



# Economic Assistance Guidance for Prottasha Project



This Project is led by  
Government of the  
People's Republic of Bangladesh



Funded by  
the European Union



Implemented by  
International Organization for Migration (IOM)

The opinions expressed in the report are those of the authors and do not necessarily reflect the views of the International Organization for Migration (IOM). The designations employed and the presentation of material throughout the report do not imply expression of any opinion whatsoever on the part of IOM concerning legal status of any country, territory, city or area, or of its authorities, or concerning its frontiers or boundaries.

IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

Publisher: International Organization for Migration  
17 route des Morillons  
P.O. Box 17  
1211 Geneva 19  
Switzerland  
Tel.: +41 22 717 9111  
Fax: +41 22 798 6150  
Email: [hq@iom.int](mailto:hq@iom.int)  
Website: [www.iom.int](http://www.iom.int)

Cover photos (counterclockwise):

- (1) A betel leaf garden was set up through reintegration support from IOM in Cox's Bazar. © IOM 2018/Turja Tanmoy SAHA
- (2) A beneficiary received livelihood support (goats for rearing) in Cox's Bazar. © IOM 2019/Turja Tanmoy SAHA
- (3) To improve economic self-sufficiency, reintegration support (poultry) was provided to a returning migrant in Jhinaidah. © IOM 2017/Lutful KABIR
- (4) A migrant returned to economic self-sufficiency through a fish retail business. © IOM 2018/Turja Tanmoy SAHA
- (5) A young adult engaged in fish cultivation for economic resilience in the host community. © IOM 2019/Turja Tanmoy SAHA

---

© 2020 International Organization for Migration (IOM)

---

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise without the prior written permission of the publisher.

# Economic Assistance Guidance for Prottasha Project



Funded by  
the European Union



## ACKNOWLEDGEMENTS

The author – Saif Rashid – would like to thank Ms Pravina Gurung, Ms Farzana Shahnaz, Mr Lutful Kabir, Mr Suvra Prakash Dey, Ms Lubna Farjana, Ms Anika Azhar, Ms Nowshin Zoha and all the members of the technical review team for their valuable contributions, as well as the Publications Unit specifically Ms Mylene Buensuceso for copy-editing the report and Mr Ramir Recinto for the layout and design, under the direction of the unit head Ms Valerie Hagger.

This publication was produced with financial support from the European Union as part of the project Bangladesh: Sustainable Reintegration and Improved Migration Governance, also known as the Prottasha project.

## TABLE OF CONTENTS

List of tables.....	v
List of figures .....	vi
List of acronyms.....	vii
Executive summary .....	ix
1. Introduction.....	1
2. Individual assistance for economic reintegration.....	5
2.1. Individual assistance description .....	6
2.2. Beneficiary categorization and resource allocation .....	6
2.3. Economic opportunities for individual assistance .....	7
2.4. Individual economic assistance options .....	8
3. Tools and steps for implementing individual economic assistance (for field staff).....	15
3.1. Step 1: beneficiary profiling.....	17
3.2. Step 2: selecting a tailored economic reintegration option .....	19
3.3. Step 3: developing an individual economic assistance plan.....	20
3.4. Step 4: validation, approval and finalization of economic assistance/ transfer of in-kind assistance .....	22
3.5. Step 5: asset transfer to the beneficiary (in-kind assistance).....	25
3.6. Step 6: follow-up support .....	26
3.7. Step 7: monitoring and reporting .....	26
4. Collective economic reintegration assistance.....	27
5. Risks and mitigation strategies for individual assistance .....	29
6. Community enterprise description.....	31
6.1. Objective and scope.....	32
6.2. Legal structure .....	33

6.3. Operation model.....	36
6.4. Governance structure.....	38
7. Skeleton business plans of proposed businesses for community enterprises .....	45
7.1. Background .....	46
7.2. Skeleton business plans for proposed community enterprises .....	47
7.3. Inception steps for the community enterprise.....	51
7.4. Community enterprise policies and processes.....	52
8. Annexes.....	53
8.1. Economic profile and assistance option selection tool.....	54
8.2. Assistance planning tool for businesses/income-generating activities .....	58
8.3. Job assistance planning tool.....	61
8.4. Activity or output monitoring tool for economic assistance.....	63
8.5. Migration forums.....	65

## LIST OF TABLES

Table 1. Categories of beneficiaries and their criteria.....	7
Table 2: List of small business/income-generating activity opportunities identified for individual economic assistance.....	8
Table 3. Financial and other support options proposed for individual economic assistance.....	9
Table 4. Economic assistance steps, activities and outputs summary.....	16
Table 5. Beneficiary economic status categorization/prioritization tool.....	18
Table 6. Individual economic assistance option selection tool .....	19
Table 7. Risks and mitigation strategies for individual assistance .....	30
Table 8. List of identified opportunities for community enterprises .....	46
Table 9. List of suitable business opportunities for community enterprises.....	47
Table 10. Steps for establishing a community enterprise.....	51

## LIST OF FIGURES

Figure 1. Individual economic assistance planning tool .....	21
Figure 2. Support plan validation part of the support planning tool .....	23
Figure 3. Objective and key considerations for establishing a community enterprise .....	32
Figure 4. Different legal structures available to register a community enterprise .....	34
Figure 5. Different legal structures available for the formation of a community enterprise .....	34
Figure 6. Advantages and disadvantages of different operation models.....	37
Figure 7. Board composition of a community enterprise .....	39



## LIST OF ACRONYMS

AoA	articles of association
CLP	Chars Livelihoods Programme
DEMO	District Employment and Manpower Office
FGD	focus group discussion
IGA	income-generating activity
KPI	key performance indicator
MoA	memorandum of association
NGO	non-governmental organization
PNGO	partner non-governmental organization
SBU	strategic business unit



## EXECUTIVE SUMMARY

IOM, with financial support from the European Union and in partnership with BRAC, is implementing the project Bangladesh: Sustainable Reintegration and Improved Migration Governance, or the Prottasha project. The overall objective of this four-year project is to contribute to the sustainable reintegration of returnees and the progressive achievement of Sustainable Development Goal (SDG) Target 10.7 to facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed policies.

One of the key objectives of the project is to sustainably reintegrate irregular migrants returning from the European Union countries to Bangladesh (reintegration component). Reintegration has social, psychosocial and economic dimensions. Under economic reintegration, the project aims to provide individual or collective tailored economic reintegration support to ensure improved livelihood and income opportunities for the returnees. The project will also develop 10 community-based enterprises to improve the economic condition of the returnees as well as contribute to the livelihoods of the host communities for cohesive and sustainable reintegration. A well-structured approach has been followed to identify appropriate business and other livelihood opportunities for individual assistance and for community-based businesses that: are aligned with the skills, experience, background and aspirations of the returnees; fit with local economic opportunities; are profitable and sustainable; and will complement and supplement the existing livelihoods of returnees and local communities.

Besides understanding the economic opportunities and identifying key business opportunities and job opportunities in each geographical location, detailed guidance is necessary to implement the economic reintegration activities in the field. This guidance document includes all the tools and processes needed to identify the best reintegration option aligned with individual needs, develop support plans and execute these plans for economic reintegration assistance. The guidance also includes governance structure, operation model, and skeleton business plans for developing and maintaining community-based enterprises. These steps and processes will allow the project team to develop and execute plans of action for individual economic reintegration and community enterprises.

The first section of this document provides detailed tools, steps and process for implementing tailored individual assistance for the returnees. Diversity of the economic and social background of the returnees has been considered and the process allows for incorporation of these challenges during implementation. To ensure quality implementation of individual economic assistance and sustainable economic reintegration of the beneficiaries, a systematic, seven-step process with tools has been developed: (a) profiling beneficiaries; (b) selecting the right economic options; (c) developing individual support plans; (d) validation and approval; (e) transferring assets; (f) providing follow-up support; and (g) monitoring and reporting. Five types of support options are identified in this guidance; these are: (a) supporting the existing business of the beneficiary; (b) supporting the beneficiary in starting a new business; (c) supporting the household-level income-

generating activity (IGA) of the direct family member/s of the beneficiary; (d) supporting the existing informal family business of the beneficiary; and (e) job placement.<sup>1</sup>

The second section of this document provides a detailed legal and operational governance structure for community enterprises. The enterprise is expected to function like a business with strong social and commercial objectives to support returnees in improving their economic status. The guidance proposes a community enterprise legal and operational structure that considers six key points: (a) integrating beneficiaries with diverse economic backgrounds; (b) ensuring participation of each beneficiary regardless of geographical location; (c) integrating community enterprises to leverage returnees' and local communities' economic activities in the project locations; (d) ensuring realistic and achievable action points for implementation; (e) ensuring sustainability and profitability of the enterprise; and (f) integrating the host community into the process to ensure sustainability.

The registration of one company (limited by guarantee under the company act) in Dhaka is proposed as the legal formation structure for community enterprises. This would provide the flexibility to include all target (3,000) returnees from the European Union as shareholders and ensure ownership of the business. To ensure the economic sustainability of community enterprises and to reduce the risk of failure, a mix management strategy has been proposed, such as investing in proven franchise businesses in initial years and then investing in local businesses at a later stage. However, appropriate involvement of the project team is required to guide and support the governing board of the community enterprise and appropriate capacity and expertise need to be introduced at the board and management level to ensure sustainability.

Apart from the detailed steps and process, all tools and formats required for implementing individual economic assistance and community enterprises are provided in the Annex. Detailed business plans and financial plans (short term and long term) for community enterprises need to be developed before executing the activities in the field.

<sup>1</sup> The income-generating activity (IGA) mentioned in option c and the informal family business in option d refer to a business in which the beneficiary's family has either formal ownership or informal ownership. The beneficiary has direct involvement in the business and decision-making. Business results have a direct impact on the livelihood of the beneficiary.

# 1



## Introduction

Through reintegration support from IOM in Cox's Bazar, returned migrants set up a betel leaf garden. © IOM 2018/Turja Tanmoy SAHA

## 1.1. Background

Bangladesh has a long history of migration. Following Bangladesh's independence in 1971, rising domestic unemployment and the need for workers in the Middle East and other Asian countries prompted mass migration to these countries from Bangladesh. Labour migration – often under temporary contracts – has created a path to higher economic and social status and has become a dream for many. Over time the trend of migration has increased, but poor awareness of safe migration, inefficient centralized migration processes and high costs of migration are all contributing factors to many migrants choosing dangerous, irregular migration channels. Bangladesh is one of the top 30 countries with citizens that have been detained and found to be irregularly living in European Union countries during the period of 2008–2016<sup>2</sup> (104,575 in total).

The principal driving forces behind irregular migration from Bangladesh are relative poverty, lack of viable livelihood opportunities, lack of access to information and limited access to regular labour migration channels. The inefficiency of the private sector to send migrants through regular channels has also compelled more people to resort to irregular migration channels. The vulnerability of these migrants is compounded by a lack of awareness of safe migration practices and of the dangers associated with irregular migration. Deceived by brokers and not able to receive realistic advice, migrants continue to make poor decisions about migration. If those who have suffered hardship in a migration attempt are willing to risk the same process for another attempt, it is important to address both push and pull factors leading them to risky decision for overseas employment.

