

**Ministry of Foreign Affairs –** (Department for Migration, Stabilisation and Fragility)

**Meeting in the Council for Development Policy on 8 February 2024**

Agenda Item No. 5

- 1. Overall purpose:** *For discussion and recommendation to the Minister*
- 2. Title:** Capacity Building Program for Reintegration and Social Protection in Afghanistan, Phase III 2024-2026
- 3. Amount:** DKK 13.5 million (2024-2026)
- 4. Presentation for Programme Committee:** 15 August 2023
- 5. Previous Danish support presented to UPR:** No, this is the first presentation to UPR

# PARSA: Capacity Building Program for Reintegration and Social Protection in Afghanistan, phase III. 2024-2026

<b>Key results:</b> <i>1. Afghan returnees have access to intensive, individualized services that meet their psychosocial, economic, and social needs, and support them to achieve sustainable reintegration into Afghan society. This is accomplished through PARSA's Transition to Community Program and Trade Afghan Economic Program.</i> <i>2. A diversified population of vulnerable Afghan people have improved wellbeing through access to resources and learning from DSPP programming.</i>	<b>File No.</b>	2023-23697 & 23/17230			
	<b>Country</b>	Afghanistan			
	<b>Responsible Unit</b>	Migration, Stabilisation and Fragility			
	<b>Sector</b>	15190, Facilitation of orderly, safe, regular and responsible migration and mobility			
	<b>Partner</b>	PARSA			
	<b>DKK million</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
	<b>Commitment</b>	13.5			13.5
	<b>Projected disbursement</b>	6.75	6.75		13.5
	<b>Duration</b>	15 February 2024 - 15 February 2026			
	<b>Previous grants</b>	DSPP I & DSPP II (total DKK 38.2 mil.)			
	<b>Finance Act code</b>	§06.32.10.13			
	<b>Head of unit</b>	Jens Godtfredsen			
	<b>Desk officer</b>	Serena Hebsgaard			
<b>Justification for support:</b> <i>Creating opportunities that ensure tangible alternatives to displacement and irregular migration is a key objective in Denmark's strategy for development cooperation "The World We Share". This project will contribute to this objective by ensuring sustainable reintegration support for voluntarily returned Afghans from both Denmark and other countries. The project supports local community building and inclusion of socially vulnerable groups in Afghanistan and contributes to ensuring general future prospects and stability for these same groups.</i>	<b>Reviewed by CFO</b>	YES: Antonio Ugaz-Simonsen			
	<b>Relevant SDGs</b>	<div> <div> <p>1 NO POVERTY</p> </div> <div> <p>2 NO HUNGER</p> </div> <div> <p>3 GOOD HEALTH, Wellbeing</p> </div> <div> <p>4 QUALITY Education</p> </div> <div> <p>5 GENDER Equality</p> </div> <div> <p>6 CLEAN WATER, Sanitation</p> </div> </div>			
		<div> <div> <p>7 AFFORDABLE Clean Energy</p> </div> <div> <p>8 DECENT JOBS, Econ. Growth</p> </div> <div> <p>9 INDUSTRY, Innovation, Infrastructure</p> </div> <div> <p>10 REDUCED Inequalities</p> </div> <div> <p>11 SUSTAINABLE CITIES, Communities</p> </div> <div> <p>12 RESPONSIBLE Consumption &amp; Production</p> </div> </div>			
		<div> <div> <p>13 CLIMATE Action</p> </div> <div> <p>14 LIFE below Water</p> </div> <div> <p>15 LIFE on Land</p> </div> <div> <p>16 PEACE &amp; Justice, strong Inst.</p> </div> <div> <p>17 PARTNERSHIPS for Goals</p> </div> </div>			
	<b>Major risks and challenges:</b>	<ul style="list-style-type: none"> <li>- Political volatility leading to changes in leadership of relevant authorities in Afghan administration, leading to decreased cooperation with the project. This risk is mitigated through an MoU that will apply to any new administration.</li> <li>- Access to finance is a risk with a high degree of impact. This risk is mitigated through careful financial planning and coordination to ensure multiple avenues for accessing cash, including a focus on donor diversification.</li> <li>- The potential for the degradation of the security situation in Afghanistan is an ongoing risk. This is mitigated by regular risk assessment and the ability to adjust activities.</li> </ul>			

## Objectives

To create pathways to sustainable reintegration with a focus on economic stability for Afghan returnees, persons with specific needs, and other Afghans who need to transition to independent living in Afghan society, while building the capacity of other stakeholders working to support vulnerable Afghans.

Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
Indicate 0, 50% or 100%	0%	0%	0%	0%
Total green budget (DKK)				

## Justification for choice of partner:

PARSA has operated for 27 years in Afghanistan and has extensive experience conducting social protection programs for vulnerable individuals. PARSA has demonstrated results in reintegration of Persons with Specific Needs and returnees including through the implementation of phase I and II of this project, in which the foundation for PARSA's Transition to Community reintegration program and Trade Afghan Economic Program were established and piloted. Additionally, PARSA is chosen as a partner due to their extensive and longstanding partnership with the Afghan Red Crescent Society, the national institution mandated to care for vulnerable people in Afghanistan.

## Summary:

The project aims to expand the services offered to returnees through PARSA's Transition to Community Program, further contributing to avenues for sustainable reintegration in Afghanistan. To support returnees in achieving economic independence, the project continues to develop a robust economic program that includes an economic centre in Kabul and a national business network. This project also works to serve a wider population of vulnerable Afghan people through capacity building support for local institutions and through PARSA's wider programming.

## Budget (engagement as defined in FMI):

<b>Output 1.1:</b> Transition to Community Program	DKK 2,902,582
<b>Output 1.2:</b> Pilot Trade Afghan Economic Program	DKK 4,889,135
<b>Output 2.1:</b> Capacity building for national institutions	DKK 3,607,800
<b>Output 2.2:</b> Integration into PARSA's wider programming	DKK 965,279
<b>Total</b>	<b>DKK 13,500,000</b>

## 1. Context, strategic considerations, rationale, and justification

In this document, PARSA proposes the third phase of its Capacity Building Program for Reintegration and Social Protection in Afghanistan, also referred to as the Danish Social Protection Program (DSPP), which provides robust pathways to individualized sustainable reintegration for Afghans including Persons with Specific Needs (PSN) who are returning voluntarily to Afghanistan due to not having legal residence in Europe. The project also leverages learning and resources to support a larger pool of beneficiaries through capacity building support for national institutions and through PARSA's wider programming.

The project is supported via the Danish development budget for regions of origin and migration, specifically the flexible return fund, on the Danish Finance Act. The DSPP promotes sustainable return and reintegration, cf. track III of the Danish development approach to migration as described in the Danish *How-to-note on Migration*. The Danish project support has contributed to establishing the foundation for PARSA's Transition to Community reintegration program and the Pilot Trade Afghan Economic Program, which have been instrumental in providing sustainable reintegration and support for Persons with Specific Needs and returnees in Afghanistan.

As the DSPP project and introduction of PARSA's additional infrastructure for sustainable reintegration has been reliant on Danish financial support, this coming third phase of the project will also focus on a sustainable possible phasing out of Danish support, including through donor diversification.

### Problem statement/context

Irregular migration from Afghanistan to Europe is a complex phenomenon influenced by a combination of factors including political instability, conflict, economic challenges, insecurity, and violation of human rights. The international community, including European nations, has long grappled with the challenge of addressing the humanitarian needs of Afghan migrants and the policy considerations surrounding asylum and immigration. The fall of the former Government of the Islamic Republic of Afghanistan and subsequent establishment of the Taliban government, the Islamic Emirate of Afghanistan (IEA), led to a new wave of irregular migration and displacement of Afghans leaving the country.

While many Afghans who reach European countries are granted asylum, there are significant numbers who exhaust all means of remaining in Europe legally and elect to return voluntarily to Afghanistan. The partnership between Denmark and PARSA was initiated due to Denmark's desire to create a humane and ethical approach to supporting this group<sup>1</sup>. The intention was to create a holistic program that would give returnees from Europe, especially those facing extreme challenges, the best possible chance of achieving successful reintegration into Afghan society.

Migrants returning to Afghanistan face a complex and challenging situation, shaped by factors that include political instability, security concerns, and a collapsed economy. In particular, returnees arriving in Afghanistan after having spent a period in Europe may find it difficult to adjust to the new political and cultural reality and may face stigma due to having lived abroad in a European country. PARSA's program is designed to establish innovative and effective ways to address the needs of Afghans facing extreme and multiple challenges in Afghanistan's current cultural, political, and economic context.

### Background on services for Afghan returnees from Europe

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<sup>1</sup> In line with Denmark's objective to strengthen cooperation regarding voluntary repatriation of rejected asylum seekers without legal residence in Denmark, as per Denmark's strategy for development cooperation, "The World We Share" described in the How-to Note on Migration and a Fair and Humane Asylum System.

During phase I of the DSPP project from 1 October 2019 to 30 June 2022, and phase II from 1 July 2022 to 31 December 2023, PARSA laid the foundation and implemented a complex and responsive approach to individualized sustainable reintegration to Afghans returning voluntarily to Afghanistan from European countries. Utilizing methodology that fundamentally addresses the challenges of returnees through an individualized and needs based transition plan, psychosocial support, economic training and sustainable income-generation support, self-organizing support groups, support to build social networks and relationships, community engagement, and long-term mentoring, PARSA's program effectively provides what returnees need to achieve sustainable reintegration. In line with recommendations from existing research on sustainable reintegration and best practices<sup>2</sup>, the project adopts a community-based approach and focuses on sustainable socio-economic independence for beneficiaries. PARSA's program also focuses on leveraging opportunities unique to migrants returning to Afghanistan who have spent time in Europe, particularly in terms of the skills, experience, and capacity they can contribute to Afghan society.

In phase I of the project, PARSA utilized its extensive experience successfully supporting Afghans facing extreme challenges to develop a comprehensive approach to reintegration. PARSA's Transition to Community Program is designed to provide intensive individualized reintegration services tailored to each beneficiary through methodology that addresses the complex multitude of challenges facing Afghans in need of transitioning to independent living in Afghan society. While the program was designed specifically to serve Afghan returnees from European countries, the principles are applicable to other categories of beneficiaries facing extreme challenges with whom PARSA has expertise including survivors of gender-based violence, women heads of household, and other categories of PSN. PARSA was mandated during phase I to establish and maintain capacity to serve up to 30 returnees from Denmark with a focus on PSN women and families, and midway through the project signed an amendment to expand the contract scope to include all voluntary returns from Denmark and Europe including men.

The program was documented in phase I and piloted with returnees from Denmark and with PSN who were referred to PARSA's program from partners inside Afghanistan. PARSA enrolled a total of 9 returnees from Denmark<sup>3</sup> in the Transition to Community Program in phase I, as well as 8 PSN referrals from inside Afghanistan. During the COVID-19 period, PARSA's ability to provide quarantine accommodation and dedicated medical assistance were instrumental for maintaining return. Of the 17 beneficiaries, 13 successfully transitioned to community, three chose not to complete the program (left Afghanistan, etc), and one referral remains at PARSA with her daughter due to severe mental health challenges.

During this phase, physical infrastructure for project activities was developed through the renovation of derelict buildings on the campus where PARSA's main office is located. These include the PARSA Family Villages, which are residential complexes with accommodation for women and families (PFV 1) and men (PFV 2). Additional facilities developed during DSPP phase I include a clinic, an economic center for women, meeting space for returnee activities, training space, and economic infrastructure including greenhouses, agriculture fields, and vocational training buildings. The final development during phase I was the inauguration of the self-organizing Brothers 4 Brothers International network with 25 Afghan returnees from Denmark and other European countries that provides social support, training, and community engagement opportunities.

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<sup>2</sup> [https://www.iom.int/sites/g/files/tmzbd1486/files/documents/atip\\_levant/iom-reintegrationhandbook-module\\_1-an-integrated-approach-to-reintegration.pdf](https://www.iom.int/sites/g/files/tmzbd1486/files/documents/atip_levant/iom-reintegrationhandbook-module_1-an-integrated-approach-to-reintegration.pdf)

<sup>3</sup> The COVID-19 pandemic in 2020 and the Afghan government transition in August 2021 affected Denmark's ability to send returnees to PARSA's program.

In phase II of the project, PARSA continued to focus on returnees as the target population, with PARSA consistently retaining capacity to enrol up to 30 returnees per year from Europe. Only one returnee from Denmark has joined the program in 2023 due to political challenges related to the government transition in Afghanistan that have delayed returns, however there are several Afghans waiting for permission to voluntarily return and PARSA is on standby to welcome those beneficiaries into the Transition to Community program. Furthermore, Afghans officially evacuated to Denmark in August 2021 face cultural challenges and more than 20 Afghan individuals have been repatriated from Danish municipalities to Afghanistan in 2023. All individuals who have been repatriated have been offered pre-departure counselling via PARSA, and PARSA stands ready to continue counselling of that group post-return on a volunteer basis and to include them in PARSA programs, with direct financial support not provided unless approved by the Danish Return Agency. PARSA has also continued to develop the Brothers 4 Brothers International program in phase II, with 15 returnees from Denmark and other European countries currently enrolled.

Access to economic services via PARSA's Pilot Trade Afghan Economic Program (TAEP) has been a feature of the Transition to Community Program since its inception, however expanding TAEP became a central focus in phase II due to the economic crisis that has crippled the Afghan economy since the government transition. Program participants have emphasised that support to achieve economic independence is key to successful reintegration. Returnees who become successful economically are able to support their family and community networks, benefiting the local communities and advancing social acceptance of the returnee<sup>4</sup>. Trade Afghan is designed to create access to market and pathways to economic independence for people with diverse levels of need and skills, serving beneficiaries through multiple approaches including training, work experience, and access to resources. Phase II therefore included the renovation of a dilapidated cinema into the Kabul Trade Afghan Economic Center (TAEC), a large facility dedicated to creating sustainable pathways to economic independence for beneficiaries, with space for specialized training, commercial activities (manufacturing center, commercial training kitchen, tailoring facility, food processing center), small businesses, and events/exhibits to promote market access and business linkages. Phase II also saw the inauguration of the national Trade Afghan Business Network (TABN) that offers technical and administrative training, marketing, small grants, resources, and other support to entrepreneurs at all levels of business. Beneficiaries in the Transition to Community Program have access to Trade Afghan services and as part of their transition plan, develop a plan for achieving economic independence that could include accessing Trade Afghan training, work experience opportunities, job search, and/or small business support through TABN. All 13 of the project beneficiaries who completed the Transition to Community Program have achieved economic independence.

### **Background on capacity building of national institutions and wider development program**

The second overarching objective central to PARSA's approach on DSPP focuses on leveraging resources and learning from the Transition to Community and Trade Afghan Economic programs to support a larger number of Afghan beneficiaries, both through the capacity building of national stakeholders and through PARSA's wider programming.

