAKHEL	774552170	1	1	1	1	1	1	0	1	1	1	1	
5	AF-INV-DK-13143	Naser HOSSEINI	776006276/0747662292	1	1	1	1	1	1	1	1	1	1	1	
6	AF-INV-FR-13471	Waseel Ahmadzai	779728769	1	1	1	1	1	0	1	1	1	1	1	
7	AF-INV-SE-13434	Mohammed Reza MOHAMMA	749683123	1	1	1	1	1	1	1	1	1	1	1	
8	AF-INV-DE-13435	Waridullah SAFIZADA	779372796/0773262492	1	1	1	1	1	1	1	1	1	1	1	
9	AF-INV-DE-13485	Rahim Yousofi	793677987/702736924	1	1	1	1	1	1	1	1	1	1	1	
10	AF-INV-DE-13499	Milad Safdari	780797947	1	1	1	1	1	1	1	1	1	1	1	
11	AF-INV-DE-13497	Shir Ali Haidari	787720420	1	1	1	1	1	1	1	1	1	1	1	
12	AF-INV-DE-13498	Abozar Safdari	730097115	1	0	1	1	1	1	1	1	1	1	1	
13	AF-INV-SE-13316	Daroush SHAHZAD	799060681	1	1	1	1	1	1	1	1	1	1	1	
14	AF-INV-SE-13496	Mujtaba HASAN	786588529	1	1	1	1	1	1	1	1	1	1	1	
15		Hamid Hasani	744806107	1	1	1	1	1	1	1	1	1	1	1	Swedish minor returnee
Total				14	14	15	15	0	14	14	15	0	15		

Annex G: Batch 1 and 2 Business Development Course Outline/Agenda

<u>Module, Unit</u>	<u>Topics Covered</u> ⁷	<u>Time</u>
Orientation and Pre-test	<ul style="list-style-type: none"> ● Course syllabus ● Course expectations ● Course logistics ● Student goals and objectives ● Taking the pre-test 	Day 3 8 :00-9 :00
Module 1: Basic Math	<ul style="list-style-type: none"> ● Addition ● Subtraction ● Multiplication ● Division 	Day 3 9:00-12:00; 13:00-14:00
Module 2: Basic Literacy	<ul style="list-style-type: none"> ● Reading ● Writing 	Day 3 14:00-17:00
Module 3: Start Up and Planning	<ul style="list-style-type: none"> ● Should I be an entrepreneur? <ul style="list-style-type: none"> ○ Trainees will examine whether they have an entrepreneurial mindset, possess initiative and drive, are resilient and flexible, and can practically implement an entrepreneurial lifestyle. ● How do I choose what business to start? <ul style="list-style-type: none"> ○ Trainees will learn tools and strategies to observe, inquire, and research local business opportunities. They 	Day 4 8:00-12:00

⁷ *Note: With the exception of Modules 1 and 2 on Basic Math and Literacy, the topics in this outline have been described as they appear in the DASTYAR and/or SIYB curriculum. As the level of these mentioned curricula are much more advanced than the anticipated education level of the majority of Afghan returnees coming through the ERRIN programme, the training material for this project will simplify these concepts significantly to ensure that the returnees in the course can understand and engage. For example, when learning supply and demand, rather than learning the theory and economic concepts, trainees will discuss real life scenarios where they experienced the phenomenon. For example, perhaps in their village because of a drought very few vegetables and fruit were produced that year (this means the supply decreases). However, the same number of villagers wanted to buy vegetables and fruit (demand remains stable). Accordingly, the price of fruit and vegetables in the local bazars probably increased (price inflation due to more demand than supply). This approach will be replicated across all concepts described in the below outline.