IOM has been closely working with the Government of Bangladesh in addressing the causes and consequences of trafficking in persons and irregular migration. To curb human trafficking and irregular migration, IOM Bangladesh, in association with the Government and other stakeholders, implements many programmes including large-scale awareness-raising campaigns, assisted voluntary return and reintegration services, policy development and coordination of multi-stakeholder interventions. As part of this objective, IOM, with financial support from the European Union and in partnership with BRAC (an international development organization based in Bangladesh), is implementing the project Bangladesh: Sustainable Reintegration and Improved Migration Governance, or the Prottasha project. The project, among others, aims to provide reintegration assistance to Bangladeshis returning from European Union countries to all 64 districts in Bangladesh. The key reintegration interventions/activities are being carried out in 10 administrative locations in the country, namely Dhaka, Cumilla, Khulna, Munshiganj, Narshingdi, Noakhali, Shariatpur, Sirajganj, Sylhet and Tangail.

The project intends to provide tailored economic assistance to each returnee along with the establishment of community enterprises to improve the economic situation of the returnees as well as the communities. The project follows an integrated approach to identify appropriate livelihood opportunities for individual assistance and for community

2 This is according to EuroStat statistics.

businesses that are aligned with the skills, experience, background and aspirations of the returnees; are profitable and sustainable; and will complement and supplement the existing livelihoods of returnees and host communities.

The profiles of the returnees were analysed to understand their economic situations, assets, skills and vulnerabilities, among others, and to design an appropriate process for implementing needs-based interventions for each beneficiary. The existing data collected by BRAC was used in this analysis.

To develop an understanding about the employment and business opportunities available in all 10 districts, a rapid market assessment was carried out. The assessment aimed to identify the different business sectors that had the potential for high growth, were less risky, and can successfully integrate project beneficiaries and host communities in selected 10 administrative locations of the Prottasha project. Data was identified through secondary study and focus group discussions (FGDs) with the beneficiaries, chambers of commerce, banik samity,<sup>3</sup> BRAC, migration forums<sup>4</sup> and the Department of Youth and Development of the Government of Bangladesh. The success of a business or an income-generating opportunity rests on the performance of the entrepreneur, which in turn depends on local market conditions and the presence of an enabling environment, among other factors. Five criteria play a very significant role in business success and hence have been applied as a methodological framework to identify the most appropriate businesses for each district. This exercise helped to logically filter and finalize suitable business opportunities for individuals and community enterprises, and job opportunities in 10 districts. The five criteria used were (a) system efficiency, (b) product quality and specifications, (c) business environment and support services, (d) employment and engagement dimension and (e) growth dimension. The study applied two additional shortlisting criteria to assess whether the economic opportunities were aligned with the skills, experiences and interests of the target beneficiaries, and will complement and supplement target beneficiaries' existing livelihoods.

BRAC's ground staff and migration forum representatives were involved in data collection as part of capacity-building and to align with the project objective.

Apart from identification of the key business opportunities and job opportunities for both individual assistance and community enterprises in each geographical location through market assessment, detailed guidance is necessary to implement the economic assistance activities in the field. This guidance document thus includes all tools and processes needed to identify the best reintegration option, develop support plans and execute them for individual economic reintegration assistance. The guidance document also includes governance structure, operation model, and skeleton business plans for developing and maintaining 10 community enterprises.

3 A banik samity is an association of rural businesspersons; it is a small version of a chamber of commerce.

4 The Prottasha project formed a migration forum in each geographic location of the project to facilitate the economic reintegration of local communities. Migration forums are locally formed platforms, consisting of community members and key community influencers that will work to provide the required support to migrants and their families.

The steps and processes described throughout this guidance document are iterative, sequential and are linked with each other. They will give the project staff the flexibility to develop and execute plans of action for individual economic reintegration and for community enterprises. The guidance further includes:

- Experience and learnings from previous projects in Bangladesh, such as Strengthening Household Ability to Respond to Development Opportunities (SHOUHARDO)<sup>5</sup> and the Chars Livelihoods Programme (CLP)<sup>6</sup>;
- Experience and learnings from previous projects implemented by IOM Bangladesh at the national, divisional and district levels, with knowledge and information that will support livelihood/asset transfer enterprise development;
- A quality-assured approach to ensure the sustainable execution of individual assistance and formation and sustainable execution of community enterprises;
- An inclusive approach, which is matched with the capacity and skills of partner NGOs, stakeholders and beneficiaries for successful economic reintegration.

5 CARE Bangladesh's Strengthening Household Ability to Respond to Development Opportunities (SHOUHARDO) is one of the largest food security programmes in Bangladesh as well as in the world. SHOUHARDO is funded by the United States Agency for International Development (USAID) and receives complimentary funding from the Government of Bangladesh.

6 The Chars Livelihoods Programme (CLP) works with extremely poor households living on island chars in north-western Bangladesh. It aims to improve the livelihoods of over 1 million people. The CLP is jointly funded by UKaid through the United Kingdom Department for International Development (DFID) and the Government of Australia (Australian Aid) through the Department of Foreign Affairs and Trade (DFAT). It is sponsored by the Rural Development and Co-operatives Division of the Government of Bangladesh's Ministry of Local Government, Rural Development and Co-operatives, and is implemented through Maxwell Stamp Plc.



# 2

## Individual assistance for economic reintegration



IOM empowers female returnees through reintegration assistance (e.g. a grocery shop in the community). © IOM 2018/Turja Tanmoy SAHA

## 2.1. Individual assistance description

The economic environment within which returnees' households operate is generally characterized by unpredictability, uncertainty and risk. The returnees' households have diverse livelihood strategies, encompassing a range of activities. Most of the beneficiaries (55% of 204 beneficiaries) are unemployed or not engaged in any economic activity. For some, agriculture (17%) is a key element of their livelihood; however, many are also engaged in services (15%), including carpentry, construction, driving services, electrician services, industry work and garment work, and the remaining are engaged in businesses such as small retail, tea stall, mechanical workshop, trading and others. Through these various livelihood activities, beneficiaries seek to generate the income they require to satisfy their immediate consumption needs, social purposes and investments.

To address the major livelihood challenges of the returnees' households and to ensure that migration becomes a choice and not a necessity, the Prottasha project has an arrangement for providing needs-based economic assistance or tailored economic reintegration support to beneficiaries. This includes support for making the right livelihood choices, assistance in identifying and supporting acquisition of productive assets, skills development, mentoring, and establishing linkages with businesses and migration forums. The project would ultimately prepare the beneficiaries to tap into the local economic opportunities (business and job) available in the project locations through these activities.

Individual economic assistance is the first step of providing assistance to beneficiaries where eligible beneficiaries will be provided with livelihood-related support individually (please refer to section 2.2 of this guidance for details about beneficiary selection criteria). Due to the diversity of the economic and social background of the returnees, a realistic, adoptive and flexible approach is proposed.

## 2.2. Beneficiary categorization and resource allocation

To ensure efficient utilization of project resources and better outcomes, it is suggested that beneficiaries be categorized according to their economic statuses, assets and livelihood opportunities, as well as livelihood risks (especially debt burden). The categorization will increase the flexibility of the project in providing tailored support to individual beneficiaries. It is suggested that budget allocation (economic assistance budget of the Prottasha project) for high-priority returnees be increased by reducing the amount allocation for low-priority returnees.

Based on certain criteria (described in Table 1), beneficiaries are categorized into three, namely high-priority group, medium-priority group and low-priority group. This is also aligned with the experience and approach of other in-kind assistance and livelihood programmes such as CLP and SHOUHARDO. As one of the objectives of this categorization is to ensure resource efficiency, a category-based budget allocation is also suggested (as described in Table 1).

Table 1. Categories of beneficiaries and their criteria

High priority (BDT 100,000–120,000)	Medium priority (BDT 60,000–80,000)	Low priority (BDT 40,000–60,000)
Household monthly income is less than BDT 12,000	Household monthly income is between BDT 14,000 and BDT 20,000	Income-generating assets in the household and generating household income
Only earning member of the family	5 decimal to 15 decimal of land ownership	More than one earning member in the family
Less than 5 decimal of land ownership	Loan repayment is more than 20% of household income for the next 6 months	Current household monthly income is more than BDT 20,000
Loan repayment is more than 30% of household income for the next 6 months		Already engaged in a livelihood activity and earning

**High-priority group:** The high-priority group has the highest poverty instances and thus will be given the highest economic assistance. It is observed from the beneficiary profile data that more than 36 per cent of the beneficiaries fall under the high-priority category based on their income range. Upon consideration of other criteria, such as assets and debt burden (risk), the number of beneficiaries might change.

**Medium-priority group:** More than 37 per cent of the beneficiaries fall under this category. The medium-priority group has a more mature economic profile or less burden/vulnerability and so beneficiaries in this group shall be given the second highest economic assistance.

**Low-priority group:** The third group is called “low priority” because beneficiaries fall under the highest tier of household income range and because they have relatively low livelihood vulnerability. It is observed from the baseline data that more than 23 per cent of the beneficiaries fall under this category and so they shall be given the lowest economic assistance.

### 2.3. Economic opportunities for individual assistance

Following is a list of business opportunities identified for individual assistance from the detailed market assessment. The opportunities have been ranked based on weighted scores collected from local-level (all 10 project administrative districts) beneficiaries, business government departments and NGO projects to identify the suitable on-farm and off-farm activities for project beneficiaries. The scores are then weighted to identify and rank the most appropriate on-farm and off-farm economic activities for project beneficiaries within the identified number of economic alternatives.

**Table 2: List of small business/income-generating activity opportunities identified for individual economic assistance**

On-farm activity		Off-farm activity	
Activity	Score-based rank	Activity	Score-based rank
Dairy cow	1	Small retail shop/Grocery	1
Cattle fattening	2	Construction/Tile work	2
Goat rearing	3	Light engineering workshop	3
Fisheries	4	Bike/Auto van rental/driving	4
Agriculture/Vegetables	5	Petty trade (cloth)	5
Poultry	6	Stock business	6
Feed/Fodder cultivation	7	Thread production	7
		Handloom	8

#### 2.4. Individual economic assistance options

Before starting with the implementation of the core activities of tailored individual economic assistance, it is important to understand the different types of economic assistance that could be potentially utilized for each of the project beneficiaries. While beneficiary categorization would help optimize resources, selecting the most appropriate economic assistance type will help reduce risks and improve sustainability results. As each beneficiary is different, economic assistance for each needs to be customized, too. Table 3 shows the five economic assistance options proposed to the beneficiaries, excluding remigration. All returnees/beneficiaries shall fall under any of these options, besides remigration, as an economic choice. The list has been developed considering the current economic status of the beneficiary, the project objective, and the budget for ensuring sustainability and for reducing the chances of failure of the project implementation. A clear understanding of the economic assistance options is required for an effective use of the tools, which is elaborated in Chapter 3 of this guidance. Those tools would guide the staff step by step to select the right option, allocate sufficient budget and choose the appropriate support plan for each beneficiary as well as monitor and report progress throughout project period.

Table 3. Financial and other support options proposed for individual economic assistance

	Supporting the existing business of the beneficiary	Supporting the beneficiary to start a new business	Supporting the informal family business of the beneficiary	Supporting the household-level IGA of the direct family member/s	Job placement
Description	Any business the beneficiary her-/himself is engaged in and is generating revenue; this includes formal partnership businesses	A business that has potential and/or in which the beneficiary has experience	A family business where beneficiary is engaged with and has control over decision and asset	An existing or new economic activity in which the household member/s of the beneficiary is/are engaged and which is generating revenue	Opportunities that are available and in which the beneficiary has experience or is interested
Asset transfer options	Fixed asset transfer Operational asset transfer Investment for relocation	Asset transfer Equipment or inventory Deposits	Fixed asset transfer Operational asset transfer Investment for relocation	Household IGA asset transfer IGA asset development Off-farm or on-farm activities	Financial support during apprenticeship
Other support options	Training and certification Market linkage Mentoring Access to finance	Training and certification Market linkage Mentoring Access to finance	Training and certification Market linkage Mentoring Access to finance	Training Access to finance Market linkage	Training and certification Job placement Job market linkage

The type of asset/financial and non-financial support in each economic assistance option is different and thus selection and implementation of the type of support shall follow a systematic step-by-step process. Whichever option is selected, it should be aligned with the need, willingness and interest of the beneficiary, as well as with the budget allocation, and must ultimately support the economic self-sufficiency of the beneficiary (the tools and processes for the selection of the appropriate economic option for the beneficiary, reintegration assistance planning and monitoring are discussed in detail in Chapter 3 of this guidance).