The intention behind the capacity building component is to broaden the impact of the Danish support, enabling other entities working with vulnerable Afghans to utilize PARSA's effective approach to serve their own beneficiaries. This is in line with PARSA's broader strategy to work with local-led organizations for replication of PARSA programs through the PARSA Training Institute (PTI), which is the PARSA

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<sup>4</sup> PARSA has found that stigma against individual returnees is greatly reduced when they achieve economic success and are able to benefit their family/community economically.

department tasked with scaling PARSA's impact through localization. The PTI strategy is to train small Afghan-led NGOs in the implementation of PARSA programs, as opposed to PARSA scaling up its programming through expanding its direct presence. This approach is in line with the current de facto government's requirement that international NGOs focus on efforts to localize programs through Afghan-led NGOs to ensure sustainability.

In phase I and II, the primary stakeholder that PARSA worked with in terms of capacity building was the Afghan Red Crescent Society (ARCS), with a focus on supporting the five regional ARCS Marastoons<sup>5</sup>. The Marastoons are compounds that serve impoverished and vulnerable Afghan people through the provision of housing, food, and basic services. ARCS was selected as the primary partner for the capacity building component as it is the government agency in Afghanistan with the mandated responsibility for caring for vulnerable Afghans and for supporting them to reintegrate into society.

PARSA encountered challenges to this approach during phase I, as a change in administration in the ARCS leadership in 2020 led to decreased cooperation on the project. The deteriorating security situation in 2021, government transition, and subsequent political and social upheaval further delayed progress toward this component. As the situation stabilized in 2022, PARSA's relationship with ARCS and the standing agreements for the DSPP capacity building program including infrastructure support for the Marastoons provided a bridge between PARSA and the new IEA-appointed leadership of ARCS. Phase II of the project yielded a firm relationship of mutual support for the project from this new leadership, with ARCS directors and staff both in Kabul and regionally engaging with the renovation and training programs. PARSA's managers have found the new administration responsive and keen to work with PARSA to develop programs comparable to PARSA's that serve the population they are mandated to care for, which is the foundation for a successful capacity building component in phase III of the project. Both entities are focused on economic opportunity as the most urgent need for the country. PARSA will also explore engagement with other stakeholders in the capacity building component in phase III, including national NGOs that work with beneficiaries transitioning to society and NGOs conducting economic programs.

The second approach that DSPP utilizes to leverage project learning and resources in support of a larger number of Afghan beneficiaries is through PARSA's wider programming. DSPP phase I and II provided foundational support that has stabilized PARSA, an organization that has been solely dedicated to supporting Afghan communities for 27 years, during an unprecedented period of upheaval in Afghanistan. PARSA has utilized this support to adapt the program components developed through DSPP to other PARSA programs, ensuring that DSPP project resources benefit as many Afghans as possible.

A key example of this is the new approach that PARSA has developed in the last year to support Afghan families affected by the social and political upheaval in Afghanistan, called Education for a Sustainable Future. This approach addresses the lack of education, decline in mental health, and social restrictions facing Afghan families through the establishment of family home schools that are grounded in the psychosocial components developed through the DSPP Transition to Community Program. The Education for a Sustainable Future program is being conducted in 17 provinces primarily through volunteer members of PARSA's national Afghan Scouts network that PARSA has been operating since

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<sup>5</sup> Marastoons, meaning "places of assistance" in Pashto, were created by the Afghan Government in the 1930s to offer temporary accommodation for the vulnerable individuals. Residents include the poor, widows, single mothers with children, orphans, the elderly, persons living with disability or mental illness, and other PSN individuals. Afghans who wish to live at the Marastoons apply for a position, and if accepted, are provided food and accommodation for up to two years. There are five Marastoons in all, one each in Kabul, Herat, Mazar-i-Sharif, Jalalabad and Kandahar.

2008, and currently serves 3,437 beneficiaries, 70% female. This program leverages DSPP resources and is funded through the Swiss Agency for Development and Cooperation.

The support to PARSA complements Denmark's wider humanitarian and development engagement in Afghanistan, which includes a focus on emergency aid, food security and health, as well as education and rights in partnerships with UNDP, UNICEF, UN WOMEN, UNHCR, CARE Denmark, Danish Red Cross and Danish Refugee Council, among others. The DSPP project includes related humanitarian and development objectives with a particular focus on sustainable reintegration. While a number of DSPP beneficiaries could also benefit from the wider Danish engagements, PARSA specifically targets Afghan returnees and their individual reintegration needs, which is not otherwise covered by Danish supported programs in Afghanistan.

### **Target beneficiaries / Vulnerable People with Specific Needs**

PARSA's Transition to Community Program is designed to support returnees from Europe including PSN returnees. PARSA has worked with beneficiaries including returnees with severe psychological issues, a history of incarceration, a history of institutionalization, little economic viability, lack of family network, and returnees who have little experience living in Afghanistan and a profound sense of displacement from extended time in another country. The challenges these individuals face include mental health issues, lack of access to healthcare, general lack of safety, and lack of sufficient food leading to starvation in extreme cases. The comprehensive nature of PARSA's programs and one-to-one individualized approach allows returnees with specific needs to receive support at multiple levels, while also working to achieve financial independence. This customizable approach combined with PARSA's extensive experience working with vulnerable Afghan beneficiaries, both male and female, with a variety of specific needs including psychosocial and/or psychological issues, means that PARSA's Transition to Community Program can be utilized to support a wide variety of beneficiaries beyond the Afghan returnees from Europe that it was designed for.

In the current context, the number of vulnerable people residing in Afghanistan has grown exponentially, and now includes families where a sole income earner has lost their income, most notably women heads of household. PARSA therefore leverages resources from the DSPP project to support its wider engagement in Afghan communities, grounded in a holistic approach that emphasizes family-based psychosocial support, education activities, and developing home-based enterprises. PARSA will also work to build capacity of local institutions and other stakeholders which will support the beneficiaries served by those entities.

### **Project rationale**

In the current context in Afghanistan, with an ongoing economic crisis coupled with severe restrictions on work and education, particularly for women, vulnerable people who need to reintegrate into Afghan society face extreme challenges. This project provides a robust solution to the need to provide sustainable and ethical avenues to reintegration for Afghan returnees from Europe through PARSA's Transition to Community Program, with a strong focus on ensuring returnees have access to sustainable pathways to financial independence through PARSA's Pilot Trade Afghan Economic Program.

In phase III, PARSA will continue to provide intensive individualized services with a plan to enrol a greater number of locally referred beneficiaries to bring the program to capacity. As many of these local referrals will be part of a family network, the impact in this phase will be larger because in the current economic crisis, each beneficiary will also be supporting more people in their network than they would have been supporting prior to the economic collapse. In the current situation in Afghanistan, PARSA's

approach leads to the stabilization of the individual and their family/community and leverages resources to make an impact that extends far beyond the individual beneficiary.

Phase III of the project will also ensure that learning will be shared with other national stakeholders such as institutions that have a mandate to care for Afghans in need including ARCS, NGOs that provide individualized transition services for vulnerable Afghan people, and NGOs conducting economic programming, and will also be integrated into PARSA's wider programming to benefit a greater number of Afghans in need.

### **Justification of PARSA as a partner**

PARSA has operated for 27 years in Afghanistan and has extensive experience in conducting social protection programs for vulnerable individuals. PARSA has demonstrated results in reintegration of Persons with Specific Needs and returnees, including through the successful implementation of phase I and II of this project. Additionally, PARSA is chosen as a partner due to an extensive and longstanding partnership with ARCS.

PARSA specialises in the particular reintegration needs of returnees arriving from Europe. PARSA's expertise in the area supplements the existing efforts by other international actors, including UNHCR's reintegration initiatives in Afghanistan, focusing primarily on returnees from e.g. Pakistan and Iran.

In the current context in Afghanistan with severe restrictions on women in education and employment, PARSA continues to operate with the capacity to serve women in all programs through modifications to existing programs with a focus on home-based education and enterprises. PARSA is women led with four women on the Board (50%), women serving in the two top staff positions, and 24 women in leadership positions (41%) including 21 Afghan women. As of August 2023, 65% of all PARSA beneficiaries are female. As new social and political restrictions are announced, PARSA continuously evaluates all programs and implements adaptations to ensure that all PARSA beneficiaries, male and female, remain engaged and receive consistent, quality programming.

### **Key PARSA programs**

The following key PARSA components contribute to the DSPP approach:

- PARSA's **Transition to Community Program** is PARSA's individualized, intensive reintegration that supports beneficiaries in need of transitioning to independent living in Afghan society.
- **Pilot Trade Afghan Economic Program**: In the current climate, many families in Afghanistan are facing economic hardship and are unable to meet their basic needs. TAEC is designed to provide training for Afghan entrepreneurs in business development, management, and access to market. It is designed to support all types of entrepreneurs, from those at a micro-level of starting out an enterprise to those who have viable businesses with employees. Training components focus on supporting beneficiaries to learn how to develop products and services and sell them from the individual producer to those who have employees and need to expand. Training components include market analysis and access, quality control, financial management, and business planning. Two features of TAEC are the Kabul **Trade Afghan Economic Center**, which acts as the national hub for TAEP activities, and the **Trade Afghan Business Network**, which is a national network of businesses that provides access to market, support in growing and expanding businesses, as well as training, resources, and technical assistance.



- **Brothers 4 Brothers International** and **Sisters 4 Sisters Adult** are self-organizing communities that provide membership in a group of individuals with similar experiences, social opportunities, volunteer opportunities, peer-to-peer support, and links to other PARSA programs. Brothers 4 Brothers International is designed for male returnees from European countries.
- **PARSA Training Institute** works to scale PARSA's impact through localization. The PTI strategy is to work with Afghan-led national NGOs with similar beneficiary profiles to PARSA's, with the goal to share learning and train them in the implementation of PARSA programs.
- **PARSA mental health services**: Individuals from PARSA programs identified as requiring intensive support are referred from PARSA programs to PARSA's mental health services. PARSA has trained professional staff based in Kabul including case workers, a psychologist, and a psychiatrist that provide individualized intervention and treatment programs for beneficiaries experiencing critical challenges.

## 2. Project description

In phase III of this project, PARSA intends to build on the foundation developed in the previous years of programming to continue to support Afghans in need of sustainable reintegration through the Transition to Community Program and the Trade Afghan Economic Program. PARSA will maintain individualized and needs-based capacity to serve returnees referred to the program and will also engage returnees with a similar profile who are already in Afghanistan but are struggling to reintegrate.

PARSA will also continue to utilize project learning and resources to provide broader development support that will benefit a more diversified group of vulnerable Afghan people, both through capacity building of local institutions (including through replication of PARSA's effective programming) and through utilizing DSPP components to expand support to beneficiaries in other PARSA programs.

### Overview

The **overall objective** of the project is to provide Afghan returnees with individualized and needs-based robust pathways to sustainable reintegration with a focus on economic stability, while also supporting a larger population of vulnerable Afghans both through the capacity building of national institutions and through the inclusion of DSPP program components in PARSA's wider programming. The following intended **outcomes** are proposed for DSPP phase III:

This objective will be achieved through the following **expected outcomes, outputs (results)**, and associated **indicators**:

**Outcome 1:** Afghan returnees from Europe have access to intensive, individualized services that meet their psychosocial, economic, and social needs, and support them to achieve sustainable reintegration into Afghan society.

Outcome Indicator	Indicator Type	Target
Indicator 1a: Percentage of returnees served achieving sustainable reintegration.	Quantitative	80% of participants

**Output 1.1:** Returnees in the Transition to Community program receive effective, individualized reintegration support.

Output Indicator	Indicator Type	Target
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Indicator 1.1a: Number of returnees supported to reintegrate into Afghan society through the Transition to Community Program.	Quantitative	60 per year (120 total)
Indicator 1.1b: Percentage of returnees eligible for reintegration grants that have their grant managed and disbursed consistent with their individualized plan.	Quantitative	100% of eligible returnees
Indicator 1.1c: Percentage of participants in Work Experience who have earned a completion certificate certifying they have acquired skills required for employment.	Quantitative	80% of participants
Indicator 1.1d: Percentage of participants self-reporting that participation in the Transition to Community program positively impacted their reintegration.	Quantitative	80% of participants surveyed
Indicator 1.1e: Functionality of PARSA Family Village I (female) and II (male) residences.	Qualitative	PFV I and II open for activities and housing beneficiaries
Indicator 1.1f: Services including pre-departure counselling, arrival orientation, and other support are available for returnees referred to the program including those repatriating from Europe.	Qualitative	Comprehensive counselling services are available

**Output 1.2:** The Pilot Trade Afghan Economic Program provides opportunities that support vulnerable Afghans to achieve sustainable economic independence.

Output Indicator	Indicator Type	Target
Indicator 1.2a: Number of returnees trained through the Trade Afghan Economic Program who have acquired new skills to support their economic situation.	Quantitative	40 per year (80 total)
Indicator 1.2b: Percentage of returnees in the Trade Afghan Economic Program that achieve a sustainable income.	Quantitative	80%
Indicator 1.2c: Number of locally recruited Afghan women receiving business development support through the Trade Afghan program and have improved capacities in entrepreneurship.	Quantitative	150 total <sup>6</sup>
Indicator 1.2d: Number of businesses enrolled in Trade Afghan Business Network that have access to marketing opportunities and other support.	Quantitative	25 businesses per year
Indicator 1.2e: Number of families beginning or expanding micro-businesses through Trade Afghan Economic Program.	Quantitative	180 total <sup>7</sup>
Indicator 1.2f: Functionality of the Trade Afghan Economic Center.	Qualitative	TAEC open and successfully hosting activities

**Outcome 2:** A diversified population of vulnerable Afghan people have improved wellbeing through access to resources and learning from DSPP programming.

Outcome Indicator	Indicator Type	Target
Indicator 2a: Percentage of external beneficiaries <sup>8</sup> surveyed who self-report that their psychosocial, economic, and/or social wellbeing has improved.	Quantitative	80%

<sup>6</sup> Activities related to this indicator are funded by and dependent on PARSA's partnership with IRC, with DSPP resources leveraged to support the project activities.

<sup>7</sup> Activities related to this indicator are partially funded and dependent on PARSA's proposed partnership with UN Women, with DSPP resources leveraged to support the project activities. This indicator is dependent on PARSA moving forward on the partnership with UN Women.

<sup>8</sup> External beneficiaries are those reached through PARSA wider programming and national stakeholders' beneficiaries. A sample of these beneficiaries will be surveyed for this indicator.

**Output 2.1:** National stakeholders have improved capacities to deliver social protection and economic development programming.