	<p>will also understand how to analyze their own skills, passions, and hobbies to brainstorm business ideas.</p> <ul style="list-style-type: none"> ● What is a business plan and how do I use one? <ul style="list-style-type: none"> ○ Trainees will understand how a business plan can serve as a road map to assess and anticipate start-up needs “on paper.” They will also learn how to perform a complete analysis of their business, how to prepare a financial proposal, and how to communicate and implement their business plan. ● What are common barriers of starting a business? <ul style="list-style-type: none"> ○ Trainees will understand the common barriers of starting a business (economic, social, long government procedures) and how to overcome those barriers. ● How do I find mentors, coaches, and advisors? <ul style="list-style-type: none"> ○ Trainees will understand where to look for a mentor, what qualities mentors should have, and what support mentors should provide. 	
<p>Module 4: Access to Finance</p>	<ul style="list-style-type: none"> ● Where can I get the money to start my business? <ul style="list-style-type: none"> ○ Trainees will learn the pros and cons of the following sources of finance for their business: their own savings, family, friends, donor, banks, investors. ● What is capital and why do I need it? <ul style="list-style-type: none"> ○ Trainees will understand the meaning of capital, its importance for starting and running a business, and how to estimate how much capital they need for their business. ● Should I ask for investments from my friends and family? <ul style="list-style-type: none"> ○ As many trainees may find it easiest to ask for investments from friends and family, trainees will learn how to do this in a responsible and sustainable way and what to consider when deciding whether to ask friends and family to invest. ● What is a partnership and should I take one? <ul style="list-style-type: none"> ○ Trainees will examine the pros and cons of having a partnership, traits and competencies they should look for in a partner, and how to start and end a partnership. 	<p>Day 4 13:00-16:00</p>

Module 5: Business Formalization	<ul style="list-style-type: none"> ● What is a business registration and why should I register my business? <ul style="list-style-type: none"> ○ Trainees will understand what it means to register a business and what the benefits of running a formal business/disadvantages running an informal business are. ● What are business taxes? Afghanistan Tax Law <ul style="list-style-type: none"> ○ Trainees will understand what business taxes are, the 5 types of business taxes to pay attention to, and how to pay taxes. ● Why should I keep good business records? <ul style="list-style-type: none"> ○ Trainees will understand why it is important and how to keep track of important business information (employee records, inventory, equipment, marketing material, production, sales, customers, and business contracts). 	Day 4 16:00-17:00; Day 5 8:00-10:00
Module 6: Operation and Project Management	<ul style="list-style-type: none"> ● What is Operations Management? <ul style="list-style-type: none"> ○ Trainees will learn the broad range of activities and processes that need to happen for businesses to make money and understand the specific step-by-step method of designing operations management. ● What are the best practices in operations management? <ul style="list-style-type: none"> ○ Trainees will learn about key best practices in operations management, including: continuous improvement; lean production; simplifying processes; and machines, facilities, and people working together. ● How can I increase productivity? <ul style="list-style-type: none"> ○ Trainees will learn how to improve their productivity by improving their business' capacity, correctly estimating customer demand, and examining productivity costs including: prevention costs, evaluation costs, and capacity costs. 	Day 5 10:00-12:00; 13:00-14:00
Module 7: Marketing	<ul style="list-style-type: none"> ● What is marketing? <ul style="list-style-type: none"> ○ Trainees will understand the steps of marketing, including: market research, developing a product or service to meet an unmet need, determining how best to get the product/service to the customer, identifying the right price, and determining how to communicate the product/service to your audience. ● What is a target market and how do I identify the right target market? 	Day 5 14:00-17:00 Day 6 8:00-10:00