#### *2.4.1. Supporting the existing business of the beneficiary*

Economic assistance for the growth of the existing business or income-generating activity (IGA) of the beneficiary is generally the most used option for economic assistance across different projects. This option is also referred to as growth support<sup>7</sup> or growth financing or growth capital. The type of asset or economic support that is essential for business growth (such as fixed or variable asset or support for debt payment) should be decided based on the needs and through discussion with the beneficiaries. This economic assistance option should be selected when one or more of the following conditions are present:

- The beneficiary is engaged full-time in and/or has ownership of the business which requires more capital for growth;
- There is market potential for business growth, or the economic option is already prioritized as a potential opportunity for economic assistance in the respective region during market assessment;
- The beneficiary does not have any other options or preferences;
- The beneficiary's ownership status of the business ensures household income increase through the growth of the business in the long term.

Economic reintegration in the form of support for the beneficiary's already existing business/activity has several advantages. These include, among others, better utilization of the assistance and reduced risk of mishandling due to limited experience and involvement of the entrepreneur. However, planning the non-financial assistance, such as market linkage, training and capacity-building, product development and access to finance for the beneficiary, are also very crucial apart from financial assistance to ensure better results. It is ideal to ensure support from project field staff for at least six months after the asset transfer to ensure the provision of these non-financial support services for the beneficiary.

#### *2.4.2. Supporting the beneficiary to start a new business*

Support for the beneficiary to start a new business or an IGA is also a highly used option for economic assistance depending on the economic and livelihood background of the beneficiary. As the project is working with migrants who have returned from abroad, returnees would require some time to adapt with their families and society before starting any economic activity. Ideally, some beneficiaries prefer to start a new business. There

<sup>7</sup> This is a form of financial assistance for the growth of an existing business.

could be different types of assets/financial assistance that could be considered for start-up support (often referred to as seed financing or growth capital), such as fixed or variable assets or supporting debt payments. This option should be selected if:

- The beneficiary has prior experience in this business;
- The beneficiary is highly motivated/interested to start this activity;
- It has been identified as a suitable livelihood opportunity in the market assessment report.

Starting a new business can be an effective tool for economic reintegration if business planning is right. In-kind support along with non-financial support, such as legal formation support, membership, market linkage, training and capacity-building, and access to finance, is critical to the success of this option. While planning the financial assistance under this option, it is ideal to ensure that the beneficiary is not solely dependent on the project fund to start the business but rather that he or she already has a draft plan in mind and has allocated some additional capital/assets that would match the funding provided by the project. During the selection of an option, the project staff needs to be cautious as this option possesses some inherent risk of failure associated with the entrepreneur's capacity, skills, market uncertainty and other factors. Thus, to avoid the chance of failure, no new business shall be funded where the beneficiary has no experience. When this option is selected, it is crucial to ensure non-financial support from the project, such as business planning, legal formation, market linkage, membership of and connection with associations and migration forums, training and capacity-building, certification, access to finance, and mentoring of the beneficiary. Without these forms of support for at least six months, the probability of failure increases.

#### *2.4.3. Supporting a household-level income-generating activity<sup>8</sup> involving a direct family member*

Economic assistance to support the beneficiaries' household IGAs is a commonly used option for economic reintegration. This could be a household-level IGA or a new IGA investment which could be both on-farm and off-farm. This option could be selected if:

- The beneficiary has full ownership of the business;
- The beneficiary is engaged full-time in a separate business which does not need growth capital or the market potential for growth is limited;
- The beneficiary has reported an existing household-level IGA and has some income from the activity;
- The beneficiary has potential for starting a household-level IGA or is highly motivated/interested to start this activity;
- The beneficiary has an active direct household member who is engaged in a household-level IGA activity, which has been identified as an opportunity in the market assessment report;

<sup>8</sup> A household-level income-generating activity (IGA) refers to an economic activity that is based in the household and utilizes household land or human resources. An example is poultry rearing.

- The household IGA or business growth ensures a direct increase in the income of the beneficiary;
- The selected activity is already identified as an opportunity in the market assessment report.

Increased disposable household income and income diversity (hence minimized livelihood vulnerability) can be attained through this option. The project could provide economic support for the household-level IGA or support for the development and growth of an existing IGA or could select a new income (the tools for selection, planning and monitoring are elaborated in Chapter 3 of this document). Discussion with household members during support planning, regular progress reporting and monitoring of the asset is required to prevent malpractices in selling of the assets by the beneficiary.

#### *2.4.4. Supporting the informal family business<sup>9</sup> of the beneficiary*

Economic assistance to support the family business activity of the beneficiary is suggested as an option for economic reintegration if the beneficiary is engaged in a business with his or her family member/s as a direct beneficiary. This option is suitable for the returnees who choose to be involved in a family business as an economic activity after returning or used to be involved in such a business prior to migrating overseas. This option is often used as a transitional risk minimization mechanism or chosen as a preferred economic activity. This type of assistance could be selected if:

- The beneficiary is engaged full-time in the family business and he or she shares the profit (formally or informally);
- The business needs growth capital, or the market potential for growth is well recognized;
- The beneficiary's own household income and household business income are co-related or cannot be separated;
- The beneficiary has active direct household members who are engaged in this activity;
- Business growth ensures a direct increase in the income of the beneficiary. The beneficiary is a core part of the ownership structure of the activity/business.

Through this option, there can be a quick increase in the disposable household income and risk can be minimal. However, there are associated risks, such as negative relationships among family members, not producing the expected business results and the issue of control over the business. It is ideal to ensure that the beneficiary has some control over the business or that there is a solid ground that secures the beneficiary's interest in the business. This project could transfer assets, which could be fixed or variable, for the growth of the business (the tools for selection, planning and monitoring are elaborated in Chapter 3 of this document). Discussions with household members or business partners during economic reintegration planning are important to reach an agreement about the financial and non-financial support.

<sup>9</sup> An informal family business refers to a business that is managed by the household members but is not based in the household. An example is a tea stall in a marketplace.



#### 2.4.5. *Job placement*

Job placement to ensure a regular income for the beneficiary is one of the options for economic reintegration across different livelihood projects, especially for the youth and vulnerable groups. Diverse support is required from the project, such as establishing connections with job providers to support the beneficiary's in-training and skills development, linkages with government and private sectors for referral and providing stipend to the beneficiary during the training period. In this option, the beneficiary's skills, preferences and income requirements need to be matched with the available opportunities, which is sometimes complicated and requires intensive engagement from the project. The beneficiary would be selected for this support if the following are met:

- The beneficiary is not engaged in any economic activities and does not have any earnings;
- The beneficiary has identified this as a preferred option considering his or her background or skills;
- The beneficiary is not comfortable with or does not have an opportunity to engage in any other identified options above.

Elaborated planning is required along with dedicated support from the project staff at the local and national levels to facilitate job placement. This option requires low financial support but heavy non-financial support from the Prottasha project.

Whichever option is selected for the beneficiary, it needs to be based on his or her profile and needs, budget allocation and ultimately the need to ensure the economic sustainability of the returnee and his or her household.



# 3

## Tools and steps for implementing individual economic assistance (for field staff)



Agricultural equipment as livelihood support was also provided to ensure economic self-sufficiency. © IOM 2018/Turja Tanmoy SAHA

The execution of individual economic assistance requires a set of sequential activities performed by the project staff in close association with the beneficiary. Each step requires in-depth and close coordination with the beneficiary to ensure that the right information is obtained and that the beneficiary makes an informed decision with his or her full consent. Gaps in any of the steps of the economic reintegration activity can lead to increased risks, which might result in failure. Additionally, the beneficiaries of the Prottasha project come from diverse geographic locations, which poses additional challenges to the successful implementation of economic reintegration activities.

**Table 4. Economic assistance steps, activities and outputs summary**

Step	Key activities	Key outputs
1	<b>Beneficiary profiling:</b> Complete the economic profile of the beneficiary. Fill in the first part of the beneficiary tool (Annex 8.1) with the correct information and classify the beneficiary using the beneficiary categorization tool. As a requirement, conduct a physical visit to the beneficiary's household and have an in-depth one-on-one discussion.	Each beneficiary has been categorized and budget has been allocated based on the categorization.
2	<b>Selecting the right economic reintegration option:</b> Complete the option selection part of the economic profile (Annex 8.1). This needs to be completed during the same meeting (step 1) and requires some validation through observation of the economic activities.	The potential economic assistance for the beneficiary is selected.
3	<b>Developing an individual assistance plan:</b> Complete the support planning tool (see Annex 8.2) for each beneficiary. It is ideal to complete this through a separate visit to the beneficiary. This requires an in-depth one-on-one conversation with the beneficiary and the household/business partner.	A financial and non-financial support plan is ready.
4	<b>Validation and approval:</b> Validate the proposed support plan for each beneficiary (see Annex 8.2). Incorporate the suggestions of senior management and finalize the individual assistance plan and get approval for assistance.	The financial and non-financial support plan is validated and approved.
5	<b>Asset transfer:</b> Complete the asset transfer based on administrative and programmatic processes. Complete administrative documentation and process as described in section 3.5.	The financial support plan is executed.
6	<b>Follow-up support:</b> Provide the required follow-up and mentoring support to the beneficiary.	The target income or business result is achieved.
7	<b>Monitoring and reporting:</b> Collect the required data about the progress of the project and prepare a report about it.	Progress report or output measurement of the project is available.

### 3.1. Step 1: beneficiary profiling

The first step is to collect information on the beneficiary's economic activity and livelihood using the economic profile tool (Annex 8.1). It is important that data is collected through a one-on-one session with the technical staff of the project handling economic reintegration to ensure data quality. Data collection needs to conclude after at least two to three months from the initial profiling of the beneficiary. It is assumed that this time gap will allow the beneficiary to become emotionally settled before starting any business venture. Besides, the beneficiary would already start thinking of his or her own economic/livelihood options and would identify some options that he or she wants to pursue. Some data fields on this format are the same as those in the baseline questionnaire, and after this time gap there might be different answers. The field staff should follow these techniques during the facilitation of the economic assistance activity:

- **Visit the beneficiary's household:** Data collection needs to be done through a one-on-one conversation with the beneficiary. A prior appointment with the beneficiary and his or her immediate household member(s) is required in order to obtain the right information. It is ideal to visit the residence of the beneficiary to collect data. The field staff also needs to visit and observe the business/IGA of the beneficiary during the data collection phase. This helps the data collector/field staff validate some of the responses through physical observation.
- **Develop a clear understanding of the beneficiary's economic situation:** The field staff must also keep copies of the beneficiary profiles with them while visiting the beneficiaries for livelihood data collection. The field staff need to cross-check some information, such as the current economic activity, income and expenditure, which is already collected during the baseline data collection phase. Differences between beneficiary profile data and economic and livelihood profile data would mean economic progress or increased economic vulnerability of the beneficiaries, which is a good indicator for categorizing the beneficiaries by the criteria set in Table 1.
- **Ask required additional questions to develop confidence:** Some of the data collection (especially income and expenditure of the beneficiary) might require additional probing questions or observation to gain confidence and ensure data validity. Thus, field staff would need to have an open mindset and shall ask additional required questions to ensure full confidence about the information.