Output Indicator	Indicator Type	Target
Indicator 2.1a: Whether PARSA has been able to effectively negotiate access and permission to conduct project activities.	Qualitative	Project permissions are secured
Indicator 2.1b: Number of i) consulting meetings and ii) workshops held with stakeholders to promote PARSA methodology and to advocate for access.	Quantitative	i) 12 per year and ii) 6 per year
Indicator 2.1c: The extent to which stakeholders including those participating in workshops and consulting meetings have improved capacities to serve vulnerable Afghan people.	Qualitative	Participants' capacities are strengthened
Indicator 2.1d: Functional capacity of regional Trade Afghan hubs established in each Marastoon.	Qualitative	Robust economic program established in each hub
Indicator 2.1e: Number of international stakeholder workshops conducted.	Quantitative	One per year

**Output 2.2:** DSPP project supports PARSA's wider programming, with key components of DSPP programming integrated into other PARSA programs.

Output Indicator	Indicator Type	Target
Indicator 2.2a: Number of participants in other PARSA projects benefiting from psychosocial programming based on DSPP methodology; disaggregated by sex.	Quantitative	3,000 participants <sup>9</sup>
Indicator 2.2b: Number of beneficiaries served in PARSA's mental health clinic.	Quantitative	50 per year (100 total)
Indicator 2.2c: Extent to which PARSA operations and finances are stabilized.	Qualitative	PARSA stabilized and funding diversified

## Detailed description of technical approach and activities

### Output 1.1: Transition to Community Program

PARSA will serve up to 60 beneficiaries per year in the Transition to Community Program. This will include voluntary returnees from Europe and Afghan returnees who are already in Afghanistan but have failed to reintegrate because of economic issues or other challenges PARSA's program is designed to address. Returnees will include PSN with profiles that may include a history of mental illness, incarceration, and institutionalization, those with a lengthy history of living abroad, and those lacking family or other network in Afghanistan.

Through the provision of complex individualized services to returnees, connection with other participants, and access to training and opportunities to apply learning in practice, PARSA will create a rehabilitative learning environment that supports people with multiple challenges. This approach allows each participant to take responsibility and control over their own life in a safe and supportive environment while they work toward affecting their own reintegration back into Afghanistan.

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<sup>9</sup> Activities related to this indicator are funded by PARSA's ESF project funded by SDC, with DSPP resources and learning leveraged to support project activities. This indicator is dependent on funding for the ESF program.

The Transition to Community Program is conducted in three stages. Each beneficiary's progress is tracked throughout using a comprehensive, individualized monitoring system that is reviewed regularly by case workers and program management.

**Stage I: Intake** (4 weeks to 2 months; may include residence in PARSA Family Village)

PARSA's psychosocial department facilitates an in-depth intake process with each beneficiary. For returnees referred from Europe, this process starts while the returnee is still abroad and includes interfacing with return counsellors to ensure returnees have clear understanding and expectations of the PARSA program including support available, opportunities, and procedures. Note that Afghans being repatriated to Afghanistan who will not join PARSA's Transition to Community Program also have access to PARSA return counselling pre-departure.

When beneficiaries arrive to Afghanistan (or first enrol in the program for those already in country), they are given a thorough orientation including meeting PARSA staff, touring PARSA's facilities, and reviewing PARSA's program including an introduction to specific components. PARSA's psychosocial team then conducts an assessment that covers components including psychological, education and work history, economic/livelihood skills, social, and health. With a history of psychological disorders, the returnee will also undergo a psychological/psychiatric assessment and be assigned a counsellor. The assessment identifies challenges and assets specific to the individual and informs the development of their individualized transition plan, which is a clear roadmap that the returnee commits to as part of their goal to achieve sustainable reintegration.

A case manager is assigned to each returnee to facilitate and guide the activities related to the transition plan coordinating with different PARSA departments and with outside resources if part of the plan. If the returnee is qualified for a reintegration assistance grant, the transition plan will include a proposal for utilizing grant funds, and PARSA will oversee the management of the grant including documentation and approvals required prior to grant disbursement.

**Stage II: Reintegration** (6 months to 1 year)

During this phase beneficiaries move forward on their transition plans, which may include a variety of activities such as:

- Regular meetings with case manager
- Psychosocial support including one-to-one counselling
- Access to psychological/psychiatric/medical services as needed
- Professional (English, computers), and vocational (on and off site), and other training (small business, etc.)
- Participation in community activities
- Membership in Brothers 4 Brothers International for men and Sisters 4 Sisters Adult for women, which are self-organizing support groups for beneficiaries to meet and connect with other people in the program, engage in psychosocial support groups, participate in extracurricular activities, or to find a mentor with similar experiences who can provide guidance, particularly for those who have been outside of Afghanistan for a significant period of time and face challenges understanding the Afghan culture, particularly in the post-transition context. This program is ongoing and a source of follow up and support for returnees after they have achieved a sustainable transition.
- Participation in the Trade Afghan Economic Program, with access to two tracks (please see result 1.2 for details):

- Employment track: paid work experience or volunteer internship under professional supervision to establish work history in Afghanistan (job readiness), job search
- Small business track: access to Trade Afghan resources to formulate, start, and/or develop small business; potential qualification in Trade Afghan Business Network program

### **Stage III: Stabilization** (ongoing)

To reach the third and final phase of the Transition to Community program, beneficiaries are functioning independently in their community and have established a stable living situation. They have either secured employment or have established a viable small business and are economically independent. They continue to have access to support at PARSA, membership in B4B International or S4S Adult, and access to Trade Afghan support resources including TABN membership if applicable.

### **Output 1.2: Pilot Trade Afghan Economic Program**

Trade Afghan represents a complex and supportive learning environment dedicated to helping individuals learn how to earn an income. Trade Afghan beneficiaries create an individualized plan for their economic trajectory tailored to their goals and skillset that outlines which Trade Afghan resources they will pursue, including whether they will pursue an employment track or a small business development track. Combining training opportunities with practical experience such as paid work experience or sales of products through bazaars and exhibitions, Trade Afghan creates an incentivized, individualized experience that reinforces personal responsibility as a pathway to success.

The Trade Afghan Economic Program includes two key components designed to develop successful pathways for Afghans to sustainable economy. First, the Kabul **Trade Afghan Economic Center** is the hub of the Trade Afghan program and is based in a facility renovated through DSPP phase II that contains areas for specialized trainings interspersed with projects that provide opportunities for on-the-job trainings. TAEC features a large training hall, and exhibition space, a bazaar, computer lab, tailoring training center, lapidary (precious stone processing), commercial training kitchen. PARSA's campus also features separate training sites on 11 jeribs (22,000 m<sup>2</sup>) of agricultural land that house a small dairy training farm, fruit orchards, animal fodder production, farmer field school, mushroom production, compost program, and three large tunnel greenhouses for fruit, vegetable, and flower production. These resources feed into several model in-house businesses that serve as on-the-job training sites for a variety of skills that are linked to viability in the current market, while also earning revenue that feeds directly back into specific program components such as small grants for beneficiary businesses, work experience stipends, and training materials. With Afghanistan's economic collapse in 2021, Trade Afghan's small enterprise development program serves as an incubation program for small businesses and continually researches emerging markets and opportunities so that beneficiaries are guided in pursuing economic pathways that are viable in the current economic market.

Program income generated through Trade Afghan in-house model businesses and training sites provide funding for work experience programs, as well as for start-up grants for small businesses that qualify through the Trade Afghan Business Network. In-house businesses include:

- PARSA Farm Basket is a field-to-table service that delivers PARSA-grown fruits, vegetables, mushrooms, flowers, and dairy products to customers in Kabul.

- Happy Cow Dairy Production trains participants in operating a small dairy and produces fresh milk, cheese, yogurt and ice cream that is sold to the local market; is also a training site for small farm management and animal care.
- A naanwae, which is a traditional bakery that produces wheat and high protein soy enhanced naan and artisanal breads catering to the local market.
- Afghan Kitchen Healthy Food Program caters to the local market with simple traditional low-cost cuisine with reduced oil and fat and nutritional cooking methods. Kitchen and food hygiene is taught in on-the-job training programs.
- PARSA Artisan Gift Shop features traditional artisanal products with designs modified to enhance sales, with products promoted to national and international markets. Products include carpets, clothing with traditional embroidery, paintings featuring traditional calligraphy, wood carving, doll making, traditional miniatures, accessories, and items featuring silk made in Afghanistan.
- PARSA Home Store features furnishings, soft goods, clothing, tailoring of customized clothing and manufacturing of uniforms and large quantity orders. Provides on-the-job training opportunities for future small business owners and beneficiaries seeking employment.

Trade Afghan training programs include:

- Small business development, which covers product design, business planning, finance, marketing, sales
- Home enterprise training that offers basic business skills for families and youth designed for businesses based out of homes and managed by families.
- Professional skills including English, computer skills, and business administration
- Vocational skills including food processing, hospitality, cooking skills, nutrition and food safety, gem grading, cutting, and polishing, clothing and home goods design, furniture refurnishing, tailoring, and woodworking.
- PARSA's Ready4Work Program covers job readiness, interview skills, CV development, job search skill development, and placement assistance.
- Internships and paid supervised work experience opportunities at PARSA or off site.
- If a beneficiary's economic plan includes the need for technical training or work experience that PARSA does not provide onsite, case managers will research and secure training through local businesses or other agencies.
- Leadership and Entrepreneurship training features PARSA's signature training program that supports Afghans as they navigate the challenges present in the current context. Combining psychosocial skills that promote resilience and flexibility, communication skills, and skills on how to be effective based on self-defined goals, this program accelerates participants' progress on attaining self-sufficiency economically.

The second TAEC component is the **Trade Afghan Business Network**, which is designed to expand the access that Afghan businesses have to markets, both nationally and internationally, and to provide a program of business incubation support for entrepreneurs that includes training, resources, and technical assistance. Trade Afghan Business Network is a membership-based program where applicants are selected for participation at one of four levels of business competency based on a comprehensive set of criteria. Membership entitles businesspeople to sell their products and services through a variety of Trade Afghan marketing opportunities including events, promotions, online sales, and with the customized assistance by Trade Afghan staff. As TABN enterprises become larger and more viable they depend on the Trade Afghan program to find trained employees, new customers for products and services, as well as an incentive to improve quality of production so as to continue to qualify for TABN technical support,

promotion and access to investors and grants. Trade Afghan produces high quality products under its own brand through its in-house businesses and promotes TABN members' businesses. TABN features:

- Business coaches and individualized business development
- Enterprise Development Training supports the learning necessary for businesses to learn the competencies required for TABN membership.
- TABN activities including networking events, workshops on small business development, bazaars featuring member products, access to grants and loans, and access to a website featuring Trade Afghan businesses including online ordering and regular marketing newsletters promoting businesses, products, and services.

In phase III, PARSA will work with four categories of Trade Afghan program beneficiaries:

1. **Returnees** who are enrolled in the Transition to Community Program (120 total). Each beneficiary in this category will establish an individualized plan for income earning focused on either the small business or employment track.
2. **Women entrepreneurs** in Kabul and Bamiyan who are registered in PARSA's partnership with the International Rescue Committee (150 total). The DSPP program partially supports these beneficiaries, who are women entrepreneurs varying from being in the beginning stages of starting a business to having a functional business with the need to increase earnings. Each beneficiary in this category will create a business development plan and will be assigned a business development coach to help them achieve their plan using Trade Afghan resources.
3. **Families** in Bamiyan, Kabul, and Wardak that are registered in PARSA's partnership with UN Women which provides solutions to gender-based violence in the current Afghan context (180 total). The DSPP program partially supports these beneficiaries. Enrolled families will participate in entrepreneurial training and will be supported to start small family businesses.
4. **Businesses** registered in the Trade Afghan Business Network (25 registered per year). Businesses registered in TABN are supported with business development support, training, product development, networking, participation in exhibitions, and access to market, grants, and finance.

## **2.1 Capacity building of local institutions**

During phase I and II of the DSPP project, PARSA developed a capacity building program with the ARCS administration that focused on the development of the regional Marastoons, both in terms of infrastructure development and in terms of programmatic training for ARCS staff. The intention is for ARCS staff to learn PARSA's methodology both as it relates to the Transition to Community Program and to the Trade Afghan Economic Program, so that ARCS can better support the disadvantaged people including PSN that it is mandated to care for.

ARCS is led by directors nominated by the government, and this meant that PARSA's work with ARCS was interrupted due to the government transition in 2021. PARSA subsequently stabilized its relationship with the new IEA-appointed ARCS leadership, a process that was assisted through the completion of the DSPP infrastructure projects in the Kabul, Nangarhar, Kandahar, Balkh, and Herat Marastoons. The focus of these infrastructure projects was primarily solar units that provide electricity to the Marastoon compounds, benefiting residents and relieving ARCS of significant financial burden related to electricity.

In phase III, PARSA will continue to further the capacity building training components while also moving forward on projects that will support Marastoon beneficiaries and allow ARCS staff to put into practice the Trade Afghan economic programming that PARSA provides training in. The goal for these projects will be to utilize the Kabul Trade Afghan Economic Center as a model site, while establishing Trade Afghan hubs in each of the regional Marastoons. The hubs will include small economic model business

and training sites and will connect to the Kabul center, which will function as a marketing and sales mechanism for regionally produced products. The hubs will feature vocational training programs such as sewing centers, food processing, woodworking, and others selected based on the products available in the region. Access to market links will be set up with products being sold locally and in Kabul from each of the regional hubs. Project support for these regional hubs may include purchase or repair of equipment for beneficiaries, vocational materials, basic infrastructure repair of training facilities, construction of bazaar shop facilities to support the flow of customers on an established schedule for exhibitions, etc. PARSA will develop a project plan for each Marastoon that will include an activity plan and budget, and will share with MFA for approval prior to implementation or spending. Expense management will document the flow of finances so that it can be ascertained that no funding will go to de facto government representatives.

In this process, PARSA will train select ARCS staff through consulting sessions, mentoring, and workshops in how to provide small business training to local entrepreneurs, while also providing training in the principles of outcome-based programming for vulnerable people, including training on the methodology used in the Transition to Community Program. PARSA directors plan to leverage the phase III funding allocations for the Marastoons into an opportunity to influence the development of effective programs for residents of the Marastoons.

While the focus of this training will be ARCS staff, other national institutions and organizations including NGOs that conduct economic and transition programming for vulnerable people will be invited to participate, as will other entities as opportunities emerge.

The capacity building component will be conducted through the following components:

**Consulting:** PARSA senior staff will work with Marastoon directors and relevant staff to design small economic projects in the regional Marastoons which will include infrastructure support to construct the projects. Senior PARSA staff will mentor ARCS staff and monitor the implementation of the projects. To date, this one-to-one has been the most effective way to engage the ARCS administration in PARSA's capacity development program. ARCS's key interest for capacity support is for conducting economic programs, and PARSA will also build in training in Transition to Community Program methodology.

**Advocacy meetings:** To ensure the success of the project, it is necessary to invest a significant amount of human resources, including PARSA's senior management, into negotiating and managing permissions for program activities. PARSA utilizes these meeting to conduct advocacy for PARSA's approach to caring for vulnerable people, and to affect change in how IEA officials think about supporting their constituents. This requires dedicated staff time to develop messaging, conduct meetings, and build rapport through consistent engagement.