	<ul style="list-style-type: none"> ○ Trainees will learn the difference between target market and target audience, why it is important to identify them, and how to do so. ● Identifying competitors <ul style="list-style-type: none"> ○ Trainees will identify who are their direct and indirect competitors and how to differentiate their product or service from their competitors. ● Market research <ul style="list-style-type: none"> ○ Trainees will understand what market research is, why it is important, and the basic steps of doing their own primary market research. ● What is advertising and how do I use it to grow my business? <ul style="list-style-type: none"> ○ Trainees will understand the objective of advertising, how to define a goal for advertising, and a four-step procedure to set up an effective advertising strategy. ● What is branding and how do I do it right? <ul style="list-style-type: none"> ○ Trainees will understand the importance of branding, and the steps to branding a business: have a visual identify (logo), branding message, and tagline. ● What is social media marketing and what are the do's and don'ts? <ul style="list-style-type: none"> ○ Trainees will learn seven social media marketing insights, including: listening, focus, quality check, having patience, influencing, adding value to the conversation, acknowledgement of customers, accessibility and reciprocity. Social media marketing for the Afghan context will focus mostly on Facebook and some Instagram. ● Word of mouth <ul style="list-style-type: none"> ○ Trainees will understand word-of-mouth (WoM) advertising and learn how to drive successful WoM, namely: engage with the target audience by joining the conversation, equip the audience with shareable information, and empower consumers to have a say in your brand. ● Creating a simple marketing plan <ul style="list-style-type: none"> ○ Trainees will understand the advantages of a having a marketing plan and learn the basic pieces of one: situation/market/brand analysis; recommended brand objectives, strategy and tactics; and financial considerations. 	
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	<ul style="list-style-type: none"> ● Evaluating your marketing <ul style="list-style-type: none"> ○ Trainees will learn the most common measurable outputs of marketing: increased sales, improved reputation, and increased awareness of your brand/business. Trainees will then learn sample ways to assess each output. 	
Module 8: Sales and Customer Service	<ul style="list-style-type: none"> ● The relationship between sales/customer service and marketing <ul style="list-style-type: none"> ○ Trainees will examine how good customer service increases sales and learn customer service tactics such as: answering questions, product packaging and delivery, teaching customers, home delivery/installation, replacing faulty parts, and following up on customer satisfaction. ● Creating a sales strategy <ul style="list-style-type: none"> ○ Trainees will learn how a sales strategy is different than a marketing strategy and basic techniques to create a sales strategy, including: studying the traits of key potential clients, establishing sales goals, defining a timeline, and tracking results. ● Setting Prices <ul style="list-style-type: none"> ○ Trainees will learn to set prices using a value-based and cost-based pricing model. They will also look at how competitors prices, branding, convenience, quality, features, service, and customers' income levels should affect price setting. ● Closing a Sale <ul style="list-style-type: none"> ○ Trainees will learn the steps of the Sales Cycle and tips on how to “close a deal”, including: fulfilling promises, focusing on the customer, finding ways to help the customer, planning to ask for the order, and asking for the order. ● Customer Service <ul style="list-style-type: none"> ○ Trainees will learn that customer service is another element of closing a sale. They will also learn how to offer good customer service, including: a good location, being more efficient, good technical support, longer hours of operation, free delivery, and friendly telephone support. ● Managing Customer Complaints 	Day 6 10:00-12:00; 13:00-15:00

	<ul style="list-style-type: none"> ○ Trainees will learn how to manage customer complaints by: staying calm and listening, acknowledging the problem, offering a solution, apologizing, and following-up. 	
Module 9: Human Resources	<ul style="list-style-type: none"> ● Structuring your company <ul style="list-style-type: none"> ○ Trainees will learn how to organize their company to operate in most effective way. ● Recruiting <ul style="list-style-type: none"> ○ Trainees will learn how to make decision about whether to hire a new employee: namely, is the employee needed and can the business financially support the new employee. ● Training New Employees <ul style="list-style-type: none"> ○ Trainees will learn what is important for new employees to learn and examples of how to teach it before they begin working, during the first week of work, and during the first 30-90 days. ● Managing Family Members in the Business <ul style="list-style-type: none"> ○ Trainees will understand various things to pay attention to when working with family, including only paying family members who actually work, not creating two classes of employees for family vs. non-family, not abusing family relationships, maintaining open relationships, not mixing family and business decisions, and establishing healthy boundaries between family and business. ● Handling poor performance <ul style="list-style-type: none"> ○ Trainees will learn how to deal with poor performance by identifying the weakness, talking directly to the employee, making a plan on how to improve, and monitoring the plan. ● Coaching/providing feedback/support <ul style="list-style-type: none"> ○ Trainees will learn to provide good coaching for their employees by building a relationship, setting a meeting, getting a commitment to act, managing employee excuses, providing feedback, and giving time for employees to improve. 	Day 6 15:00-17:00 Day 7 8:00-9:00
Module 10: Pricing	<ul style="list-style-type: none"> ● Prices and Why They Matter <ul style="list-style-type: none"> ○ Trainees will learn how to set prices (calculate the cost + minimum profit and above that is the price range), and 	Day 7 9:00-12:00