The beneficiary livelihood assistance tool (Annex 8.2) comprises several chapters with multiple structured questions for the different steps of economic assistance activities. In each chapter of the tool, there are tables that help in categorizing and finalizing the individualized support plans for the beneficiaries. As soon as the beneficiary's data is collected, the beneficiary needs to be categorized into high-priority, medium-priority or low-priority group. The tool for categorizing or prioritizing beneficiaries is given in Table 1 and Table 5 (see also Annex 8.1). If the beneficiary has more than one attribute that matches the given criteria presented in the categorization tool, then he or she falls under either of the three

categories. If the beneficiary has attributes that fall under more than one category, then he or she would be classified in this category, which has the higher budget allocation, or the field staff can put his or her own justification for selecting the beneficiary under a certain category. Based on the following criteria, the field staff will categorize the beneficiary, which will determine the assistance budget.

**Table 5. Beneficiary economic status categorization/prioritization tool**

<b>Beneficiary categorization tool: For project office use</b>			
The interviewer shall fill the table below. Please categorize the respondent based on the following criteria.			
<b>Category</b>	<b>Criteria</b>	<b>Budget allocation</b>	<b>Selection and comment</b>
High priority	Household monthly income is less than BDT 12,000	BDT 100,000–120,000	
	Only earning member of the family		
	Less than 5 decimal of land ownership		
	Loan repayment is more than 30% of household income for the next 6 months		
Medium priority	Household monthly income is between BDT 14,000 and BDT 20,000	BDT 60,000–80,000	
	5 decimal to 15 decimal of land ownership		
	Loan repayment is more than 20% of household income for the next 6 months		
Low priority	Income-generating assets in the household and generating household income	BDT 40,000–60,000	
	More than 1 earning member in the family		
	Current household monthly income is more than BDT 20,000		
	Already engaged in a livelihood activity and earning		

Additional justification needs to be provided by the field staff when they select beneficiaries for certain categories. For example, if, based on the selection criteria, a beneficiary falls under medium priority, but the field staff identifies that the beneficiary does not have any economic urgency as he or she does not have any dependant and has full economic support from his or her family, the field staff might categorize the beneficiary as low priority. This justification needs to be provided in the comment box of the tool.

### 3.2. Step 2: selecting a tailored economic reintegration option

The objective of this step is to identify a suitable economic option that matches the beneficiary's skills, experience, background, aspiration and economic needs. The objective of the staff would be to identify the best form of assistance by screening the different options discussed in Chapter 2 and the beneficiary's profile. This is the most critical step of providing individual economic reintegration assistance. The correct information would help to yield better results for the project and for the beneficiary while misinformation may lead to failure for both. Thus, enough time needs to be given to the beneficiary during the completion of this step, and information needs to be collected through the guiding questions that are to be asked the beneficiary. Completing this step might also require conversations with the close family member/s of the beneficiary or might require multiple sessions with the beneficiary.

**Table 6. Individual economic assistance option selection tool**

<b>Beneficiary economic reintegration option identification and selection tool: For project office use</b>			
For official use: This shall be filled up by the interviewer. Based on above information and below listed criteria, please describe the best economic assistance option for the beneficiary.			
<b>Selection/s</b>	<b>Assistance option recommendation</b>	<b>Please explain why you suggest this option/s</b>	<b>Please indicate the reason/s if it is different from the beneficiary's selection</b>
	Supporting the existing business of the beneficiary		
	Supporting the beneficiary to start a new business		
	Supporting the informal family business of the beneficiary		
	Supporting the household-level IGA of the direct family member/s		
	Job placement		

The economic assistance option shall be selected only if the beneficiary fits the criteria for each option described in Table 5.

### 3.3. Step 3: developing an individual economic assistance plan

After selecting the right economic reintegration option for each beneficiary, an individual support plan needs to be developed for each beneficiary.


Chapter 1 of the assistance planning tool (Annex 8.2) provides a comprehensive summary of the status of the beneficiary's economic activity (i.e. a business activity or an IGA). Chapter 2 helps financial and activity planning for the identified business. Data collection for this tool shall be facilitated through a one-on-one meeting between the project staff and the beneficiary. Involving the household members or business partners of the beneficiary during data collection sometimes generates more authentic data. It also reduces the chances/probability of shifting of plans from the beneficiary's end. The ideal location of data collection is the place where the economic activity is based. If the economic activity is an IGA, data collection shall be done at the household level. If it is a business activity, data collection shall be done at the business location. It is important to note that the role of the beneficiary is to: (a) support the field staff with required data based on his or her knowledge and experience; and (b) provide consent and take ownership of the plan. On the other hand, the role of staff is to: (a) collect and validate the data; (b) develop a feasible and realistic plan; and (c) create ownership of the plan for the beneficiary and conclude with a support requirement or a support action plan.



Figure 1. Individual economic assistance planning tool

### Role of project staff

- (a) Develop some basic understanding of the activity before the session.
- (b) Collect required information from the beneficiary.
- (c) Validate the data based on experience or through probing questions.
- (d) Develop a feasible and realistic plan.
- (e) Create ownership of beneficiary during the process.
- (f) Identify relevant household members or business partners and involve them during the session.



**Prattasha**

**Bangladesh: Sustainable Reintegration and Improved Migration Governance (Prattasha Project)**  
Assistance Planning Tool for Business or Income-generating Activities

Name of the business \_\_\_\_\_  
 Name of the beneficiary \_\_\_\_\_  
 Address \_\_\_\_\_  
 Contact number \_\_\_\_\_  
 Date \_\_\_\_\_  
 Beneficiary ID \_\_\_\_\_  
 Project staff name \_\_\_\_\_

**Chapter 1:** Fill this chapter for beneficiaries who are already engaged in a business. The information needs to be filled for the last six months from the date of collecting data.

**A. Business type and description (Describe the key activities of the business.)**

B. Indirect costs	Month 6	Month 5	Month 4	Month 3	Month 2	Last month	Total
1. Salary expenses							0
2. Transport							0
3. Labour							0
4. Rent							0
5. Utilities							0
6. Loan instalments							0
7. Refreshments							0
8							0
9							0
Total cost	0	0	0	0	0	0	0

**C. Revenue**

1. Sales of products/services	Month 6	Month 5	Month 4	Month 3	Month 2	Last month	Total
(i) Cost of goods							0
Gross revenue	0	0	0	0	0	0	0
2. Other income							0
3							0
Total income	0	0	0	0	0	0	0
(i) Total cost from Table 1.B	0	0	0	0	0	0	0
D. Profit/Loss							0

**E. Current assets value**

	Amount
1	
2	
3	
4	
Total asset of the business	

**F. Initial investment amount** \_\_\_\_\_  
**G. Investment date/month** \_\_\_\_\_  
**H. Source of fund** \_\_\_\_\_

**Chapter 2:** Fill this chapter with projected income and expenses for next six months. The information needs to be filled for the next six months from the date of collecting data from the month when the beneficiary is planning to start a new business or grow the existing business.

**A. Business type and description (Describe the key activities of the business.)**

B. Costs	Next month	Month 2	Month 3	Month 4	Month 5	Month 6	Total
1. Salary expenses							0
2. Transport							0
3. Labour							0
4. Rent							0
5. Utilities							0
6. Loan instalments							0
7. Refreshments							0
8							0
9							0
Total cost							0

**C. Revenue**

1. Sales of products/services	Next month	Month 2	Month 3	Month 4	Month 5	Month 6	Total
(i) Cost of inputs							0
Gross revenue	0	0	0	0	0	0	0
2. Other income							0
3							0
Total income	0	0	0	0	0	0	0
(i) Total cost from Table 1.B	0	0	0	0	0	0	0
D. Profit/Loss							0

**E. Operating capital**

	Next month	Month 2	Month 3	Month 4	Month 5	Month 6	Total
1							0
2							0
3							0
4							0
Total requirement	0	0	0	0	0	0	0

**C. How and from where are you going to collect the fund?**

Amount	Loan	Grant	Equity	Time frame	Source/Name of the organization
1					
2					
3					

**D. If IOM provides you some support, then how you are going to use that?**

Purpose	M1	M2	M3	M4	M5	M6	Total
1							
2							
3							


**E. What other services are required/identified besides asset transfer for this beneficiary?**

Particular	Amount	M1	M2	M3	M4	M5	M6
1							
2							
3							

**Chapter 4: Recommendations from field management**

**Chapter 5: Comment and approval from sector management**

**Chapter 6: Final support plan**



The project is funded by the European Union. Implemented by IOM. In partnership with BRAC.

### Role of beneficiary/respondent

- (a) Support the field staff with required data.
- (b) Consult with an expert if required.
- (c) Involve a relevant household member or partner who has the decision-making capacity.
- (d) Provide consent and take ownership of the plan.
- (e) Ask the project staff questions and support the staff in finalizing the plan.
- (f) Do not change the plan after finalization.

In order to complete Chapter 3 of the assistance planning tool for economic activities, it is important to diversify the economic assistance as much as possible to reduce risks for both the beneficiary and the project. For example, if the beneficiary is required to be “supported in an existing business”, then the total allocated fund could be used for fixed and variable assets as well as for training. This would also ensure contribution of the beneficiary to reduce the risk of shifting his or her plans. The field staff might disclose the budget allocation (identified in step 2) for this beneficiary during this stage of data collection, which will help in developing a realistic plan. Budget disclosure during the planning session shall include the following points:

- The project will only support the beneficiary through transfer of in-kind assistance. No cash support will be provided.
- After the finalization of the support plan and after the completion of in-kind support, the beneficiary is not allowed to change the economic option. The beneficiary can still change the option before the completion of the asset transfer activity.
- As the project’s financial support will be provided through assets, if any additional cash is required for the initiative, it should come from the beneficiary. The beneficiary would need to mention his or her contribution during support planning, which shall be documented in the planning tool. The contribution from the beneficiary can be considered a prerequisite for the transfer of assets to the beneficiary, which will help ensure ownership of these assets.
- The initiative shall be started, and operation shall run according to the steps described in Chapter 2 of the assistance planning tool. Any changes after the completion of the planning tool shall be communicated to the project staff, and the project staff shall adjust these changes through revised planning.

The project staff shall conclude the meeting with the beneficiary after completing the information needed in Chapter 3 of the tool.

### 3.4. Step 4: validation, approval and finalization of economic assistance/transfer of in-kind assistance

Validation and approval of all the previous steps need to be done by project management before providing/transferring assets to the beneficiary. This is also important for ensuring alignment with the project budget, monitoring and evaluation framework, and for reducing the probability of failure. During validation and approval, the regional manager and technical support staff of BRAC shall monitor the following aspects of the economic assistance activity:

- Whether the beneficiary categorization was concluded according to the guidance. If not, is the justification strong enough to alter the category of the beneficiary?

- Whether the right option for economic assistance has been identified for the beneficiary. If not, is there any strong reason?
- Whether the support plan data (Chapters 1, 2 and 3 of the tool) is in consistency with regional- or local-level data (profit, revenue, cost, investment, etc.).
- Whether there is a satisfactory and viable financial and non-financial contribution from the beneficiary identified in the support plan besides the project’s financial assistance.
- Whether there is the right kind of non-financial follow-up support planned for at least six months after the asset transfer by the project staff.

Additional consultation with the beneficiary might be suggested to revise the categorization, economic option selection and support plan if there is any inconsistency by the management during this step. This will reduce the probability of failure of the economic assistance activity.