**Workshops:** PARSA training staff will conduct regular workshops for designated ARCS staff working directly with beneficiaries who are institutionalized at the Marastoons and dependent on subsidy for income. Workshops will focus on methodology from PARSA's Transition to Community and Trade Afghan programming, and will include basic training components covering psychosocial training, case management, small business development, and other trainings by request of the administration. PARSA will also seek to identify other stakeholders to participate in these workshops, including national NGOs that work with beneficiaries transitioning to society, and NGOs conducting economic programs. The intention of the workshop series will be to transfer project knowledge that will lead participants to replicate PARSA's successful experiences with their own beneficiaries.

**PARSA-Denmark Workshops:** In June 2021, November 2022, and November 2023 PARSA, other Danish partners (DK-German Medical Diagnostic Centre, Migrant Resource Centre, ICMPD, RRF,



Rwanga Foundation), and representatives of the Danish Ministry of Foreign Affairs, Danish Ministry of Immigration and Integration, and Danish Return Agency have conducted workshops to share learning from PARSA's project and to collaborate on best practices. The intention of the workshop is to orient participants to PARSA's innovative approach to ethical reintegration and to demonstrate how dedicated reintegration programs can be leveraged to support local capacity building, create synergies, knowledge sharing as well as knowledge transfer and collaboration from different Danish funded reintegration programmes. Participation in these meetings allows PARSA to interface with counsellors in Denmark to best support returnees' transition and to ensure that returnees fully take part in the PARSA program. It also ensures that PARSA is prepared to meet each participant's needs while also strengthening and focusing the overall strategy and implementation of the program.

## **2.2 Integration into PARSA's wider programming**

To further leverage learning and resources from the DSPP project and maximize project impact in support of vulnerable Afghans, PARSA will continue to adapt and integrate DSPP components into PARSA's wider programming. The primary focus for this component will be the psychosocial approach developed through the Transition to Community Program. This approach features:

- Psychosocial peer counselling programs including support groups and training for peer counsellors
- Psychiatric assessment and treatment
- Psychological assessment and counselling
- Individualized rehabilitation/transition to community approach with individualized plans managed by a case worker
- Family intervention and mediation in cases of family violence
- Life skills training

PARSA will continue to integrate this approach into the Education for a Sustainable Future program, funded through the Swiss Agency for Development and Cooperation, which currently serves beneficiaries in 17 provinces with 3,437 beneficiaries, 70% female. The psychosocial team supported through DSPP will continue to provide training and support to volunteer facilitators who integrate support group activities into the family home schools they operate as part of the ESF program.

In the ESF program, PARSA recruits volunteer facilitators and supports them to conduct homeschools with training, mentoring, and materials. The volunteer facilitators are adults and older youth recruited from:

- PARSA's network of Afghan Scout Masters in 17 provinces, who were trained by PARSA and by World Scouting (World Organization of the Scout Movement) prior to the regime change. The Scout Masters selected for participation have demonstrated dedication to serving Afghan youth through many years of volunteerism.
- Professional Afghan women (teachers, midwives, entrepreneurs), many of whom are out of work due to the regime change
- Members of PARSA's intensive youth leadership programs, Sisters 4 Sisters and Brothers 4 Brothers Youth

The volunteer facilitators conduct homeschools with 5-20 students each consisting of members of their extended families, children from their neighborhoods, and others from their local community. These students are predominantly children and youth, 70% female. The homeschools focus on teaching core

school subjects (math, Dari/Pashto, English, sciences, etc.) and are the only source of learning that many of the beneficiaries have access to in the present situation. Even for male beneficiaries who also attend public schools, they report that the PARSA Homeschools greatly benefit their education.

The DSPP program also supports these beneficiaries through the Pilot Trade Afghan Economic Program, as home school groups are encouraged to explore options for enterprise that can support the family income. PARSA's Trade Afghan program offers these beneficiaries economic training, product development, access to micro grants for purchasing inputs, access to market and linkages to larger businesses.

Additionally, PARSA will make the psychological services funded through the DSPP project available to a wider pool of beneficiaries through PARSA's mental health clinic. The clinic serves a variety of beneficiaries in Kabul including residents of the Kabul Marastoon, beneficiaries in PARSA programs, and PARSA staff and their families.

### 3. Theory of change and key assumptions

The theory of change that forms the basis of this project is that *if* Afghan returnees, persons with specific needs, and others transitioning to independent living in Afghan society succeed in terms of their social, economic, and psychosocial well-being, *then* they will achieve sustainable reintegration.

PARSA's program design assumes the following:

1. When an individual is able to see hope and possibility in their circumstances and is provided skills and support to act on that possibility, that individual can overcome the challenges they are facing and achieve their goals.
2. Each individual returnee brings valuable capacity upon their return to the country.
3. Returnees require individualized short-term and long-term support to reintegrate that addresses their psychosocial, economic, and social needs. Returnees who have been outside the country for significant time may also require orientation to Afghan society including cultural norms, language, accessing public services, etc.
4. Returnees are willing to take part in individual reintegration counselling, support, and monitoring activities; stakeholders are willing to collaborate; the de facto authorities allow the program to operate; risks can be mitigated and do not hamper project activities.
5. In the current economic context, supporting one individual beneficiary to achieve economic stability can have an impact on stabilizing many people in that beneficiary's family and/or community network. Stabilizing an individual economically is therefore key to their social reintegration as it places the beneficiary in a position of value in their network.
6. The foundational components of the Transition to Community Program are applicable to a wide variety of vulnerable Afghans.
7. National stakeholders working with vulnerable Afghans including PSN will benefit from learning PARSA's methodology and will apply the methodology to better support their own beneficiaries.

PARSA continues to observe across all its programs that a holistic approach to supporting beneficiaries that addresses social, economic, and psychosocial well-being is the most effective approach to supporting beneficiaries to become successful members of Afghan society. PARSA's Transition to Community Program provides individualized support utilizing multiple resources that include tailored reintegration plans, psychosocial support including social workers, access to economic support, and follow up through a social network of other returnees.

#### 4. Draft results framework

For reporting purposes to Danish Ministry of Foreign Affairs (MFA) the following key outcome and output indicators have been selected to document progress:

<b>Project title</b>		<b>Capacity Building Program for Reintegration and Social Protection in Afghanistan, Phase III (Danish Social Protection Program)</b>
<b>Outcome 1</b>		Afghan returnees from Europe have access to intensive, individualized services that meet their psychosocial, economic, and social needs, and support them to achieve sustainable reintegration into Afghan society.
<b>Outcome indicators</b>		1a: Percentage of returnees served achieving sustainable reintegration.
<b>Baseline</b>	<b>2024</b>	Baseline study to be conducted at project start.
<b>Outcome Targets</b>	<b>2026</b>	1a: 80% of participants
<b>Output 1.1</b>		Returnees in the Transition to Community program receive effective, individualized reintegration support.
<b>Output indicators</b>		1.1a: Number of returnees supported to reintegrate into Afghan society through the Transition to Community Program. 1.1b: Percentage of returnees eligible for reintegration grants that have their grant managed and disbursed consistent with their individualized plan. 1.1c: Percentage of participants in Work Experience who have earned a completion certificate certifying they have acquired skills required for employment. 1.1d: Percentage of participants self-reporting that participation in the Transition to Community program positively impacted their reintegration. 1.1e: Functionality of PARSA Family Village I (female) and II (male) residences 1.1f: Services including pre-departure counselling, arrival orientation, and other support are available for returnees referred to the program including those repatriating from Europe.
<b>Baseline</b>	<b>2024</b>	Baseline study to be conducted at project start.
<b>Output Targets</b>	<b>2026</b>	1.1a: 60 per year (120 total) 1.1b: 100% of eligible returnees 1.1c: 80% of participants 1.1d: 80% of participants surveyed 1.1e: PFV I and II open for activities and housing beneficiaries 1.1f: Comprehensive counselling services are available
<b>Output 1.2</b>		The Pilot Trade Afghan Economic Program provides opportunities that support vulnerable Afghans to achieve sustainable economic independence.
<b>Output indicators</b>		1.2a: Number of returnees trained through the Trade Afghan Economic Program who have acquired new skills to support their economic situation. 1.2b: Percentage of returnees in the Trade Afghan Economic Program that achieve a sustainable income. 1.2c: Number of locally recruited Afghan women receiving business development support through the Trade Afghan program and have improved capacities in entrepreneurship. 1.2d: Number of businesses enrolled in Trade Afghan Business Network that have access to marketing opportunities and other support. 1.2e: Number of families beginning or expanding micro-businesses through Trade Afghan Economic Program. 1.2f: Functionality of the Trade Afghan Economic Center.
<b>Baseline</b>	<b>2024</b>	Baseline study to be conducted at project start.
<b>Output Targets</b>	<b>2026</b>	1.2a: 40 per year (80 total) 1.2b: 80% 1.2c: 150 total <sup>10</sup> 1.2d: 25 businesses per year

<sup>10</sup> Activities related to this indicator are funded by and dependent on PARSA's partnership with IRC, with DSPP resources leveraged to support the project activities.

		1.2e: 180 total <sup>11</sup> 1.2f: TAEC open and successfully hosting activities
<b>Outcome 2</b>		A diversified population of vulnerable Afghan people have improved wellbeing through access to resources and learning from DSPP programming.
<b>Outcome indicators</b>		2a: Percentage of external beneficiaries surveyed who self-report that their psychosocial, economic, and/or social wellbeing has improved.
<b>Baseline</b>	<b>2024</b>	Baseline study to be conducted at project start.
<b>Outcome Targets</b>	<b>2026</b>	2a: 80%
<b>Output 2.1</b>		National stakeholders have improved capacities to deliver social protection and economic development programming.
<b>Output indicators</b>		2.1a: Whether PARSA has been able to effectively negotiate access and permission to conduct project activities. 2.1b: Number of i) consulting meetings and ii) workshops held with stakeholders to promote PARSA methodology and to advocate for access. 2.1c: The extent to which stakeholders including those participating in workshops and consulting meetings have improved capacities to serve vulnerable Afghan people. 2.1d: Functional capacity of regional Trade Afghan hubs established in each Marastoon. 2.1e: Number of international stakeholder workshops conducted.
<b>Baseline</b>	<b>2024</b>	Baseline study to be conducted at project start.
<b>Output Targets</b>	<b>2026</b>	2.1a: Project permissions are secured 2.1b: i) 12 per year and ii) 6 per year 2.1c: Participants' capacities are strengthened 2.1d: Robust economic program established in each hub 2.1e: One per year
<b>Output 2.2</b>		Key components of DSPP programming benefit beneficiaries in other PARSA programs.
<b>Output indicators</b>		2.2a: Number of participants in other PARSA projects benefiting from psychosocial programming based on DSPP methodology; disaggregated by sex. 2.2b: Number of beneficiaries served in PARSA's mental health clinic. 2.2c: Extent to which PARSA operations and finances are stabilized.
<b>Baseline</b>	<b>2024</b>	Baseline study to be conducted at project start.
<b>Output Targets</b>	<b>2026</b>	2.2a: 3,000 participants <sup>12</sup> 2.2b: 50 per year (100 total) 2.2c: PARSA stabilized and funding diversified

## 5. Budget

A budget summary is provided below, expressed at output level. A detailed budget is attached in an annex. The commitment will be the DKK equivalent of the total budget.

The following points should be considered with the project budget:

- Personnel costs: The staffing cost for the proposed program is 43%. PARSA's proposed program focuses heavily on the delivery of services as opposed to the delivery of goods. These services, including the individualized Transition to Community Program, highlight customized Trade Afghan Economic Program, and the capacity building mentoring and training components, all require significant staffing resources. Additionally, PARSA seeks to offer employment opportunities to returnees served through this project, and several of these positions are reflected

<sup>11</sup> Activities related to this indicator are partially funded and dependent on PARSA's proposed partnership with UN Women, with DSPP resources leveraged to support the project activities. This indicator is dependent on PARSA moving forward on the partnership with UN Women.

<sup>12</sup> Activities related to this indicator are funded by PARSA's ESF project funded by SDC, with DSPP resources and learning leveraged to support project activities. This indicator is dependent on funding for the ESF program.

in the budget. Finally, PARSA's top management are deeply involved in program components. Examples include PARSA's Executive Director, who often meets directly with program beneficiaries and conducts training workshops, leads advocacy activities, and PARSA's Deputy Director who is a licensed psychiatrist and also oversees PARSA's Psychosocial Department.

- PARSA's campus has been expanded by the DSPP project to include multiple facilities (PARSA Family Village I, PARSA Family Village II, Trade Afghan Economic Center, Trade Afghan agricultural fields). Each of these facilities has separate rent and utility charges and requires unique staffing positions for security, cleaning, and maintenance staff. These are charged as direct expenses as they are project specific.
- The portion of PARSA's main office used by DSPP staff including direct support staff are also charged as direct expenses.
- Since the international sanctions took effect in 2021, international bank transfers into Afghanistan have not been possible. PARSA has explored a number of options for transferring funds into the country, including using hawala money transfer services that cost between 6 and 11% per transfer. In 2022 PARSA became one of a handful of international organizations vetted and approved to utilize the UN cash transfer system to transfer funding into the country. The UN charges 2.09% for this service, which is the lowest rate for fund transfer that PARSA has access to in the current situation. This rate is reflected in the budget as a direct cost for all funds that will be spent from Afghanistan (some charges including international salaries are paid directly from the US and are therefore not included in the calculation for the 2.09% transfer). PARSA will continue to monitor the financial situation and if it becomes possible for Denmark to transfer funds directly into Afghanistan, PARSA will submit a budget reallocation request for the remaining funds in this line.
- Income earned through PARSA in-house businesses is approximately \$20,000 per year and is budgeted for separately. Financial reports on Trade Afghan income will be included in PARSA's DSPP reporting. Revenue from these businesses is reinvested into the Trade Afghan program for work experience, training materials, small grants for beneficiary businesses, etc.
- PARSA will submit annual project-specific audits that cover all DSPP expenses for each year of the project.

Output Area	Year 1	Year 2	Total DKK
Output 1.1: Transition to Community Program	1,591,466	1,594,917	3,186,383
Output 1.2: Pilot Trade Afghan Economic Program	2,581,539	2,591,397	5,172,936
Output 2.1: Capacity building program	1,943,277	1,948,325	3,891,602
Output 2.2 Replication in PARSA's wider programming	624,387	624,692	1,249,080
<b>Total</b>	<b>6,740,669</b>	<b>6,759,331</b>	<b>13,500,000</b>

Output Area	Year 1	Year 2	Total USD
Output 1.1: Transition to Community Program	224,150	224,636	448,786
Output 1.2: Pilot Trade Afghan Economic Program	363,597	364,985	728,582
Output 2.1: Capacity building program	273,701	274,412	548,113
Output 2.2 Replication in PARSA's wider programming	87,942	87,985	175,927
<b>Total</b>	<b>949,390</b>	<b>952,018</b>	<b>1,901,408</b>

## 6. Institutional and Management arrangement

The department for Migration, Stabilisation and Fragility in the Ministry of Foreign Affairs of Denmark shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project/programme.