	<p>the importance of having competitive prices where the business still makes a profit.</p> <ul style="list-style-type: none"> ● Supply and demand <ul style="list-style-type: none"> ○ Trainees will understand supply and demand and learn how supply and demand can impact their pricing and how their pricing can impact supply and demand. ● Pricing tools, components, and best practices <ul style="list-style-type: none"> ○ Trainees will learn to identify their break-even point in sales by calculating their variable and fixed expenses and the price of their good. ○ Trainees will how economic forces may affect their pricing and pricing strategies such as discounting prices, or discounting prices on one item to draw customers into the shop. ● Setting Prices <ul style="list-style-type: none"> ○ Trainees will learn how to prices through a value-based and cost-based model. ● How customers think about pricing <ul style="list-style-type: none"> ○ Trainees will learn 4 key insights on how customers think about pricing, including: reference prices, relying on other values, equating high price with high quality, and paying more for more time/effort. ● Increasing prices <ul style="list-style-type: none"> ○ Trainees will learn how and when to increase their prices, including: adding improvements, offering discounts, picking a good time, and reducing sizes. 	
<p>Module 11: Business Ethics</p>	<ul style="list-style-type: none"> ● Why ethics is necessary for success <ul style="list-style-type: none"> ○ Trainees will understand the distinction between what is legal and what is ethical; they will understand how business decisions affect employees, suppliers, customers, family members, and more. They will also learn strategies to make business decisions about ethical dilemmas. ● How unethical behavior affects business <ul style="list-style-type: none"> ○ Trainees will learn about the importance of communicating and following ethical standards to achieving success. They will understand the importance of ethics for developing a reputation, satisfying customers, and retaining investors. ● Dealing with bribery/corruption 	<p>Day 7 13:00-15:00</p>

	<ul style="list-style-type: none"> ○ Trainees will understand the definitions of bribery and corruption; they will learn to distinguish between a gift and a bribe. They will also learn about the risks that participating in bribes or corruption pose to a business. ● Giving/accepting gifts <ul style="list-style-type: none"> ○ Trainees will learn the appropriate role that small, proper gifts play in business; they will learn to consider the size, nature, and purpose of the gift to ensure that gifts will not be misunderstood as bribes. 	
Module 12: Growth and Expansion	<ul style="list-style-type: none"> ● When to expand your business <ul style="list-style-type: none"> ○ Trainees will learn signs that a business needs to expand, such as high demand that production or customer service. Trainees will also learn to analyze other factors, including if their business model is replicable, if they are ready for more work, and if their employees share their view of expansion. ● The challenges of expansion <ul style="list-style-type: none"> ○ Trainees will examine challenges associated with business expansion, including financial challenges, HR challenges, marketing challenges, and production/operational challenges. Trainees will learn strategies to mitigate these challenges. ● Permits, registration, and financial reports for expansion <ul style="list-style-type: none"> ○ Trainees will learn the permits and registration likely to be required for different kinds of expansion (geographic expansion, product/service expansion). Trainees will understand how to research, seek advice, and plan out applications to ensure that all legal requirements are met. ● Different ways of expanding <ul style="list-style-type: none"> ○ Trainees will understand various expansion strategies and modalities. They will learn about adding new products and services, finding new customers, and expanding to new geographic areas. They will also learn about franchising, e-commerce, and the possibility of expanding to an overseas market. 	Day 7 15:00-17:00
Work on Business Plan/Reintegr	<ol style="list-style-type: none"> 1. Review of student goals and objectives 2. Taking the post-test 3. Working on/finalizing Business Plan 	Day 8 8:00-12:00; 13:00-17:00

ation Plan and Post-test		
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Annex H:

Batch 1 Psychosocial Workshop Agenda

Day One		
Time	Topic	Resources/Handouts
	<p>Introductions to PARSA/ACE staff attendees</p> <p>Participant introductions</p>	
	<p>Pre course questionnaire- (The trainer will explain each question. Participants not literate may need assistance identifying.)</p>	Handout 1
	<p>Welcome back! Each attendee has been on a journey and that journey has changed his/her perspective on life.</p> <ol style="list-style-type: none"> 1. What is possible for my future in Afghanistan? 2. How I want to live 3. What I value and what is important to me. <p>For many there are parts of leaving and returning that are highly stressful, disappointing and confusing. The work of reintegration can seem very hard.</p> <p>-Learning the difference between my reactions and emotions AND the facts of what is possible and what I am experiencing.</p>	
	<p>Exercise: "Breathing"</p> <p>Discussion -</p>	
	<p>Exercise: Your perspective and how you may be limiting yourself.</p> <p>Discussion: Group and then smaller groups</p>	
	<p>Exercise: How I feel about coming back and how that effects my actions.</p>	
	<p>Making a plan for my future based on my values and what is important to me. (Acceptance and Commitment Therapy model).</p> <p>Share in groups and then in the larger group</p>	Handout: Worksheet or notebook exercise.
	<p>Introduction to working in a support group</p> <p>Support groups are an opportunity to solve problems with a group of people who have similar experience.</p>	