In Chapter 4 of the economic support plan tool (described in section 3.3 of this guidance and in Annex 8.2), there is also an option for comments and recommendations from the consultant. This step has been incorporated in the tool to understand real-time challenges from implementation, review and update the guidance if required, and build the capacity of BRAC staff during the first three to six months of the implementation of economic assistance activities.

Figure 2. Support plan validation part of the support planning tool

**Chapter 3: New investment requirements for the existing business or investment requirements for a new business (Fill the table based on specific requirements/amount in specific month/months)**

A. Fixed assets	Next month	Month 2	Month 3	Month 4	Month 5	Month 6	Total
1							0
2							0
3							0
4							0

B. Operating capital	Next month	Month 2	Month 3	Month 4	Month 5	Month 6	Total
1							0
2							0
3							0
4							0

<b>Total requirement</b>	0	0	0	0	0	0	0
--------------------------	---	---	---	---	---	---	---

**C. How and from where are you going to collect the fund?**

	Amount	Loan	Grant	Equity	Time frame	Source/Name of the organization
1						
2						
3						

**D. If IOM provides you some support, then how you are going to use that?**

	Purpose	M1	M2	M3	M4	M5	M6	Total
1								
2								
3								

**E. What other services are required/identified besides asset transfer for this beneficiary?**

	Particular	Amount	M1	M2	M3	M4	M5	M6
1								
2								
3								

Chapter 4: Recommendations from field management

Chapter 5: Comment and approval from senior management

Chapter 6: Final support plan

Another level of comment – validation and suggestion – is incorporated in Chapter 5 of the support plan tool (see Figure 2), in which the district-level management (immediate reporting supervisor of the field staff) of BRAC will complete the necessary comments and recommendations. During the first four to six months after the completion of the staff training on guidelines, both the Regional Manager and the Economic Reintegration Technical Manager of BRAC need to review and validate the plan. This will ensure capacity-building of the project staff and consistency in planning. BRAC management should be responsible for ensuring the right selection of the economic option, maintaining the diversity of the assistance plans and aligning with the budget allocation. The following points shall be followed during the validation and recommendation stage:

- All the information gathered and decisions made throughout steps 1–3 for each beneficiary shall be checked on a sample basis by directly meeting with the beneficiary.
- Check the beneficiary data and categorization and check alignment with the guidance.
- Check whether the right option for economic assistance has been identified for the beneficiary. If yes, check whether the right kind of asset has been identified as assistance from the project.
- Check whether there are satisfactory and viable financial and non-financial contributions from the beneficiary identified in the support plan apart from project financial assistance.
- Check whether there is the right kind of non-financial follow-up support planned for at least six months after the asset transfer by the project staff.

If all of the above points are met satisfactorily, then the management shall approve the assistance plan. If there is any deviation, then the management shall provide comments or suggestions for reviewing and revising the categorization or economic option selection or support plan. Field-level management might also suggest changes in in-kind assistance allocation, type or asset transfer timeframes. In this case, the field staff shall work again with the beneficiary and revise all the steps that have been recommended by the management. After the submission of the revised plan by the field staff, management will review again and approve it. This will be considered the final support plan and thus the field staff needs to incorporate all the changes that are required to align with the project budget, the project objective and the beneficiary's economic goal.

The final plan needs to be shared with the beneficiary and final consent needs to be given before executing step 5. It is important to note that individual assistance plans should be always owned by the beneficiaries. Any suggestion/advice/recommendation made by the project staff needs to be aligned with the beneficiary's willingness and interest.

### 3.5. Step 5: asset transfer to the beneficiary (in-kind assistance)

All asset transfers (in-kind transfers) need to be aligned with step 3 and shall be within the budget identified in step 1. Some of the conditions and guidelines are described below:

**Asset transfer for on-farm or off-farm IGAs:** On-farm assets commonly refer to cattle, poultry and handicrafts, among others. In-kind assistance shall take place if the beneficiary has the necessary land and maintenance capacity of the asset. When the beneficiary does not have a complementing capacity profile for on-farm asset transfer, he or she will be brought under the tool of off-farm asset transfer. It may include any in-kind support which does not need land and agricultural-related tools but rather equipment such as machineries required for household businesses.

**Diversification of asset support:** The total allocated budget for economic assistance for each individual returnee will be used for multiple assets or types of support. For example, out of BDT 80,000 (allocated budget), a major portion (BDT 50,000) would be allocated for revenue-generating assets such as cattle, a rickshaw and a computer; a minor portion (BDT 20,000) would cover variable costs; and the rest (BDT 10,000) would be allocated for skills development or business growth activities.

Additionally, the project needs to ensure the necessary conditions such as ownership, control and transparency during the asset transfer process. This is important for the credibility of the project and would increase the probability of success. There should be an agreement signed with the beneficiary, which shall include the following points/conditions for asset transfer:

- The beneficiary's demographic profile must be submitted.
- Chapter 2 of the support plan should be completed.
- Chapter 3 of the support plan should be completed.
- All assets and economic benefits gained from the assets will be monitored. The beneficiary shall report to the project monthly.
- Any damage or loss of asset shall not be done intentionally by the beneficiary.

The project shall also actively involve the migration forum during the asset transfer. The asset transfer agreement and asset transfer could be signed in the presence of the migration forum members.

### 3.6. Step 6: follow-up support

Economic reintegration assistance without any follow-up mechanism would unlikely produce successful results for the beneficiary. As the beneficiary operates in an isolated social and economic environment after returning as a failed migrant, follow-up support is an important step to make the returnee economically or socially reintegrated. Some of the follow-up assistance options include but are not limited to:

- Training and certification
- Market linkage
- Product or service development
- Mentoring
- Access to finance
- Job placement
- Linkage with the job market

It is important to leverage existing available support services from government, NGOs or the private sector in the locality and link the beneficiary with these services.

### 3.7. Step 7: monitoring and reporting

Regular monitoring of the beneficiary's activities and progress is crucial to ensure better outputs from the economic assistance. Monitoring needs to be done through periodic physical visits to the location of the economic activity, which is undertaken by the beneficiary. It is suggested that the project staff visit the beneficiary on a monthly basis, unless otherwise decided by the project. Any changes or deviations from the economic activity of the beneficiary need to be reported immediately so that the project can take corrective measures. Gaps in monitoring and reporting might produce negative results for the beneficiary, as he or she might feel unattended or left alone. It also makes it difficult for the project to capture results. In addition, regular monitoring helps the project to document success stories, which might be beneficial for other beneficiaries. A monthly monitoring and reporting format is presented in Annex 8.4.

# 4

## Collective economic reintegration assistance



To improve economic self-sufficiency, reintegration support (poultry) was provided to a returning migrant in Jhinaidah. © IOM 2017/Lutful KABIR

Collective economic reintegration refers to a situation in which a group of Prottasha project beneficiaries (two to five beneficiaries) involved in a single business or an economic activity seek support from the project as a group. The following steps are required to be followed in order to be provided economic assistance in this situation:

- Step 1: Complete the profiling of all individual beneficiaries (as described in section 3.1 of this guidance).
- Step 2: Select a tailored economic reintegration option. Provide comments about “selection of reintegration option” in the comments box.
- Step 3: Develop a collective reintegration plan. Follow the individual reintegration format (as described in section 3.1 of this document) to fill the individual needs and requirements, and mention the other members’ support as a contribution to the business indicated in Chapter 3 of the reintegration plan.
- Step 4: Complete the validation and approval steps (as described in section 3.4 of this document).
- Step 5: Complete the asset transfer step (as described in section 3.5).
- Step 6: Unlike in individual assistance cases, follow-up support needs to be provided as a group. Training or other support requirements need to be ensured to all members of the group.
- Step 7: Unlike in individual assistance cases, single reporting needs to be done for the group. Follow the reporting format in Annex 8.4 for details.



# 5

## Risks and mitigation strategies for individual assistance



A young adult engaged in fish cultivation for economic resilience in the host community. © IOM 2019/Turja Tanmoy SAHA

Table 7. Risks and mitigation strategies for individual assistance

Risk	Mitigation strategy
The selected economic activity is not appropriate for the beneficiary.	<ul style="list-style-type: none"> <li>• It is crucial to understand the skill and experience of the beneficiary and the economic option shall be aligned with that.</li> <li>• Household visits and in-person discussions with the beneficiary and his or her household are important during the selection stage.</li> <li>• The economic option needs to be selected by the beneficiary. The project staff's role is to inform and facilitate the right selection.</li> <li>• In case of misalignment/exceptional cases, the project staff shall consult with his or her supervisor before the final selection.</li> </ul>
The beneficiary has changed his or her economic activity or is not interested in the selected economic activity anymore.	<ul style="list-style-type: none"> <li>• The project staff shall maintain close monitoring of the beneficiary after providing asset support.</li> <li>• Required follow-up support and mentoring need to be done according to the technical support plan.</li> <li>• Contribution from the beneficiary has to be ensuring before providing project support.</li> </ul>
The asset is not appropriate for business growth.	<ul style="list-style-type: none"> <li>• Assets shall be selected through discussions with the beneficiary. The asset section shall be appropriate for the business.</li> <li>• The project staff should try to ensure some contribution from the beneficiary of the total value of the asset.</li> <li>• Utilization of the asset and its result in income shall be monitored by the project staff on a monthly basis. Migration forum members shall also play a role in ensuring the appropriate use of the asset.</li> </ul>
The beneficiary sells the asset off or the asset is not being utilized as planned.	<ul style="list-style-type: none"> <li>• Utilization of the asset and its result in income shall be monitored by the project staff on a monthly basis.</li> <li>• Migration forum members shall be assigned to each beneficiary to prevent unwanted consequences and to ensure an appropriate use of the asset.</li> </ul>
The beneficiary's income growth is not attained as per the initial plan.	<ul style="list-style-type: none"> <li>• The project staff shall maintain close monitoring of the beneficiary after providing asset support.</li> <li>• Required follow-up support and mentoring need to be done according to the technical support plan.</li> </ul>
The business or economic activity of the beneficiary is not active.	<ul style="list-style-type: none"> <li>• The project staff shall ensure non-financial support from the project through business planning, legal formation, market linkage, membership of and connection with associations and migration forums, training and capacity-building, certification, access to finance and mentoring of the beneficiary.</li> <li>• The project staff shall ensure appropriate monitoring and follow-up during the project period.</li> </ul>

# 6

## Community enterprise description



For economic self-sufficiency, IOM provided assistance for a fish retail business. © IOM 2018/Turja Tanmoy SAHA

## 6.1. Objective and scope

Durable reintegration depends on the availability of income opportunities along with the skills, experiences and interests of the beneficiaries which are complementary and/or supplementary to the livelihood of the community. According to the beneficiary profile data, the economic statuses of the beneficiaries within and across 10 districts are heterogeneous. FGDs revealed challenges such as access to finance, support services and information. To solve some of these challenges for the beneficiaries and the target community, community enterprises could work as a complementary tool. However, some of the beneficiaries are located out of the 10 administrative districts of the project, which is one of the main challenges in establishing community enterprises for all of the beneficiaries.

Thus, this guidance proposes a legal and operational structure for community enterprises, considering six key points: (a) integrating beneficiaries with diverse economic backgrounds; (b) ensuring participation of each beneficiary regardless of geographic location; (c) integrating community enterprises to leverage returnees' and local communities' economic activities in the project locations; (d) ensuring realistic and achievable action points for implementation; (e) ensuring sustainability and profitability of the enterprise; and (f) integrating the host community into the process to ensure sustainability.