After the termination of the project support, the department for Migration, Stabilisation and Fragility in the Ministry of Foreign Affairs of Denmark reserves the right to carry out evaluations in accordance with this article. The Danish Ministry of Immigration and Integration is involved in the project administration and the Danish immigration attaché will follow the project as focal point together with the representative from the Ministry of Foreign Affairs of Denmark in ad hoc communication with PARSA as during previous project phases. The Danish Ministry of Immigration and Integration will also coordinate as relevant with the Danish Return Agency regarding returnee beneficiaries in the project.

### Overall project management

PARSA will directly manage all aspects of the project from its main office in Kabul. PARSA's management team will be responsible for overall project implementation, with PARSA program staff taking responsibility for activities according to expertise.

PARSA will stay in regular contact with points of contact from the Danish government in respect to the overall project management and progress. PARSA values close coordination with partners to ensure all involved have a clear understanding of expectations, achievements, and challenges. In the current turbulent political situation in Afghanistan, PARSA ensures that partners are clearly informed of any impact that the situation has on PARSA operations and projects, and that partners are included in decision making should adaptations become necessary.

A steering committee for the project will meet (online) twice yearly to monitor progress to ensure delivery of outputs; address issues related to implementation, including developments of risks; draw lessons and ensure dissemination of learning; provide advice on potential changes and/or adaptations to the project for the achievement of outcomes. The steering committee will consist of a representative from the Ministry of Foreign Affairs of Denmark, and one from the Danish Ministry of Immigration and Integration, and the project management team from PARSA. Moreover, the Steering Committee will benefit from occasional observer status participation from Afghan Red Crescent Society's other international partners, notably Danish Red Cross, as well as other relevant parties.

### Reporting and financial management

Financial and narrative reporting will be conducted on an annual basis. Annual narrative and certified financial reports as well as external audits will be completed and shared within six months after the reporting period.

The financial reporting (financial report) with respect to the Grant shall be expressed in USD and DKK. Financial reports shall be drawn up to the same level of detail as is done in the budget (reflecting any agreed changes made). The financial reports shall clearly state the disbursements made by the Ministry of Foreign Affairs of Denmark as well as the outstanding balance at the time of reporting.

### Overview on reporting

Type of report	Period covered	<i>Deadline</i>
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<b>Inception/narrative report 1</b>	<i>15 February 2024 – 15 May 2024</i>	<i>15 June 2024</i>
<b>Progress report 1</b>	<i>15 February 2024 – 30 August 2024</i>	<i>15 September 2024</i>
<b>Narrative report 2</b>	<i>15 February 2024 – 14 February 2025</i>	<i>15 May 2025</i>
<b>Externally audited financial report 1</b>	<i>15 February 2024 – 14 February 2025</i>	<i>15 August 2025</i>
<b>Progress report 2</b>	<i>15 February 2024 – 30 August 2025</i>	<i>15 September 2025</i>
<b>Final narrative report (2024-2026)</b>	<i>15 February 2024 – 14 February 2026</i>	<i>14 May 2026</i>
<b>Externally audited final financial report (2021-2024)</b>	<i>15 February 2024 – 14 February 2026</i>	<i>15 August 2026</i>

Biannual progress reports shall be submitted to the Ministry of Foreign Affairs of Denmark and Danish Ministry of Immigration and Integration. Progress reports will include i) explanations of challenges encountered and how these have been handled, ii) progress to date compared to output and outcome targets for the entire project/programme period, as stipulated in the results framework, iii) lessons learnt during the year with an analysis of what works and what has worked less well and why supported by evidence and, iiiii) Specification of recommended changes and adjustments, including budget re-allocations for approval by the relevant authorities.

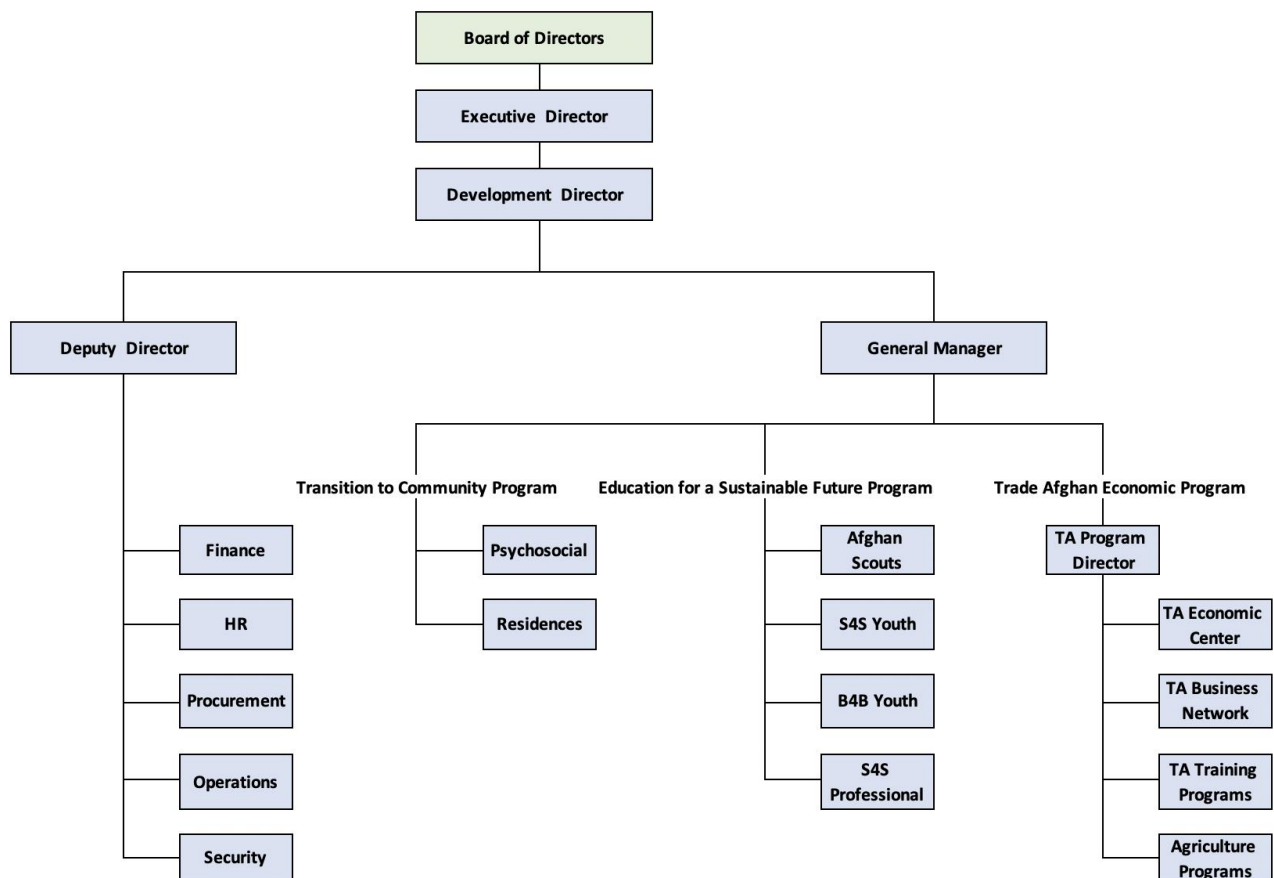
PARSA ensures robust financial management that adhere to the Danish [General Guidelines for Financial Management](#). Accounts are kept in accordance with internationally accepted accounting principles and managed by an ACCA-accredited professional accountant.

### **PARSA organisational structure**

PARSA is governed by a volunteer international Board of Directors who serve a minimum three-year term and who are responsible for the viability of PARSA. Board meetings are conducted quarterly with additional monthly meetings for advisory committees including governance, programs and development, security, and finance. The Executive Director is directly accountable to the Board of Directors for implementing PARSA's strategic plan and conducting PARSA's operations consistent with the laws of Afghanistan and the United States. PARSA's mission indicates that PARSA is only focused on serving in Afghanistan. All PARSA national and international staff including PARSA's Executive Director (U.S. citizen) reside in Afghanistan, with the exception being PARSA's Development Director (Canada). PARSA is an active member of the Agency Coordinating Body for Afghan Relief and Development (ACBAR) and also participates in regular consultations with the leadership of other national and international organizations, including the Danish Committee for Aid to Afghan Refugees (DACAAR). Through Trade Afghan PARSA also collaborates on economic programming with organizations including Afghan Khan Foundation, Roots of Peace, Mercy Corps, Afghan Chamber of Commerce, Afghan Women's Chamber of Commerce, International Finance Corporation (IFC), Agency for Technical Cooperation and Development (ACTED), and a variety of private sector businesses.

In addition to the ongoing partnership with Denmark through DSPP phase II, PARSA is currently funded by the Swiss Development Corporation, the U.S. Department of State through a project led by

the International Rescue Committee, several U.S.-based foundations, and an international community of grassroots donors. In the past decade, PARSA has also received funding from The Asia Foundation, The Embassy of Canada, U.S. Embassy Public Affairs Section, War Child Canada, U.K. Department for International Development, PROMOTE-WIE, Canadian Women 4 Women, among others. Through these partnerships, PARSA has initiated a variety of programs tailored to the Afghan context, taking a holistic approach where participants have access to resources across programs. PARSA takes a contextualized approach that is highly responsive to feedback from program participants, staff at all levels of the organization, and other stakeholders.



## Capacity assessment

The Danish Ministry of Foreign Affairs conducted a partner assessment and virtual financial supervision visit to PARSA in August 2023 (please see annex 1).

## Anti-corruption clause

The project will be carried out fully in line with the anti-corruption and zero-tolerance policy of the Ministry of Foreign Affairs of Denmark.

PARSA is obliged to report any suspicion of irregularities, fraud, corruption, or financial mismanagement immediately to the MFA. The MFA reserves the right to claim full reimbursement of expenditure regarded ineligible according to the agreement between the parties. No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised,



sought or accepted - neither directly nor indirectly - as an inducement or reward in relation to activities funded under this grant, incl. tendering, award, or execution of contracts. Any such practice will be grounds for the immediate cancellation of this grant and for such additional action, civil and/or criminal, as may be appropriate.

PARSA has a zero-tolerance approach towards corruption and fraud and is committed to respecting the highest standards in terms of efficiency, responsibility, and transparency in its activities. It is PARSA's policy to ensure that none of its funds and those of its donors are used, directly or indirectly, for corruption or fraud or to support individuals or entities associated with corruption or fraud derived from illegal activities. Please refer to PARSA Anti-Corruption and Anti-Fraud Policy.

### **Child labour clause**

PARSA is a registered international non-governmental organization in Afghanistan and the United States of America and follows the applicable laws of both countries in addition to international law to protect the rights of children, including the UN Convention on the Rights of the Child. Please refer to PARSA Child Protection Policy and PARSA Human Resources Policy.

### **Prevention of sexual exploitation, abuse, and harassment**

PARSA is committed to the prevention of bullying, sexual abuse, exploitation, and harassment of all staff and beneficiaries. PARSA follows the UNOCHA Inter-Agency Standing Committee's Six Core Principles Relating to Sexual Exploitation and Abuse

PARSA confirms:

- (1) that it has adequate policies/standards or frameworks in place to prevent sexual exploitation, abuse, and harassment (SEAH). Please refer to PARSA Prevention of Sexual Exploitation and Abuse Policy;
- (2) that all employees have been informed about these policies/standards/frameworks; and
- (3) that there are appropriate SEAH reporting procedures and complain mechanisms in the organisation including the protection of victims of SEAH and that prompt and adequate action is taken if SEAH is observed, reported, or suspected.

### **Anti-terrorism clause**

PARSA denounces all forms of terrorism and will never knowingly support, tolerate, or encourage terrorism or the activities of those who use and/or finance terrorism. It is PARSA's policy to ensure that none of its funds and those of its donors are used, directly or indirectly, to support individuals or entities associated with terrorism or to launder funds derived from illegal activities. In accordance with United Nations Security Council's resolutions, S/RES/1269 (1999), S/RES/1368 (2001) and S/RES/1373 (2001) and the international instruments relating to the fight against terrorism, PARSA is firmly committed to the international fight against terrorism, and against the financing of terrorism and any related activities, in particular the laundering of funds of illicit origin.

PARSA recognizes the rules with which donor countries including Denmark comply. PARSA recognizes the legislation relating to anti-terrorism and the fight against money laundering. PARSA has a zero-

tolerance approach towards terrorism and money laundering and is committed to respect the highest standards in terms of efficiency, responsibility, and transparency in its activities.

It is PARSA's policy to ensure that none of its funds and those of its donors are used, directly or indirectly, to support individuals or entities associated with terrorism or to launder funds derived from illegal activities. Please refer to PARSA Anti-Terrorism and Anti-Money Laundering Policy.

### **Islamic Emirate of Afghanistan**

PARSA has taken into account the international community's unified position not to recognize and legitimize the IEA until the de facto authorities have demonstrated a commitment to human rights, including women's rights, and have developed and acted upon setting up an inclusive government framework. PARSA has safeguards in the program design and program management that will allow the implementation so that:

- All finances are controlled by PARSA staff and go directly into program expenses, including projects at the Marastoons, and no funding or expenses are distributed in any way that benefits the IEA administration. Any revenue generated by the project will be done via PARSA financial systems and allocated directly back to program expenses, most notably work experience stipends.
- Beneficiaries for the program will be vetted and placed in the program by PARSA staff and will represent the appropriate targeted population without influence by the IEA administration.
- Program activities will be overseen and monitored in Kabul by senior staff to ensure that the intent of the contract is being implemented. The majority of the activities take place in Kabul which means that PARSA's executive staff are able to provide tactical oversight during this transition to the new IEA government. All activities that take place regionally will be overseen by PARSA staff to ensure the program is implemented as planned.

## **Annex 1: Partner Assessment**

### **1. Brief presentation of partners**

PARSA is a grassroots organisation founded in 1996 in Afghanistan whose mission is to train and develop Afghan leaders who support Afghan communities and civil society by providing innovative and impactful community-driven programs across the country. PARSA envisions an Afghanistan led by committed Afghan leaders who are dedicated to and capable of caring for all members of society. PARSA's approach is gender-sensitive and rights-based with a focus on locally led community development. PARSA is specialized in operating in the Afghan context at the community level, allowing PARSA to remain highly adaptive to changes in the political environment, ensuring that programs remain relevant and effective.