	Step 1-7 of a support group process	
	Practicing being in a support group Topic: My challenges coming back to Afghanistan and how I can solve them	

Day Two		
Time	Topic	Resources/Handouts
	Debrief from yesterday	
	Relaxation exercises: Skills to use when I am upset or anxious	
	Focusing on actions that are consistent with what is important to me.	
	What gets in the way of taking those actions Facing my challenges- what can I control and what can I not control.	
	Coping with anxiety, fear, depression and other negative emotions. Three steps: Step One: Pause and reflect- <i>Exercise</i> Step Two: Be aware of your emotions and accept them- <i>Exercise</i> Step Three: Take action on something that is important to you or that you value. <i>Exercise</i>	Handout/Worksheet
	Questions and Answers about feelings of fear, anxiety, depression with applicable strategies.	
	Making an emotional resilience plan.	
	Resources to support you.	
	Breakout into support groups- expanding resilience plan through working with others.	
	Post test	



Annex I:

Batch 2 Psychosocial Workshop Agenda

Day One		
Time	Topic	Resources/Handouts
	<p>Introductions to PARSA/ACE staff attendees</p> <p>Participant introductions</p>	
	<p>Purpose of this component of the workshop:</p> <ul style="list-style-type: none"> • To support you as you develop your plan for your future in Afghanistan specifically through the work you have done on your Business development plan with ACE. • To support you in anticipating and overcoming the challenges you are facing now and will face. • To introduce you to a level of support that will help you be resilient as you move forward. 	
	<p>Pre course questionnaire- (The trainer will explain each question. Participants not literate may need assistance identifying.</p>	Handout 1
	<p>Welcome back! Each attendee has been on a journey and that journey has changed his/her perspective on life.</p> <ol style="list-style-type: none"> 1. What is possible for my future in Afghanistan? 2. How I want to live 3. What I value and what is important to me. <p>For many there are parts of leaving and returning that are highly stressful, disappointing and confusing. The work of reintegration can seem very hard.</p> <p>Where to start: Debriefing from the ACE workshop: What have you learned and what is your plan?</p>	
	<p>Discussion: What barriers have you encountered and do you anticipate encountering coming back to Afghanistan?</p>	

	What perspectives have you encountered upon your return by family, friends and community that are hard for you?	
	Exercise: Your perspective and how you may limit yourself. Discussion: Group and then smaller groups	
	Exercise: How I feel about coming back and how that effects my actions.	
	Making a plan for my future based on my values and what is important to me. (Acceptance and Commitment Therapy model). Share in groups and then in the larger group	Handout: Worksheet or notebook exercise.
	Introduction to working in a support group Support groups are an opportunity to solve problems with a group of people who have similar experience. Step 1-7 of a support group process	
	Practicing being in a support group Topic: My challenges coming back to Afghanistan and how I can solve them	

Day Two		
Time	Topic	Resources/Handouts
	Debrief from yesterday	
	Relaxation exercises: Skills to use when I am upset or anxious	
	Focusing on actions that are consistent with what is important to me.	
	What gets in the way of taking those actions Facing my challenges- what can I control and what can I not control.	
	Coping with anxiety, fear, depression and other negative emotions. Three steps: Step One: Pause and reflect- <i>Exercise</i> Step Two: Be aware of your emotions and accept them- <i>Exercise</i> Step Three: Take action on something that is important to you or that you value. <i>Exercise</i>	Handout/Worksheet
	Facing the judgement of others- How to communicate with others when they are judging you or even making it difficult for you to move forward.	
	Facing the lack of resources- Brainstorming on how an individual can overcome the lack of resources as you transition.	
	Reframing how you see yourself in Afghanistan: Starting to look at yourself as an asset with a unique experience internationally that can be a contribution to your community. What do you bring back to Afghanistan that could be an asset to people around you or in an employment setting? Thinking beyond your Business Plan- How do you want to change and how do you want your life to change? What is important for you to take action on?	
	Questions and Answers about feelings of fear, anxiety, depression with applicable strategies.	
	Making an emotional resilience plan and taking action on your business plan. Your strength in this next phase will be through those actions you take on your own behalf.	
	Resources to support you.	
	Breakout into support groups- expanding resilience plan through working with others.	
	Post test	