**Figure 3. Objective and key considerations for establishing a community enterprise**



The community enterprise is expected to function like a traditional business venture with a social objective to support returnees in improving their economic conditions. It would also create economic benefits and livelihood opportunities for the wider community where it operates. Community enterprise development is an active process. As the community enterprise journey evolves through a process, the project management team would have to make many decisions that will determine how the enterprise will ultimately achieve the desired goal of sustainability and generate profit for the participants. The community enterprise shall operate to generate additional economic benefits in addition to the individual economic activities of the beneficiaries, which would ensure sustainability of the project after its end. The social mission of the community enterprise would be the economic reintegration of the returnees, but it would be run and operated as a business itself, which shall follow a market-based approach.

The first important element is how to establish the community enterprise as a suitable venture that meets its objective and purpose and is fit for the legal structure of Bangladesh. If the community enterprise does not provide clear involvement mechanisms, rights and liabilities of each stakeholder, then the envisioned benefit will not cascade to its stakeholders. Hence, the key question is what the right legal model for the enterprise would be to become a profitable business venture.

The second element is how the community enterprise, once established, will operate round the year and how it will be managed and run so that it produces the required result for the beneficiary. The operating model thus needs to ensure both the participation of and profitability for the beneficiary. It also needs to ensure enough management control of the beneficiary to ensure its sustainability.

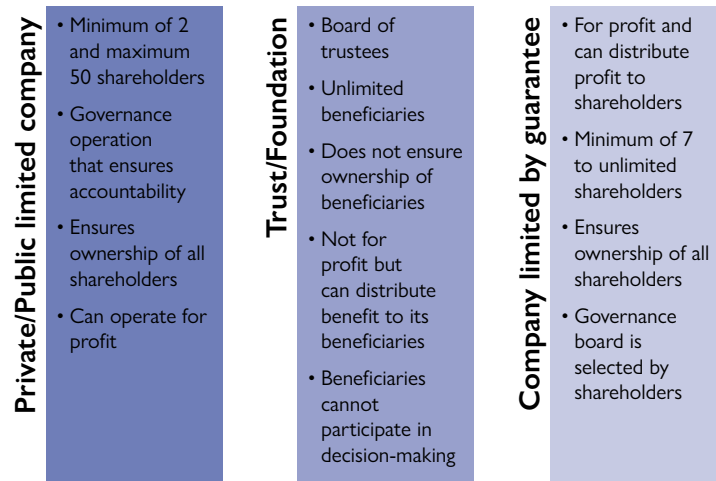
The third important element is selecting opportunities that are profitable for and relevant to the selected 10 districts. A market assessment was conducted to establish an understanding of the employment and business opportunities available in all 10 districts. The study applied the following criteria to initially pinpoint employment and business opportunities that were appropriate for the target beneficiaries: economic opportunities that were aligned with the skills, experiences and interests of the target beneficiaries and economic opportunities that will complement and supplement target beneficiaries' existing livelihoods instead of substituting them. The market assessment was carried out to learn which of the selected sectors, businesses and opportunities had the most potential for high growth and can successfully contribute to economically uplifting the project beneficiaries' households in the selected districts. A list of suitable businesses for establishing community enterprises can be found in Table 9.

## 6.2. Legal structure

There are three types of legal structure available for establishing a for-profit organization in Bangladesh. Considering the number of beneficiaries (3,000) who are required to be involved as shareholders of a community enterprise, it is ideal to register a company limited by guarantee under the Company Act of 1994. The company can include all 3,000 returnees

(and more if required) as its beneficiaries and it can invest in and manage several business ventures in selected/target locations. Figure 4 outlines the legal structures and key features of the different legal options for the formation of a community enterprise.

Figure 4. Different legal structures available to register a community enterprise



The suitability of the legal structure was analysed based on the requirements of the project presented with three shortlisted legal options. Five important criteria were considered to select the right legal structure:

- Inclusion of all beneficiaries as owners of the enterprise.
- Making profit and distribution of profit.
- Control of the implementing organization during the project period.
- Smooth exit of the implementing organization after the project completion.
- Capacity of the new enterprise to run the business and ensure sustainability.

Figure 5. Different legal structures available for the formation of a community enterprise

Competitiveness/ Attributes	Involvement of all beneficiaries as owners	Making profit and distribution of profit	Control of NGO/Donor governance	Smoothness of exit of the NGO after the project period	Governance capacity for ensuring profitability	Other comments
Private/Public limited company	●	●	●	●	●	
Trust/Foundation	●	●	●	●	●	
Company limited by guarantee	●	●	●	●	●	

↑  
Through MoA and advisory board

During the inception of the company (limited by guarantee), a memorandum of association (MoA) shall be developed, which will outline the vision, mission, objective and other policies of the business. The enterprise can be registered with existing (already identified) beneficiaries and then new beneficiaries shall be incorporated into the organization as and when required. A board of directors with at least three members is required to form a governance board. These members shall be initially selected among the beneficiaries. It is advised to include one or two additional independent members in the board. The inclusion of the independent members shall support the board in decision-making and capacity-building of the board members.

Considering the potential size of the proposed community enterprise and its requirements to ensure sustainability, it is important that the enterprise is in the right hands with adequate capacity and experience. The “company limited by guarantee” option is the most suitable option based on all conditions. However, during the formation of the company, some conditions would be required to be incorporated in the MoA to ensure that the enterprise is sustainable. IOM and BRAC shall nominate representatives from the board of the new community enterprise to ensure monitoring of performance, introduction of the right policy and procedure, and capacity-building of governance so that it ensures return for all its shareholders in the short and long run. It is suggested that the following appropriate mandates be incorporated through the MoA and through participation at the governance board of the community enterprise:

- Ensure accountability of the board by incorporating efficient processes for nomination, selection and termination of individual directors.
- Ensure the right capabilities and a mix of diverse capabilities at the board during the selection of its members.
- Develop ways of working for both the board members and management.
- Ensure the right control provision for the board during the project period such as budget approval, recruitment, termination and investment approval, among others.
- Set short-term and long-term strategic direction for the enterprise.
- Develop key performance indicators (KPIs) to ensure profitability and set examples of benefits for shareholders through right decisions and appropriate strategies during the first years of the business.
- Develop policy to ensure accountability of the board and its members.

The board will not be involved in the day-to-day operation of the business; rather, it will identify and recruit a professional CEO for the organization. The CEO manages and oversees the operation of the business. All the investment from the Prottasha project will initially be transferred to the beneficiary’s bank account so that the individual beneficiary can invest and own a share of the business. A team of experienced and professional businesspeople both in management and governance is crucial for ensuring success through this model.

The company shall identify and invest in suitable businesses identified in the livelihood and market assessment report through direct investments or other opportunities deemed aligned with the objective. These would be considered the strategic business units (SBUs)

of the company. Any district-level or national-level SBU would be part of the company's portfolio and would be under the strategic and management control of the main company. It is highly advisable to have an investment plan and a business plan for at least three to five years developed for the company before its inception.

### 6.3. Operation model

As the existing beneficiaries of the project are living in diverse locations within the district or in surrounding districts, they have shown less interest about the community enterprise modality. The underlying perception about proximity and business success is a key factor for consideration. Also, weak relationships and low levels of current interactions among beneficiaries have been identified as strong reasons for the negative interest in the community enterprise. The operation model and governance structure of the enterprise thus need to be developed in such a manner that it can reassure the beneficiary, ensure participation of the beneficiary and ensure profitability for the beneficiary.

Three diverse operation models have been identified, considering the beneficiaries' diverse locations, less experience in running business and extent of participation in managing the business. The most suitable model proposed is the franchise model. In this model, the newly formed company invests directly in a suitable franchise business. This would reduce the management and monitoring burden of the board.

The project needs to identify a suitable franchise business based on investment, profitability and market potential. After one year, the management would gain better experience to engage in other suitable business options.

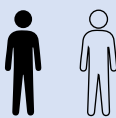
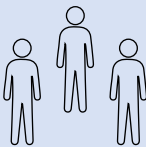

The second option is the holding company model. In case this model is selected, the newly formed company can register the required number of local businesses (SBUs) to ensure participation of all returnees and the community. The central management shall make strategic decisions about the business type, investment, operation and management based on the detailed business plan of each SBU and shall also control its operation. If this model is selected for operation, the new company might start with one or two SBUs and then expand gradually based on experience.

Establishing and managing 10 independent market-driven community enterprises in 10 project locations for returnees will not be easy due to their lack of experience, diverse locations, education levels and lack of ownership. A centralized management and governance approach is thus very crucial for sustainability. However, if decided by the project for a decentralized operation, then the new company shall introduce local management for each local-level SBU with clear roles and responsibilities for the local teams. To ensure sustainability, in each decentralized SBU, there shall be a strong management team with required skills, education, and background to manage and run the business. The management team will have monthly and yearly KPIs in areas of revenue generation and cost reduction to ensure the achievement of target results for each business. Strong monitoring and supervision of governance and ownership also need to be ensured for the enterprise.



It is important to consider management and operation suitability besides cost and profit issues before selecting the operation model for the community enterprise. The project needs to create evidence through examples of profitability and thus build the confidence of the returnees about the community enterprise. The current perception of the returnees about the enterprise and how it can work as a sustainable source of economic opportunities for the beneficiary needs to be altered through the selection of the right operation model, capacity development, sufficient participation and profit distribution during the first year of the business.

**Figure 6. Advantages and disadvantages of different operation models**

 <b>Franchise model</b>	 <b>Holding company model</b>	 <b>Independent operation</b>
A proven and tested business model in which ownership, operation scope, profitability, and risk areas are defined and shared between the franchisor and the franchisee	A centralized governance model for running multiple business units of similar or different nature in various geographies	Ownership, governance and management is done independently within the business
Less risk for the franchisee Proven and certain results Suitable for any entrepreneur who has the right mindset	Multiple companies can be governed and directed Can include beneficiaries as shareholders of different entities Business in diversified locations can be managed	Quick decision-making Possible to do local-level innovation Ensures ownership and participation of the beneficiary in decision-making
Low/No participation of the beneficiary in decision-making High growth or high profitability over time is not possible If the franchisor fails, then the franchisee fails too	Double tax burden Heavy and slow decision-making due to diversity of businesses and locations Low participation of the beneficiary	Cannot take more than 50 stakeholders High risk of failure due to experience and knowledge Low profitability during the initial stage

The community enterprise will aim to develop formal relationships/networking with the Government, the private sector and NGO actors including input providers, regional and national buyers, support service providers and migration forums. The products and services of the enterprise will be developed based on the regular and seasonal requirements of the local market (for the mentioned district) and the regional market (division and Dhaka).

## 6.4. Governance structure

An illustrative example of the governance structure of a community enterprise is given in Figure 7. The involvement of IOM and BRAC is proposed to the board of the enterprise to: (a) ensure the sustainability of the enterprise; (b) guide and support the governing board of the community enterprise; (c) build the capacity of the board so that it is capable of managing the enterprise after the exit of BRAC and IOM at the end of project period. Appropriate capacity and expertise need to be introduced at the board and management level to ensure sustainability. During the development of the MoA and articles of association (AOA), these roles of the board members need to be clarified. The representation scope of different stakeholders at the board needs to be clarified and agreed through a detailed discussion with the stakeholders. The Prottasha project needs to do a complete assessment about the legal scope and limitation of participation of IOM and its partner at the advisory board.