PARSA implements programs that focus on three areas and are adaptable according to specific needs: youth leadership, economic empowerment, and social protection—targeting women, children, youth, and vulnerable groups. PARSA's initiative are diverse, and PARSA values strong integration between our programs. PARSA programs are effective in Afghanistan because of an organization-wide practice of anchoring program implementation in the Afghan cultural and situational context that creates ownership for PARSA initiatives at all levels of the organization.

### **2. Summary of partner capacity assessment**

PARSA is a private non-governmental organization working directly with disadvantaged people in Afghanistan. PARSA supports communities as they make their own development solutions, focusing on promoting social change, particularly for women, children, and other vulnerable groups. PARSA is specialized in operating in the Afghan context with the organization's relatively small size allowing PARSA to remain highly adaptive to changes in the political environment, ensuring that programs remain relevant and effective.

The department for Migration, Stabilisation and Fragility in the Ministry of Foreign Affairs of Denmark has assessed that PARSA is the most relevant implementing partner for return and reintegration activities in Afghanistan. The Danish cooperation with PARSA started in 2019 and Danish supported project activities have been successful in spite of the political instability in Afghanistan. PARSA specialises in leveraging opportunities unique to migrants who have spent time in Europe returning to Afghanistan, particularly in terms of the skills, experience, and capacity they can contribute to Afghan society. It is the assessment that there are currently no other implementing partners that would be able to provide the same type of reintegration services as PARSA in Afghanistan.

PARSA is registered in Afghanistan as an international NGO and in the United States as a 501(c)3 non-profit. PARSA currently has a staff of 106 in Afghanistan that includes expertise in psychosocial health, social protection, economic development, education, community engagement, and psychological wellbeing including a licensed psychiatrist. PARSA's staff is tenured with expertise in the Afghan context, including in navigating the current political climate. PARSA is women led with four women on the Board (50%), women serving in the two top staff positions, and 24 women in leadership positions (41%) including 21 Afghan women.

PARSA's main office in Kabul is located within the Afghan Red Crescent Society compound and is a unique campus that includes separate male and female residences, agricultural fields and a farm, a national training center for our Afghan Scouts youth program, and a modern economic development center with a commercial kitchen, manufacturing facility, and training hall. PARSA implements projects in 17 provinces of Afghanistan and has an extensive national volunteer network through its Afghan Scouts program that is active in all 34 provinces.

### 3. Summary of key partner features

Name of Partner	Core business	Importance	Influence	Contribution	Capacity	Exit strategy
PARSA	<p>Complete project management and delivery. Delivery of individualized reintegration services for all Afghanistan.</p> <p>Delivery of capacity building initiatives for national stakeholders and programs that assist vulnerable citizens of Afghanistan.</p>	<p>Medium to High.</p> <p>Given how PARSA mostly receives funding from a small number of donors (as opposed to large-scale funding from governments), it might not be able to (financially) sustain the reintegration support and capacity-building activities it is currently implementing in Afghanistan through a Danish-funded project without financing from the proposed intervention.</p>	<p>High</p> <p>PARSA will be responsible for overall project management and implementation.</p>	<p>PARSA will be fully responsible for all aspects of the project.</p> <p>PARSA will deliver individualized reintegration support to Afghan returnees, including working with returnees to develop a reintegration plan with activities tailored to individual needs. PARSA will also develop a robust, multifaceted economic development program that will offer returnees and other vulnerable Afghans avenues to achieve economic independence.</p> <p>Finally, PARSA will conduct capacity building activities with national stakeholders for the purpose of improving local capacities to support vulnerable Afghans to transition to community.</p>	<p><b>Strength:</b> PARSA has extensive experience working at the community level and has consistently evolved over the years to meet the changing needs of the people they support.</p> <p><b>Weakness:</b> PARSA has limited funding streams from a small number of donors.</p> <p><b>Opportunity:</b> Being the current partner of an ongoing Danish-funded project, PARSA will be able to ensure the continuation of reintegration support and capacity-building activities after the project ends.</p> <p><b>Threat:</b> The security and/or political situation might deteriorate to the extent that activities may need to be postponed or relocated. Such circumstances may also reduce the capacity for project implementation due to the need to reallocate resources to immediate security/political responses.</p>	<p>No special requirements are applicable after the contractual obligations have been fulfilled and the contract ends.</p> <p>The coming project phase will include a focus from PARSA, with the support from MNS, on donor diversification and outreach to potential donors.</p> <p>After the project period PARSA intends to continue to provide direct services to returnees as a part of PARSA's strategic mission to serve vulnerable Afghans. Funding expansion for the DSPP program is being developed for a complex and diverse profile of donors including through grassroots donors and from other European governments that share a vested interest in supporting returnees to Afghanistan. It is anticipated that dependency on Danish funding will be mitigated through other funding sources while PARSA's capacity to serve returnees will continue into the foreseeable future.</p>

## Annex 2: Process Action Plan

Activity	Timing/ deadline <i>[month or quarter]</i>	Responsible
Finalisation of project document following PC meeting	August	MNS
Detailed partner assessment incl. financial capacity assessment	August	MNS
Appraisal	September	ELK
Follow up on appraisal recommendations	October/November	MNS
Presentation for the Council for Development Policy (UPR)	8 February 2024	MNS
Finalisation of project documentation	January 2024	MNS
Approval by the Minister	February 2024	MNS
Parliamentary Finance Committee, if applicable	N/A	-
Expected timing of commitment	15 February 2024	MNS

## Annex 3: Plan for Communication of Results

What? (the message)	When? (the timing)	How? (the mechanism)	Audience(s)	Responsible
Vulnerable people in Afghanistan need comprehensive outcome-based programming to succeed at sustainable reintegration into a community.	Annually	Annual reporting to donors and six-month reporting to the Afghan Ministry of Economy	Donors, development agencies, de facto government officials, partnering agencies, and ARCS	PARSA
Individuals need to be responsible for moving forward on their lives and to be supported with goals that they are willing to act on by agencies providing services.	Monthly	Internal communications including Newsletters and focused updates to PARSA donors and partners	PARSA staff and directors, partnering agencies, ARCS, donors.	PARSA
One individual who achieves sustainable economy supports their family and community in stabilizing in the current context.	Annually	Annual monitoring and evaluation report	Donors, PARSA program staff, partnering agencies	PARSA
Coordination and collaboration between agencies who have the resources to provide services is imperative to rebuilding Afghan communities.	Annually As outcomes from collaboration emerge	Annual report Newsletter Six-month report to Afghan Ministry of Economy	ACBAR, Donors, Afghan Ministry of Economy, update news in Kabul	PARSA
In working with the de facto government PARSA stays true to its integrity of mission and contractual commitments, while engaging with the de facto officials in negotiating exceptions to restrictions and oversight toward a common goal to “serve the Afghan people”.	Annually Outreach to specific de facto government officials	Annual report International newsletter	Donors, partners	PARSA
PARSA’s program methodology and implementation provides the	Annually	Monitoring and Evaluation reporting	Donors, partners, de facto government	

conditions for beneficiaries to develop and act on their own values and commitments. From this approach, unusual and effective innovations are developed that allow PARSA to adapt and respond to the current conditions appropriately supporting community-based initiatives which are sustainable.		Case studies, newsletters international and national PTI forums for development professionals national	officials, PARSA Directors and staff	
Mental health services including peer-based counselling have become key to supporting vulnerable people in stabilizing their lives and critical to individuals moving forward on economic opportunities.	Monthly, annually	Monitoring and Evaluation reporting newsletters international and national PARSA Training Institute forums for development professionals national Promote messaging on social media	Afghan communities, national development professionals, partners, government officials, donors	PARSA
Girls and women are integral to the Afghan family, valued and vital to a stable and healthy community.	Monthly	Monitoring and Evaluation reporting, case studies, newsletters international and national Promote messaging on social media	Government, Afghan communities, international community, donors	PARSA

#### Annex 4. Theory of change and key assumptions

The theory of change that forms the basis of this project is that *if* Afghan returnees, persons with specific needs, and others transitioning to independent living in Afghan society succeed in terms of their social, economic, and psychosocial well-being, *then* they will achieve sustainable reintegration.

PARSA's program design assumes the following:

1. When an individual is able to see hope and possibility in their circumstances and is provided skills and support to act on that possibility, that individual can overcome the challenges they are facing and achieve their goals.
2. Each individual returnee brings valuable capacity upon their return to the country.
3. Returnees require individualized short-term and long-term support to reintegrate that addresses their psychosocial, economic, and social needs. Returnees who have been outside the country for significant time may also require orientation to Afghan society including cultural norms, language, accessing public services, etc.
4. Returnees are willing to take part in individual reintegration counselling, support, and monitoring activities; stakeholders are willing to collaborate; the de facto authorities allow the program to operate; risks can be mitigated and do not hamper project activities.
5. In the current economic context, supporting one individual beneficiary to achieve economic stability can have an impact on stabilizing many people in that beneficiary's family and/or

community network. Stabilizing an individual economically is therefore key to their social reintegration as it places the beneficiary in a position of value in their network.

6. The foundational components of the Transition to Community Program are applicable to a wide variety of vulnerable Afghans.
7. National stakeholders working with vulnerable Afghans including PSN will benefit from learning PARSA's methodology and will apply the methodology to better support their own beneficiaries.

PARSA continues to observe across all its programs that a holistic approach to supporting beneficiaries that addresses social, economic, and psychosocial well-being is the most effective approach to supporting beneficiaries to become successful members of Afghan society. PARSA's Transition to Community Program provides individualized support utilizing multiple resources that include tailored reintegration plans, psychosocial support including social workers, access to economic support, and follow up through a social network of other returnees.

## **Annex 5. Problem statement/context analysis**

Irregular migration from Afghanistan to Europe is a complex phenomenon influenced by a combination of factors including political instability, conflict, economic challenges, insecurity, and violation of human rights. The international community, including European nations, has long grappled with the challenge of addressing the humanitarian needs of Afghan migrants and the policy considerations surrounding asylum and immigration. The fall of the former Government of the Islamic Republic of Afghanistan and subsequent establishment of the Taliban government, the Islamic Emirate of Afghanistan (IEA), led to a new wave of irregular migration and displacement of Afghans leaving the country.

While many Afghans who reach European countries are granted asylum, there are significant numbers who exhaust all means of remaining in Europe legally and elect to return voluntarily to Afghanistan. The partnership between Denmark and PARSA was initiated due to Denmark's desire to create a humane and ethical approach to supporting this group<sup>1</sup>. The intention was to create a holistic program that would give returnees from Europe, especially those facing extreme challenges, the best possible chance of achieving successful reintegration into Afghan society.

Migrants returning to Afghanistan face a complex and challenging situation, shaped by factors that include political instability, security concerns, and a collapsed economy. In particular, returnees arriving in Afghanistan after having spent a period in Europe may find it difficult to adjust to the new political and cultural reality and may face stigma due to having lived abroad in a European country. PARSA's program is designed to establish innovative and effective ways to address the needs of Afghans facing extreme and multiple challenges in Afghanistan's current cultural, political, and economic context.

### **Background on services for Afghan returnees from Europe**

During phase I of the DSPP project from 1 October 2019 to 30 June 2022, and phase II from 1 July 2022 to 31 December 2023, PARSA laid the foundation and implemented a complex and responsive approach to individualized sustainable reintegration to Afghans returning voluntarily to Afghanistan from European countries. Utilizing methodology that fundamentally addresses the challenges of returnees through an individualized and needs based transition plan, psychosocial support, economic training and

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<sup>1</sup> In line with Denmark's objective to strengthen cooperation regarding voluntary repatriation of rejected asylum seekers without legal residence in Denmark, as per Denmark's strategy for development cooperation, "The World We Share" described in the How-to Note on Migration and a Fair and Humane Asylum System.

sustainable income-generation support, self-organizing support groups, support to build social networks and relationships, community engagement, and long-term mentoring, PARSA's program effectively provides what returnees need to achieve sustainable reintegration. In line with recommendations from existing research on sustainable reintegration and best practices<sup>2</sup>, the project adopts a community-based approach and focuses on sustainable socio-economic independence for beneficiaries. PARSA's program also focuses on leveraging opportunities unique to migrants returning to Afghanistan who have spent time in Europe, particularly in terms of the skills, experience, and capacity they can contribute to Afghan society.

In phase I of the project, PARSA utilized its extensive experience successfully supporting Afghans facing extreme challenges to develop a comprehensive approach to reintegration. PARSA's Transition to Community Program is designed to provide intensive individualized reintegration services tailored to each beneficiary through methodology that addresses the complex multitude of challenges facing Afghans in need of transitioning to independent living in Afghan society. While the program was designed specifically to serve Afghan returnees from European countries, the principles are applicable to other categories of beneficiaries facing extreme challenges with whom PARSA has expertise including survivors of gender-based violence, women heads of household, and other categories of PSN. PARSA was mandated during phase I to establish and maintain capacity to serve up to 30 returnees from Denmark with a focus on PSN women and families, and midway through the project signed an amendment to expand the contract scope to include all voluntary returns from Denmark and Europe including men.

The program was documented in phase I and piloted with returnees from Denmark and with PSN who were referred to PARSA's program from partners inside Afghanistan. PARSA enrolled a total of 9 returnees from Denmark<sup>3</sup> in the Transition to Community Program in phase I, as well as 8 PSN referrals from inside Afghanistan. During the COVID-19 period, PARSA's ability to provide quarantine accommodation and dedicated medical assistance were instrumental for maintaining return. Of the 17 beneficiaries, 13 successfully transitioned to community, three chose not to complete the program (left Afghanistan, etc), and one referral remains at PARSA with her daughter due to severe mental health challenges.

During this phase, physical infrastructure for project activities was developed through the renovation of derelict buildings on the campus where PARSA's main office is located. These include the PARSA Family Villages, which are residential complexes with accommodation for women and families (PFV 1) and men (PFV 2). Additional facilities developed during DSPP phase I include a clinic, an economic center for women, meeting space for returnee activities, training space, and economic infrastructure including greenhouses, agriculture fields, and vocational training buildings. The final development during phase I was the inauguration of the self-organizing Brothers 4 Brothers International network with 25 Afghan returnees from Denmark and other European countries that provides social support, training, and community engagement opportunities.

In phase II of the project, PARSA continued to focus on returnees as the target population, with PARSA consistently retaining capacity to enrol up to 30 returnees per year from Europe. Only one returnee from Denmark has joined the program in 2023 due to political challenges related to the government transition in Afghanistan that have delayed returns, however there are several Afghans waiting for permission to voluntarily return and PARSA is on standby to welcome those beneficiaries into the Transition to Community program. Furthermore, Afghans officially evacuated to Denmark in August 2021 face

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<sup>2</sup> [https://www.iom.int/sites/g/files/tmzbd1486/files/documents/atip\\_levant/iom-reintegrationhandbook-module\\_1-an-iintegrated-approach-to-reintegration.pdf](https://www.iom.int/sites/g/files/tmzbd1486/files/documents/atip_levant/iom-reintegrationhandbook-module_1-an-iintegrated-approach-to-reintegration.pdf)

<sup>3</sup> The COVID-19 pandemic in 2020 and the Afghan government transition in August 2021 affected Denmark's ability to send returnees to PARSA's program.



cultural challenges and more than 20 Afghan individuals have been repatriated from Danish municipalities to Afghanistan in 2023. All individuals who have been repatriated have been offered pre-departure counselling via PARSA, and PARSA stands ready to continue counselling of that group post-return on a volunteer basis and to include them in PARSA programs, with direct financial support not provided unless approved by the Danish Return Agency. PARSA has also continued to develop the Brothers 4 Brothers International program in phase II, with 15 returnees from Denmark and other European countries currently enrolled.

Access to economic services via PARSA's Pilot Trade Afghan Economic Program (TAEP) has been a feature of the Transition to Community Program since its inception, however expanding TAEP became a central focus in phase II due to the economic crisis that has crippled the Afghan economy since the government transition. Program participants have emphasised that support to achieve economic independence is key to successful reintegration. Returnees who become successful economically are able to support their family and community networks, benefiting the local communities and advancing social acceptance of the returnee<sup>4</sup>. Trade Afghan is designed to create access to market and pathways to economic independence for people with diverse levels of need and skills, serving beneficiaries through multiple approaches including training, work experience, and access to resources. Phase II therefore included the renovation of a dilapidated cinema into the Kabul Trade Afghan Economic Center (TAEC), a large facility dedicated to creating sustainable pathways to economic independence for beneficiaries, with space for specialized training, commercial activities (manufacturing center, commercial training kitchen, tailoring facility, food processing center), small businesses, and events/exhibits to promote market access and business linkages. Phase II also saw the inauguration of the national Trade Afghan Business Network (TABN) that offers technical and administrative training, marketing, small grants, resources, and other support to entrepreneurs at all levels of business. Beneficiaries in the Transition to Community Program have access to Trade Afghan services and as part of their transition plan, develop a plan for achieving economic independence that could include accessing Trade Afghan training, work experience opportunities, job search, and/or small business support through TABN. All 13 of the project beneficiaries who completed the Transition to Community Program have achieved economic independence.

## Annex 6. Risk management

### Contextual risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Political					
Political volatility including new decrees by IEA that affect NGO operations	Likely	Moderate	PARSA has government liaison staff dedicated to ensuring clear understanding of IEA regulations. PARSA is a member of the NGO coordinating body, ACBAR, and works with other NGOs to conduct advocacy with the IEA to minimize negative impact of decrees on NGO operations.	Mitigation does not lower risk likelihood but does decrease minimal impact. Residual risk could impact project activities and operating structure	Political volatility is anticipated to some degree. PARSA is confident that management will successfully navigate any volatility.
Changes in leadership of relevant authorities in	Likely	Moderate	Engaging at multiple levels with new administration to put in place MOU that will carry over to any new administration.	Risk remains, but likelihood decreased through strong government liaison	PARSA dedicates significant resources to ensuring government permissions are secured for all activities.

<sup>4</sup> PARSA has found that stigma against individual returnees is greatly reduced when they achieve economic success and are able to benefit their family/community economically.

Afghan administration				efforts. Residual risk includes decreased cooperation, delay of project	
Restrictive measures by IEA on female staff working and on female beneficiaries taking part in activities.	Likely	Major	PARSA will focus on home-based activities and access to market/jobs through the Trade Afghan program. PARSA will seek government permission for female staff activities.	Mitigation does not decrease likelihood but does decrease impact. Residual risk includes further restrictions on female staff and beneficiaries.	PARSA advocates for women to be allowed work, both at the highest level of government (through ACBAR) and with local authorities that PARSA works with directly.
<b>Economic</b>					
Restrictive access to finance to fund project	Likely	Major	Working in tandem with other NGOs, financial consultants on solutions related to access to grant funds, and positioning PARSA so that we have multiple approaches to solving the issue.	Mitigation decreases likelihood. Delays of project components	PARSA has access to the UN cash transfer service, which provides reliable, transparent transfers into Afghanistan once per month
<b>Security</b>					
Degradation of overall security situation	Likely	Major	Regular risk assessments are conducted including contingency planning for various scenarios.	Mitigation does not lower risk likelihood but does decrease minimal impact. Management could be interrupted	Contingency plans are in place should security situation deteriorate.
Security for internationals deteriorates	Likely	Major	Security restrictions are in place to minimize risk to internationals working on the program, and remote management strategies are in place should it become untenable for internationals to reside in Kabul.	Mitigation does not lower risk likelihood but does decrease minimal impact. Management could be interrupted	PARSA's international staff have lived in Afghanistan many years and are comfortable and experienced with managing their safety

## Programmatic risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Specific risks to target beneficiaries including starvation, homelessness, targets of criminality, targeted abuse	Likely	Minor	PARSA will maintain close contact with beneficiaries through intensive case management system. The case management that supports the beneficiaries produces a close relationship with PARSA as a safety net for beneficiaries allowing PARSA to respond appropriately to most challenges faced by vulnerable beneficiaries.	Residual risk not reduced, but impact mitigated through strong response	PSN are especially vulnerable in a collapsed economy with high levels of criminality.
IEA government officials delay permissions for program operations or obstruct program implementation	Likely	Major	PARSA interfaces with relevant authorities proactively and methodically to engender a relationship that eases difficult bureaucracy.	Residual risk not reduced, but impact mitigated.	Delays in securing project permissions from the de facto Ministry of Economy and line ministries are a common experience of all NGOs.
PARSA becomes reliant on Danish funding in order to maintain the DSPP related initiatives and facilities	Likely	Major	The coming project phase will include a focus from PARSA, with the support from MNS, on donor diversification and outreach to potential donors.	Residual risk remains, could impact PARSA's long term sustainability.	Under the DSPP project, a number of facilities have been established that demand a certain amount of resources to maintain. Staff trained in program methodology also

					need to be retained in order to maintain services.
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## Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Corruption	Unlikely	Major	PARSA adheres to strong organizational and programmatic internal controls (PARSA Anti-Corruption and Anti-Fraud Policy). Staff focus on all aspects of resource management including allocations to Marastoon project development and intake of beneficiaries as well as close management of beneficiary activities is the best mitigation of potential corruption.	Risk remains, could lead to financial loss, reputational damage, impact on project permissions	Corruption can originate internally (staff) or externally (subcontractors, government)
Unintended direct support to IEA government staff	Unlikely	Major	As a U.S. registered 501(c)3 non-profit, PARSA adheres to the international sanctions prohibiting support from going to IEA government officials. PARSA has strict financial protocols in place that ensure all funds are accounted for.	Risk remains, could lead to reputational damage, loss of legal registration status.	All finances are controlled by PARSA staff and go directly into program expenses, including projects at the Marastoons, and no funding or expenses are distributed in any way that benefits the IEA administration. Any revenue generated by the project will be done via PARSA financial systems and allocated directly back to program expenses, most notably work experience stipends.

# DRAFT Te DRAFT Template output-based engagement budget

Identifying information - grant and partner		
Engagement	Engagement	name of project/programme/engagement
Partner	Partner	name of partner
File no.	File no.	MFA file no.
Engagement period	Engagement period	dd.mm.yyyy - dd.mm.yyyy (total budget period)
Budget currency	Budget currency	DKK (or other currency)
Original outcome	Original outcome (total budget/grant)	amount of originally approved budget/grant
Date	Date	dd.mm.yyyy (date of preparation of budget)
	Prepared by	Alyssa Hoseman and Mirwais Zahid
	Exchange rate (DKK/other currency)	7,1

		Unit	# Unit	Unit Cost	Quantity	Percentage	Budget	Narrative	Year 1 (Q1-Q2)	Year 1 (Q3-Q4)	Year 2 (Q1-Q2)	Year 2 (Q3-Q4)	DKK
Output 1.1 Returnees in the Transition to Community program receive effective, individualized reintegration support.													
Program Cost	Medical care	Month	24	200	1	100%	4.800	Medical care, medicine, supplies for Transition to Community	1.200	1.200	1.200	1.200	34.080
Program Cost	Social support activities	Month	24	1.000	1	100%	24.000	Materials, supplies and operating costs for Brothers 4 Brothers	6.000	6.000	6.000	6.000	170.400
Program Cost	Technical advisory contract	Month	24	450	2	100%	21.600	Technical advisor/consultants; one to help set up M&E system	5.400	5.400	5.400	5.400	153.360
Program Cost	PARSA Family Village I (female residence)	Month	24	2.502	1	73%	43.834	Dedicated residence facility for female returnees; also housing	10.958	10.958	10.958	10.958	311.219
Program Cost	PARSA Family Village II (male residence)	Month	24	1.200	1	73%	21.024	Dedicated residence facility for male returnees; also housing	5.256	5.256	5.256	5.256	149.270
Program Cost	Project activity space	Month	24	5.708	1	20%	27.398	Portion of PARSA main office dedicated to Transition to Community	6.849	6.849	6.849	6.849	194.525
Program Cost	ICT Equipment	Lump	1	4.000	1	100%	4.000	Laptops, dedicated phones, other IT equipment for staff	2.400	800	800	-	28.400
Program Cost	Communications	Month	24	500	1	100%	12.000	Dedicated communication cost for Transition to Community	3.000	3.000	3.000	3.000	85.200
Program Cost	Dedicated vehicle/driver	Month	24	1.050	1	50%	12.600	Driver and contract vehicle for Transition to Community	3.150	3.150	3.150	3.150	89.460
Program Cost	Local transport	Month	24	300	1	100%	7.200	Project-specific transport/taxis for supporting Transition to Community	1.800	1.800	1.800	1.800	51.120
Program Cost	Office supplies	Month	24	250	1	100%	6.000	Includes stationery, printer ink, cleaning materials, and other	1.500	1.500	1.500	1.500	42.600
Program Cost	Project financial costs	Month	24	150	1	100%	3.600	Project specific bank charges, project expense transactions	900	900	900	900	25.560
Personnel	Program Director (Executive Director)	Month	24	7.800	1	25%	46.800	Oversees all returnee transition plans, trains and supports	11.700	11.700	11.700	11.700	332.280
Personnel	Development and MEAL Director	Month	24	6.800	1	10%	16.320	DSSP program quality assurance, monitoring and evaluation	4.080	4.080	4.080	4.080	115.872
Personnel	Deputy Director	Month	24	4.035	1	25%	24.210	Mental health professional (psychiatrist), serves as Psychosocial	6.053	6.053	6.053	6.053	171.891
Personnel	Psychosocial and Social Work Counselor	Month	24	885	1	25%	5.310	Provides counseling to male beneficiaries; staff position	1.328	1.328	1.328	1.328	37.701
Personnel	Case Workers	Month	22	435	2	100%	19.140	One-to-one individualized case management	3.480	5.220	5.220	5.220	135.894
Personnel	Psychosocial Counselor/Facilitator Trainer	Month	24	685	1	25%	4.110	Provides counseling to female beneficiaries; staff position	1.028	1.028	1.028	1.028	29.181
Personnel	Psychosocial Assistant and Social Work Counselor	Month	24	235	1	50%	2.820	Provides counseling to beneficiaries and assists program	705	705	705	705	20.022
Personnel	Psychosocial Program Administrator	Month	22	435	1	50%	4.785	Responsible for administration of Transition to Community	870	1.305	1.305	1.305	33.974
Personnel	Finance Manager	Month	24	2.235	1	20%	10.728	Oversees all finance for reintegration grants	2.682	2.682	2.682	2.682	76.169
Personnel	Deputy Finance Manager	Month	20	835	1	20%	3.340	Deputy Finance Manager assists oversight financial management	334	1.002	1.002	1.002	23.714
Personnel	Finance Officer	Month	24	685	1	20%	3.288	Processes all financial transactions for reintegration grants	822	822	822	822	23.345
Personnel	Finance Cash Management Officer	Month	24	685	1	20%	3.288	Cashier manages cash for programmatic procurement	822	822	822	822	23.345
Personnel	Human Resources Director	Month	24	2.150	1	25%	12.900	Manages work experience contracts of returnees. As supervisor	3.225	3.225	3.225	3.225	91.590
Personnel	Operations Manager	Month	24	835	1	25%	5.010	Manages residential facilities for returnees	1.253	1.253	1.253	1.253	35.571
Personnel	B4B International Activities Manager	Month	24	600	1	50%	7.200	Coordinates activities for B4B International returnee network	1.800	1.800	1.800	1.800	51.120
Personnel	Security and Risk Management Director	Month	24	3.000	1	25%	18.000	Establishes and oversees returnee security and risk management	4.500	4.500	4.500	4.500	127.800
Personnel	Security Manager	Month	24	735	1	25%	4.410	Manages security guards assigned to PARSA Family Village	1.103	1.103	1.103	1.103	31.311
Personnel	PARSA Family Village Security Guard	Month	24	435	3	50%	15.660	Provides security to PFV facility	3.915	3.915	3.915	3.915	111.186
Personnel	PARSA Family Village Facilities Worker	Month	24	385	2	50%	9.240	Prepares residence buildings for hosting beneficiaries in PFV I	2.310	2.310	2.310	2.310	65.604
Personnel	PARSA Family Village Coordinator	Month	24	350	1	50%	4.200	Manages activity coordination at PFV I facility include community	1.050	1.050	1.050	1.050	29.820
Total direct cost output 1.1							408.814		101.471	102.714	102.714	101.914	2.902.582
Output 1.2 The pilot Trade Afghan Economic Program provides opportunities that support vulnerable Afghans to achieve sustainable economic independence.													
Program Cost	Trade Afghan Exhibitions and Events	Year	2	2.000	1	100%	4.000	Annual lump sum to hold Trade Afghan exhibitions and events	1.000	1.000	1.000	1.000	28.400
Program Cost	Specialist vocational trainer contracts	Year	2	6.000	1	100%	12.000	For contracting specialist trainers for beneficiaries with disabilities	3.000	3.000	3.000	3.000	85.200
Program Cost	Technical advisory contract	Month	24	400	1,5	100%	14.400	Technical advisor/consultant to help set up M&E system	3.600	3.600	3.600	3.600	102.240
Program Cost	Trade Afghan marketing costs	Month	24	250	1	100%	6.000	Costs associated with providing marketing and access to market	1.500	1.500	1.500	1.500	42.600
Program Cost	Trade Afghan economic program inputs	Month	24	1.100	1	100%	26.400	Inputs for overall Trade Afghan program including materials	6.600	6.600	6.600	6.600	187.440
Program Cost	Trade Afghan training materials	Month	24	1.000	1	100%	24.000	Training materials for all Trade Afghan training activities	6.000	6.000	6.000	6.000	170.400
Program Cost	Work experience stipends	Month	6	200	30	100%	36.000	Stipends for select project beneficiaries who do not have other	9.000	9.000	9.000	9.000	255.600
Program Cost	Trade Afghan Economic Center	Month	24	4.360	1	73%	76.384	Central facility that houses centralized economic activities	19.096	19.096	19.096	19.096	542.326
Program Cost	Trade Afghan agricultural program	Month	24	1.810	1	100%	43.440	Inputs for agriculture program (seeds, animal food and other)	10.860	10.860	10.860	10.860	308.424
Program Cost	ICT Equipment	Lump	1	5.000	1	100%	5.000	Laptops, dedicated phones, other IT equipment for staff	3.000	1.000	1.000	-	35.500
Program Cost	Communications	Month	24	400	1	100%	9.600	Dedicated communication cost for Trade Afghan virtual	2.400	2.400	2.400	2.400	68.160
Program Cost	Dedicated vehicle/driver	Month	24	1.100	1	50%	13.200	Driver and contract vehicle for all Trade Afghan activities	3.300	3.300	3.300	3.300	93.720