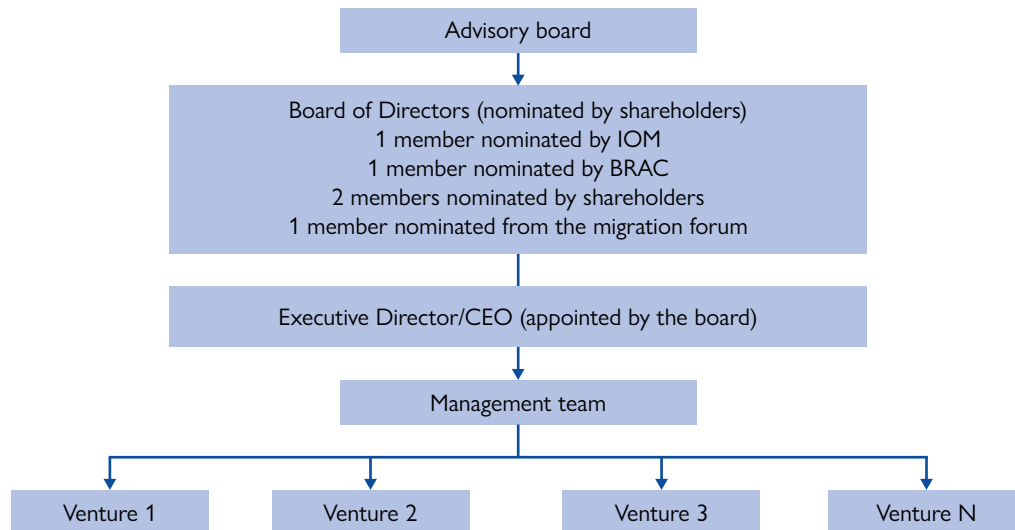
This board shall be nominated for a two-year period, which can be revised based on results and learnings from implementation. The representation of BRAC and IOM shall be at the board until the social and commercial objectives of the company are met. At the end of their tenure, the board members can be replaced by a new management team through a general election. IOM and BRAC shall ensure that the leadership remains with capable people and thus shall ensure the right policy and procedure to appoint board members before exit. A snapshot of the key roles of the board members and the Executive Director/CEO is given in the next section.

### 6.4.1. Proposed board composition for a community enterprise

During registration of the enterprise, the members of the first board shall be selected. One member shall be identified and appointed as chairperson of the board. The roles of all individual board members also need to be identified during registration. The composition of the first board is presented in Figure 7. The board shall fulfil its duties for the first two to three years. A mix of representation from the different stakeholders of the project is recommended. For the first board, the chairperson shall be nominated from either BRAC or IOM. The members of the first board shall be nominated by BRAC and IOM; they consist of:

- 2 representatives from beneficiaries (based on consultation with beneficiaries);
- 1 representative from IOM (nominated by IOM);
- 1 representative from BRAC (nominated by BRAC);
- 1 representative from the migration forum;
- 1 independent business expert/Federation of Bangladesh Chambers of Commerce and Industries (FBCCI).

Figure 7. Board composition of a community enterprise



The following considerations shall be kept in mind when nominating board members:

- Board members should be able to apply high ethical standards.
- They should be able to understand and take into account the interests of the beneficiaries.
- They should be able to exercise objective independent judgement on business and social return.
- They should be able to put the interest of the enterprise before any personal interest.
- They shall be willing to fulfil their roles without any incentive from the enterprise.

#### 6.4.2. Governance regulations and modality of the board

The board fulfil their duties in accordance with the following:

- The board should incorporate guiding social principles that involve returnees and the community and that benefit the shareholders in all decisions.
- In order to fulfil their responsibilities, board members should have access to accurate, relevant and timely information.
- As a minimum requirement, there should be at least four board meetings per year.
- Above the minimum requirement, the board may meet as often as they deem necessary.
- Special meetings of the board may be called at any time with proper notice to handle specific items of the association business. The purpose and scope are limited to that stated in the meeting notice.
- All decisions and approvals related to the annual budget, investments and key recruitments shall be made by the board through a meeting.

- All meetings shall count with the presence of a minimum quorum for decision-making. The said quorum will be fulfilled if the chairperson and more than half of the members of the board are present, along with IOM and BRAC representatives.
- There shall be no compensation or allowance for the board members for their service.

#### *6.4.3. Roles of board members*

Board members are to perform the following roles:

- Develop the job description, KPIs, remuneration and role profile of the Executive Director/CEO.
- Recruit the Executive Director to manage and oversee the operation of the organization.
- Clearly express opinions all the time.
- Devote necessary time, care and attention to their duties.
- Inform the board of any conflict of interest that arises in connection with duties they may hold in other companies, and do not participate in a vote but appoint a delegate to do this.
- Observe discretion concerning information of a confidential nature.
- Prepare in advance for board meetings and suggest the inclusion of item(s) on the agenda.
- Present all inputs and suggestions for the company through the board meetings. The decisions taken during the board meetings shall be considered final.
- No member of the board is responsible for the execution of any decision (operation) for the community enterprise and shall not be involved in operation or influence the management in doing anything which is not relevant to his or her role as a board member.

#### *6.4.4. Conducting effective board meetings*

The goal of a board meeting is to provide the strategic direction to the company and to support the achievement of its goals. The board focuses on issues that have implications for the strategic direction of the organization or that develop understanding about an issue or a situation the organization is facing or might face in future. Even with a clear focus on matters of strategic importance, the effectiveness of boards can be influenced by a number of factors, including meeting frequency and times, meeting length and design, and meeting rules and attendance. The board meeting is the most important tool for the governance team, and the effectivity and efficiency of the meeting can constitute the considerable difference between the success and the failure of an organization. Poorly run meetings can destroy the commitment of individual members and the management team and derail the organization from its cause.

Below are five critical elements that can make the board meeting effective and hence can enhance the sustainability of the community enterprise.

- **Agenda:** Critical to the success of a board meeting is having a clear agenda that organizes around the objectives, results, priorities and issues of the enterprise. Each agenda item shall be allocated the proper time necessary for discussion and decision-making. The agenda items of greatest importance are prioritized, and enough time is allocated so that the board members can discuss them. The agenda should not be too full of routine items and/or items “for information only” which sometimes take up unnecessary time of the board and the meeting might go on for too long with unnecessary discussions and topics. The agenda needs to be delivered to participants at least seven days before the board meeting so that the board can prepare or ask for additional information from the CEO if necessary.
- **Appropriate information deck:** Incorporating too much information to digest or not providing enough to adequately familiarize the board members about the issues in the background information could misguide them. On the other hand, it is also important not to provide too much information with agenda items that are not relevant to the topics for discussion. The objective of providing supporting documents should be to guide the board with proper and adequate information and not to misguide with unnecessary information. The role of the CEO is critical in preparing the agenda and relevant information deck in advance so that the board can prepare for the meeting.
- **Decision-making:** Even when the agenda and the meeting content are well designed, board meetings can be less than successful if there is no facilitation by the chairperson of the board to ensure effective decision-making. For decision-making to be effective, the chairperson needs to ensure that: (a) follow-up and review of the last meeting’s decisions and action points are made before moving on to the new agenda; (b) participation of board members in the decision-making process is equal and is not dominated by few members; (c) time is allocated properly for a full discussion of an issue without having unnecessary or irrelevant arguments; (d) decisions are clearly articulated with action points (what and who) at the end of each topic and documented properly after the end of discussion on each topic; and (e) the meeting is objective oriented.
- **Attendance and preparation:** Considering the importance of the community enterprise, it is advised all board members are present in all board meetings during the first two years of the business. The board might introduce a mandatory attendance rule for its members to ensure attendance. It is also important that the board members spend enough time before the meeting to prepare themselves on the agenda and already review the information deck. It reduces the time requirement to update them and ensures that the flow of discussion focuses on the topics.
- **General rules:** The board members should develop a general rule (dos and don’ts) for meetings for them to follow. This shall include the authority, responsibility, way of communication and preparation, among others. The rules are primarily of benefit

when the items to be discussed are likely to be highly controversial with a lot of disagreement among board members. These would include how often a person can speak, rules regarding how amendments to agenda items can be made, when and how an agenda can be tabled, what constitutes being “out of order” and other things. There shall not be unconstructive arguments among members during meetings or any conflict with any members shall not be manifested during the discussions. Rules need to control informal attitudes or behaviours (e.g. more than one person talking at once, no time limits on discussions). A combination of formal and relaxed approaches to meetings shall be developed through these rules to ensure business- and output-based meetings.

#### *6.4.5. Roles of the Executive Director/CEO and management*

The CEO/Executive Director is the key executive position of the enterprise. The recruitment of the CEO is thus the most important task of the board. All activities and decisions to run the day-to-day operation of the business shall be delivered by the Executive Director/CEO. Following are the broad roles of the Executive Director/CEO:

- Ensure that the organization is achieving its social and commercial objectives.
- Ensure legal and internal compliance of the organization.
- Implement all necessary policies and procedures of the organization as suggested by the board.
- Develop new policies and procedures required for business growth and sustainability.
- Incorporate new policies and procedures into the organization when applicable by getting approval from the board.
- Ensure that all planned activities are in time and within the budget.
- Inform the board of any changes in activity plans or budget and get approval for any changes beforehand.
- Ensure inclusion of returnees and the community in suitable areas of the business.
- Develop yearly cost plans and revenue plans and investments of the community enterprise and get approval from the board.
- Provide all documents and information needed for the board to make decisions.
- Recruit required people and get approval from the board for the recruitment of senior management positions.

#### *6.4.6. Involvement modality of the host community with the community enterprise*

To ensure sustainable reintegration of the beneficiaries, the Prottasha project works by integrating the local communities in its approach and strategy. The key steps and activities of the project focus on understanding the local community, its social and economic situation, and involving the community in several economic reintegration-related support. The Prottasha project formed a migration forum in each geographic location of the project

to facilitate the economic reintegration of the returnees at the local level. The forum is a local platform, comprising community members and key community influencers, which will provide the required social and reintegration-related support to migrants and their families. The forum will be also involved in monitoring and supervising the individual and community economic assistance activities of the project. The purpose of the migration forum, membership, and the responsibilities of the forum members and executive committee can be found in Annex 8.5. The following activities shall be undertaken by the community enterprise to ensure the integration of the migration forum and thus of the community at its community enterprise initiative:

- Ensure community participation by incorporating clauses in the standard operating procedure (SOP) and the policy of the community enterprise, which shall prioritize the participation of the local community members as suppliers, producers or employees of the business initiative.
- Receive feedback and opinion about the business venture that the enterprise will initiate at the community level. The session can be integrated with any existing meetings of the forum and the purpose of this meeting will be to update and adjust the local-level business plan. The community enterprise shall also focus on receiving suitable suggestions in involving community members as suppliers, producers or employees of the business initiative.
- Share information and updates about the progress of and challenges with the migration forum's executive committee on a quarterly basis.
- Involve the executive committee members in minimizing any operational challenges, which might arise during the operation of the community enterprise.
- Involve the migration platform in ensuring and prioritizing returnees in the operation of the enterprise at the local level.

#### 6.4.7. *Exit strategy*

A well-planned exit of IOM and BRAC is essential for ensuring the sustainability of the community enterprise after the project period. The exit strategy is an essential element of the community enterprise, and necessary activities, approaches and strategies are already incorporated at the different steps of the legal structure, governance structure and operation model. However, to ensure the sustainability of the community enterprise, the project needs to make sure the following key points are carried out:

- **Proper legal formation:** The proposed legal formation for the community enterprise ensures the shares of returnees and provides flexibility in the governance and management of the enterprise, which is an essential first step for the smooth exit of IOM and BRAC.
- **Skill-based representation at the board:** The board will require several skill sets for ensuring adequate governance of the community enterprise during the first

few years. The role of IOM and BRAC is to ensure the effective management of the business, the selection of the right skills/people among the returnees as board members, and capacity development of the future board. In the first two years, IOM and BRAC shall focus on their role as facilitators so that they can exit after the project. If they fail, their exit from the project shall be delayed.