Program Cost	Local transport	Month	24	200	1	100%	4.800	Project-specific transport/taxis for supporting Trade Af	1.200	1.200	1.200	1.200	34.080
Program Cost	Office supplies	Month	24	300	1	100%	7.200	Includes stationery, printer ink, cleaning materials, and	1.800	1.800	1.800	1.800	51.120
Program Cost	Visa/work permit	Year	2	1.800	1	50%	1.800	Trade Afghan Program Director workpermits per year	900	-	900	-	12.780
Program Cost	Project financial costs	Month	24	150	1	100%	3.600	Project specific bank charges, project expense transact	900	900	900	900	25.560
Personnel	Trade Afghan Program Director	Month	24	5.800	1	50%	69.600	Oversees Trade Afghan Economic Program including Tr	17.400	17.400	17.400	17.400	494.160
Personnel	Trade Afghan Program Manager	Month	24	1.535	1	0%	-	Position funded through other TA project	-	-	-	-	-
Personnel	Trade Afghan Business Network Coordinator	Month	24	535	1	50%	6.420	Coordinates members of Trade Afghan Business Netwo	1.605	1.605	1.605	1.605	45.582
Personnel	Trade Afghan Customer Support Associate	Month	21	835	1	50%	8.768	Manages customer interface for all in-house Trade Afg	1.253	2.505	2.505	2.505	62.249
Personnel	Trade Afghan Program Administrator	Month	24	935	1	50%	11.220	Handles all program administration including oversight	2.805	2.805	2.805	2.805	79.662
Personnel	Trade Afghan Administrator Assistant	Month	24	435	1	50%	5.220	Handles all program administration including oversight	1.305	1.305	1.305	1.305	37.062
Personnel	Trade Afghan Career Development Officer	Month	22	535	1	100%	11.770	Manages Ready4Work component, conducts training a	2.140	3.210	3.210	3.210	83.567
Personnel	Trade Afghan Facilities Coordinator	Month	22	485	1	50%	5.335	Oversees and manages all Trade Afghan facilities on th	970	1.455	1.455	1.455	37.879
Personnel	Trade Afghan Facilities Worker	Month	24	385	3	50%	13.860	Prepares project spaces for events, trainings, and othe	3.465	3.465	3.465	3.465	98.406
Personnel	Trade Afghan Agricultural Program Manager	Month	24	1.285	1	50%	15.420	Manages overall agriculture program including greenho	3.855	3.855	3.855	3.855	109.482
Personnel	Trade Afghan Agriculture Farm Trainer	Month	22	485	1	0%	-	Conducts training and oversight of farm activities with	-	-	-	-	-
Personnel	Trade Afghan Business Coach	Month	22	435	1	100%	9.570	Business coaching of Transition to Community Program	1.740	2.610	2.610	2.610	67.947
Personnel	Trade Afghan Training Transcription Assistant	Month	24	800	1	50%	9.600	Documents, transcribes, and translates Trade Afghan t	2.400	2.400	2.400	2.400	68.160
Personnel	Food Processing Trainer	Month	24	635	1	100%	15.240	Conducts training in food processing; develops new pro	3.810	3.810	3.810	3.810	108.204
Personnel	Food Processing Worker	Month	24	385	1	100%	9.240	Works in Trade Afghan food processing activities	2.310	2.310	2.310	2.310	65.604
Personnel	Dairy Processing Assistant	Month	24	335	1	100%	8.040	Works in Trade Afghan dairy processing for PARSA Farr	2.010	2.010	2.010	2.010	57.084
Personnel	Agriculture Worker	Month	24	358	7	100%	60.120	Agricultural field laborers including returnees who wor	15.030	15.030	15.030	15.030	426.852
Personnel	Farm Worker	Month	24	410	2	100%	19.680	Livestock laborers with focus on dairy	4.920	4.920	4.920	4.920	139.728
Personnel	Development and MEAL Director	Month	24	6.800	1	20%	32.640	Supports development of individualized beneficiary cas	8.160	8.160	8.160	8.160	231.744
Personnel	Finance Manager	Month	24	2.235	1	20%	10.728	Oversees all finance for Trade Afghan Program	2.682	2.682	2.682	2.682	76.169
Personnel	Deputy Finance Manager	Month	20	835	1	20%	3.340	Deputy Finance Manager assists oversight financial ma	334	1.002	1.002	1.002	23.714
Personnel	Finance Officer	Month	24	685	1	20%	3.288	Processes all financial transactions for Trade Afghan Pr	822	822	822	822	23.345
Personnel	Finance Cash Management Officer	Month	24	685	1	20%	3.288	Cashier manages cash for programmatic procurement	822	822	822	822	23.345
Personnel	Human Resources Director	Month	24	2.150	1	25%	12.900	Manages all Trade Afghan staff and Trade Afghan work	3.225	3.225	3.225	3.225	91.590
Personnel	Procurement and Inventory Officer	Month	24	600	1	50%	7.200	Manages procurement for Trade Afghan activities and	1.800	1.800	1.800	1.800	51.120
Personnel	Operations Manager	Month	24	835	1	25%	5.010	Manages TA facilities -- economic center farm, greenho	1.253	1.253	1.253	1.253	35.571
Personnel	Security and Risk Management Director	Month	24	3.000	1	25%	18.000	Establishes and oversees security and risk management	4.500	4.500	4.500	4.500	127.800
Personnel	Security Manager	Month	24	735	1	25%	4.410	Manages security guards assigned to Trade Afghan Eco	1.103	1.103	1.103	1.103	31.311
Personnel	Trade Afghan Economic Center Security Guard	Month	24	435	4	50%	20.880	Provides security for Trade Afghan Economic Center	5.220	5.220	5.220	5.220	148.248
	<b>Total direct cost output 1.2</b>						<b>688.611</b>		<b>171.094</b>	<b>172.539</b>	<b>173.439</b>	<b>171.539</b>	<b>4.889.135</b>
	<b>Output 2.1 National stakeholders have improved capacities to deliver social protection and economic development programming.</b>												
Program Cost	Capacity Building Workshops for stakeholders	Year	2	1.600	5	100%	16.000	4 5-day workshops per year with 20 attendees; estima	4.000	4.000	4.000	4.000	113.600
Program Cost	Consulting and advocacy meetings	Year	2	3.000	1	100%	6.000	Advocacy meetings including materials, transportation	1.500	1.500	1.500	1.500	42.600
Program Cost	Technical advisory contract	Month	24	900	1	100%	21.600	Technical advisory contract for advocacy and accessing	5.400	5.400	5.400	5.400	153.360
Program Cost	International stakeholder workshop	Year	2	13.100	1	100%	26.200	One DSPP conference per year held internationally and	-	13.100	-	13.100	186.020
Program Cost	Project activity space	Month	24	5.708	1	10%	13.699	Portion of PARSA main office dedicated to capacity bui	3.425	3.425	3.425	3.425	97.262
Program Cost	Communications	Month	24	200	1	100%	4.800	Dedicated communication cost for project staff workin	1.200	1.200	1.200	1.200	34.080
Program Cost	Dedicated vehicle/driver	Month	24	1.100	1	50%	13.200	Dedicated contract vehicle and driver with security qua	3.300	3.300	3.300	3.300	93.720
Program Cost	Project financial costs	Month	24	150	1	100%	3.600	Project specific bank charges, project expense transact	900	900	900	900	25.560
Program Cost	Marastoon Hubs: materials and equipment	Marastoon	5	28.400	1	100%	142.000	Materials, equipment, and supplies for vocational train	35.500	35.500	35.500	35.500	1.008.200
Program Cost	Marastoon Hubs: renovation	Marastoon	5	20.000	1	100%	100.000	Renovation of existing spaces for use in capacity buildi	25.000	25.000	25.000	25.000	710.000
Program Cost	Marastoon Hubs: training	Marastoon	5	10.000	1	100%	50.000	All costs associated with conducting training in Marast	12.500	12.500	12.500	12.500	355.000
Program Cost	Marastoon Hubs: monitoring	Marastoon	4	1.000	2	100%	8.000	2 trips per year to each of the 4 regional Marastoons (p	2.000	2.000	2.000	2.000	56.800
Personnel	Program Director (Executive Director)	Month	24	7.800	1	25%	46.800	Leads high level outreach and advocacy activities with	11.700	11.700	11.700	11.700	332.280
Personnel	Deputy Director	Month	24	4.035	1	25%	24.210	National lead on community outreach and consulting a	6.053	6.053	6.053	6.053	171.891
Personnel	Government Liaison Manager	Month	24	1.235	1	50%	14.820	Government liaison participates in workshops, meeting	3.705	3.705	3.705	3.705	105.222
Personnel	Finance Manager	Month	24	2.235	1	10%	5.364	Oversees all finance for capacity building projects	1.341	1.341	1.341	1.341	38.084
Personnel	Deputy Finance Manager	Month	20	835	1	20%	3.340	Deputy Finance Manager assists oversight financial ma	334	1.002	1.002	1.002	23.714
Personnel	Finance Officer	Month	24	685	1	10%	1.644	Processes all financial transactions for capacity buildin	411	411	411	411	11.672
Personnel	Finance Cash Management Officer	Month	24	685	1	10%	1.644	Cashier manages cash for programmatic procurement	411	411	411	411	11.672
Personnel	Security Guard	Month	24	435	1	50%	5.220	Provides security and access control for guest house ho	1.305	1.305	1.305	1.305	37.062
	<b>Total direct cost output 2.1</b>						<b>508.141</b>		<b>119.984</b>	<b>133.752</b>	<b>120.652</b>	<b>133.752</b>	<b>3.607.800</b>
	<b>Output 2.2 DSPP project supports PARSA's wider programming, with key components of DSPP programming integrated into other PARSA programs.</b>												
Program Cost	Medical clinic supplies	Month	24	300	1	100%	7.200	Supplies, equipment and medicine for PARSA medical c	1.800	1.800	1.800	1.800	51.120
Program Cost	Facilitator materials	Lump	1	4.847	1	100%	4.847	Materials and equipment to support facilitators in PAR	1.212	1.212	1.212	1.212	34.413
Program Cost	Project activity space	Month	24	5.708	1	20%	27.398	Portion of PARSA main office dedicated to replicating D	6.849	6.849	6.849	6.849	194.525
Program Cost	Communications	Month	24	200	1	100%	4.800	Dedicated communication credit for conducting virtual	1.200	1.200	1.200	1.200	34.080

Program Cost	Dedicated vehicle/driver	Month	24	1.050	1	50%	12.600	Driver and contract vehicle for Education for a Sustainable Future	3.150	3.150	3.150	3.150	89.460
Program Cost	Office supplies	Month	24	200	1	100%	4.800	Includes stationery, printer ink, cleaning materials, and other office supplies	1.200	1.200	1.200	1.200	34.080
Program Cost	Project financial costs	Month	24	150	1	100%	3.600	Project specific bank charges, project expense transactions, and other financial costs	900	900	900	900	25.560
Personnel	Psychosocial Counselor/Facilitator Trainer	Month	24	685	1	25%	4.110	Trains facilitators in all PARSA programs in psychosocial and social work	1.028	1.028	1.028	1.028	29.181
Personnel	Psychosocial and Social Work Counselor	Month	24	885	1	25%	5.310	Trains facilitators in all PARSA programs in psychosocial and social work	1.328	1.328	1.328	1.328	37.701
Personnel	Development and MEAL Director	Month	24	6.800	1	20%	32.640	Oversees integration of DSPP learning into wider PARSA programs	8.160	8.160	8.160	8.160	231.744
Personnel	ESF Program Manager	Month	24	3.035	1	25%	18.210	Oversees Education for a Sustainable Future program implementation	4.553	4.553	4.553	4.553	129.291
Personnel	Security Guard	Month	24	435	2	50%	10.440	Provides security for project activities at PARSA main office	2.610	2.610	2.610	2.610	74.124
<b>Total direct cost output 2.2</b>							<b>135.955</b>		<b>33.989</b>	<b>33.989</b>	<b>33.989</b>	<b>33.989</b>	<b>965.279</b>
<b>Total direct cost</b>							<b>1.741.521</b>		<b>426.538</b>	<b>442.994</b>	<b>430.794</b>	<b>441.194</b>	<b>12.364.796</b>
<b>Indirect cost</b>													
	Administrative costs (7% of direct cost)					7%	121.906		29.858	31.010	30.156	30.884	865.536
	UN Fund Transfer (2.09%)					2,09%	29.981	Cost to use UN cash transfer service to transfer funds in	14.991	-	14.991	-	212.869
	Audit	item	2	4.000			8.000	Two annual project audits	-	4.000	-	4.000	56.800
<b>Total indirect cost</b>							<b>159.888</b>		<b>44.848</b>	<b>35.010</b>	<b>45.146</b>	<b>34.884</b>	<b>1.135.204</b>
<b>Total budget</b>							<b>1.901.408</b>		<b>471.386</b>	<b>478.004</b>	<b>475.941</b>	<b>476.078</b>	<b>13.500.000</b>

Output Area	Year 1	Year 2	Total DKK
Output 1.1: Transition to Community Program	1.591.466	1.594.917	3.186.383
Output 1.2: Trade Afghan Economic Program	2.581.539	2.591.397	5.172.936
Output 2.1: Capacity building program	1.943.277	1.948.325	3.891.602
Output 2.2 Replication in PARSA's wider programming	624.387	624.692	1.249.080
<b>Total</b>	<b>6.740.669</b>	<b>6.759.331</b>	<b>13.500.000</b>

Output Area	Year 1	Year 2	Total USD
Output 1.1: Transition to Community Program	224.150	224.636	448.786
Output 1.2: Trade Afghan Economic Program	363.597	364.985	728.582
Output 2.1: Capacity building program	273.701	274.412	548.113
Output 2.2 Replication in PARSA's wider programming	87.942	87.985	175.927
<b>Total</b>	<b>949.390</b>	<b>952.018</b>	<b>1.901.408</b>