- **Putting in place all required policies and procedures that should be followed by the community enterprise:** Representation of IOM and BRAC with decision-making authority at the board is essential for ensuring right governance of the enterprise. Through representation at the board and by developing, approving, and implementing the right policies and procedures, the board shall make sure the enterprise will run smoothly beyond the project period.
- **Conducting board meetings:** It is important to cultivate a performance-driven culture at the management and governance levels of the enterprise to ensure the economic and social sustainability of the enterprise. The exit of IOM and BRAC will not be possible without making sure the economic sustainability of the enterprise. The right process and participation need to be ensured during all board meetings to create a performance-driven culture within the organization before the exit of IOM and BRAC.
- **Capacity-building of beneficiary board members:** Appropriate capacity at the board level is important to run and manage the enterprise before IOM and BRAC exit. The initial board composed of representatives from IOM and BRAC can take several policy-level measures – such as the development of board selection and nomination policies and the roles, responsibilities and accountability of board members; skill and capacity requirements for board members; and involvement mechanisms and codes of conduct for board members – to ensure that the right people have been selected and that the board is capable of managing the business after the exit of IOM and BRAC.



# 7



## Skeleton business plans of proposed businesses for community enterprises

The host community was able to raise cattle for livelihood through economic support from IOM. © IOM 2019/Turja Tanmoy SAHA

## 7.1. Background

Table 8 presents a list of suitable businesses for the community enterprise that have been identified in the market assessment. Besides identifying the right legal management and operational structure for the community enterprise, it is important to select the right business opportunities that have the highest potential for high growth and can successfully contribute to the economic development of project beneficiary households in the selected 10 districts.

**Table 8. List of identified opportunities for community enterprises**

	Dhaka		Cumilla		Khulna		Munshiganj		Narshingdi		Noakhali		Shariatpur		Sirajganj		Sythet		Tangail	
	Business	Score	Business	Score	Business	Score	Business	Score	Business	Score	Business	Score	Business	Score	Business	Score	Business	Score	Business	Score
Option 1	Apparel industry	3.4	Fisheries	3.9	Retail/Trade	3.78	Fast food and restaurant	3.87	Automobile business (tuktuk/CNG)	3.5	Poultry	3.47	Livestock	3.47	Livestock	3.82	Poultry	3.02	Livestock	3.25
Option 2	Livestock	3.37	Retail/Trade	3.3	Bamboo handicraft	3.12	Livestock	3.12	Livestock	3.5	Fisheries	3.35	Fisheries	3.35	Fisheries	3.35	Fisheries	2.9	Handloom/Power loom	3.24
Option 3	Poultry	3.25	Sawmill	3.22	Fisheries	3.08	Shopping mall (establishment)	2.95	Poultry	3.35	Fast food and confectionary	3.27	Poultry	3.24	Handloom/Power loom	3.24	Livestock	2.85	Poultry	3.12
Option 4	Fisheries	3.2	Poultry	3.2	Wooden handicraft	3.07	Retail/ Trade	2.17	Textile/Apparel	3.3	Vegetable production	3.07	Rice hasking mill	3.07	Poultry	2.97	Retail/Trade	2.84	Fisheries	2.9
Option 5	Grocery/Confectionary	3.18	Grocery/Confectionary	3.9	Agriculture	2.67	Stock business	1.87	Vegetable/ Banana production	3.23	ICT/Computer training or shop	2.9	Bakery	2.9	Retail/Trade	2.9	Grocery	2.24	Retail/Trade	2.84
Option 6	Agro feed processing	2.68	Clothes and tailoring	2.45	Poultry	2.63	Garment/ Textile	1.73	ICT/Computer training or shop	3	Restaurant	2.84	Restaurant	2.84	Stock business	2.84			Light engineering	2.15

## 7.2. Skeleton business plans for proposed community enterprises

The skeleton plans of 5 out of 18 businesses for the community enterprises are given below. Most of the opportunities that have been ranked highly (through FGDs with beneficiaries and local chambers and through KPIs) in multiple project locations are from the agriculture sector. However, there are some opportunities highly ranked in the services and trade category, such as automobile rental and restaurant businesses. These options have not been proposed to community enterprises due to the limited opportunity for growth.

**Table 9. List of suitable business opportunities for community enterprises**

Agriculture	Industrial	Services and trade
<ul style="list-style-type: none"> <li>• Livestock</li> <li>• Poultry</li> <li>• Fishery</li> </ul>	<ul style="list-style-type: none"> <li>• Textile/Apparel</li> </ul>	<ul style="list-style-type: none"> <li>• Restaurant</li> <li>• Retail/Trade</li> </ul>

Out of 17 suitable options, four businesses have been proposed for community enterprises, namely livestock, poultry, fishery and textile/apparel.

### 7.2.1. Livestock farm

Livestock farm is identified as one of the highly preferred businesses for community enterprises in multiple districts. In Tangail and Sirajganj, it is identified as the best option; whereas in Munshigonj, Dhaka and Narshingdi, it is the second best option; and in Sylhet, it is the third preferred option. Milk production and cattle fattening are two of the most important economic activities in Bangladesh, providing 3.6 million households with primary and supplementary income. The dairy and beef fattening system in Bangladesh are characterized by small-scale operations, coupled with crops and other off-farm activities. Fifty per cent of the project returnees are engaged in this activity at the household level. It is a source of nutrition for the household and also provides daily cash through selling milk. The demand for both meat and milk is high everywhere in Bangladesh. There are also NGO loans/financing options available for beef fattening at the household level.

**Fattening farm:** There are around 20–50 cattle fattened in a cycle in an average commercial farm. Cattle are purchased either locally or from Pabna, Sirajganj and Jhenaidah, where the availability of cattle suitable for beef fattening is high. After purchasing a 6-month-old to 1-year-old cow, three to four months of controlled/organized feeding is done. The cow is then sold to a middleperson. After covering the cost, each cow can generate a profit of 10–15 per cent, which can be cycled three times a year. Commercial farm-based fattening is getting more interest, as the demand for beef is increasing in Bangladesh as well as the price. Farm-based fattening can also reduce the input cost, as the inputs can be purchased at bulk price. It has also low risk, as there are available support services from the Government for vaccination and disease control.

To establish a profitable and sustainable beef fattening farm, at least 70 cattle need to be available for fattening in each cycle and at least three cycles of production need to be done in a year. The investment requirement would be about BDT 40,000, which includes fixed expenses for shed and variable expenses until the business reaches profitability. If managed

properly, the investment would be recovered within one to two years. If the project invests in this business, then there could be potential opportunities to link with individual assistance in some areas. As most of the beneficiaries have skills in dairy and fattening, it would be also easier for the community infrastructure business to involve beneficiaries as either staff or managers. However, there are two major challenges associated with this business, which is also crucial for ensuring the profitability of the business: firstly, the skills to identify the right variety of cattle for fattening, which improves profitability; secondly, the market prices of beef are fluctuating, which means this aspect needs to be planned well.

**Dairy farm:** Sirajganj and Pabna districts are known for the good quality and highest source of dairy milk in Bangladesh. Many low- and middle-income households have one or two cows for fattening or for milk at the household level only; they do not operate commercially. Commercial dairy farms can employ returnees as staff or as managers to oversee the operation of the business in project working areas.

The business can be started with an investment of BDT 30–40 lakhs, and investment can be recovered in one to two years. As the support services are available, operation and marketing challenges can be minimized through training and mentoring by the partner NGOs. There are also available financial institutions that can be linked with this initiative during the exit of IOM and BRAC. Choosing the right cow breed and proper management are the most important success factors for the dairy business.

### 7.2.2. Textile/Apparel



To empower women in the host community, IOM provided support for establishing a tailoring community enterprise. © IOM Cox's Bazar 2019/Turja Tanmoy SAHA

In the detailed market assessment, textile/apparel has been identified as a vibrant sector for establishing a community enterprise in Tangail, Sirajganj, Narshingdi, Munshiganj and Dhaka districts. This business is unique, as it is flexible in terms of business scope, scale and size. The industry has strong supply chain and support services; thus, there are many opportunities available in this sector. In Tangail, Sirajganj and Narshingdi, people are engaged in textile value chain as a household IGA. Households can secure some substantial daily income by investing a minimum of two hours a day up to one full day.

Generally, a small-scale textile business produces different types of fabric for mainly the local market. Textile companies procure thread from either India or China and produce fabric. The machines used for this business are mostly semi-automatic power looms. The community enterprise could start a factory in Narshingdi at a leased premise with around 8–10 looms. This would require an investment of BDT 30–35 lakhs, which would include all fixed and variable expenses. The business type, machineries and investment requirements would be slightly different for other districts. This business has potential to generate around BDT 25,000–30,000 profit per month and create an employment opportunity for 6–8 returnees as workers or technicians based on skills and capacity. A worker usually earns between BDT 2,000 and BDT 2,500 per week, whereas a technician earns BDT 12,000–15,000 per month. Though there are many opportunities in this sector, running successful community enterprises for textile/apparel would depend on product diversification, skills and cost-effective management.

As the raw materials for textile manufacturing are imported from foreign countries, any changes in duty structure impacts profitably. Another challenge would be the loud sound generated by the machines. This noisy environment creates serious health hazards for workers like hearing problems, insomnia and sinus problems, among others.

### 7.2.3. Poultry farm



Economic support for poultry farming was provided to the host community as a means of livelihood. © IOM Cox's Bazar 2019/Turja Tanmoy SAHA

The contribution of poultry is vital to the national economy in terms of generating employment, providing additional income for households and providing low-cost nutrition to people. The poultry sector has emerged as a flourishing and promising commercial sector in Bangladesh in recent years. The 2011 data from the Planning Commission indicates that the sector registered per holding increase of 38.8 per cent and per capita increase of 64.8 per cent for the period between 1983/84 and 2011. Poultry farm has been identified as the first option for community enterprises in Sylhet, Noakhali and Shariatpur, whereas in Dhaka, Tangail and Narshingdi, it is the third preferred option.

Poultry production requires relatively less capital and land than growing crops and dairy production. It provides more cash income within a short time and creates a household-level income opportunity for small farmers, the landless, labourers, the unemployed and destitute women. The income generated from the sale of eggs and meat is used to pay for family expenses. The poultry industry creates various job opportunities through the establishment of hatcheries, feed mills and companies producing veterinary medicine and through marketing of poultry. Support services from government and contract farming type of support from input companies<sup>10</sup> are also available for poultry farmers.

For a community enterprise, a farm of at least 5,000 chicks for meat or eggs would be suitable. For meat, one-day old chicks will be brought, and controlled feeding will be done for 30 days. Each cycle will generate profit of approximately BDT 40,000. The farm would complete approximately nine cycles in a year. The investment requirement would be around BDT 1.5–2 million and the investment could be recovered within two years. This would generate full-time employment for around three to five people. As most of the beneficiaries have skills in poultry rearing, it would be easier for the enterprise to involve them as either staff or in management positions. Seasonal virus is a major risk for poultry farms, as it could kill all animals within days if infected. Also, frequent market price fluctuations of meat and feed products affect the profitability of this business.

#### 7.2.4. Aquaculture

Bangladesh is considered one of the most suitable countries in the world for freshwater aquaculture because of its favourable resources and agro-climatic conditions. According to Banglapedia,<sup>11</sup> about 371,309 hectares of freshwater ponds with 3.08 million farmers are involved in inland aquaculture. The total annual fish production in Bangladesh was estimated at 3.06 million tons. Overall, aquaculture plays an important role in the economy of Bangladesh, contributing to food production, nutrition, income, livelihood and export earnings. Based on the market assessment, aquaculture is the first option as a community enterprise in Cumilla; whereas in Noakhali, Shariatpur, Sirajganj and Sylhet, this is the second option; in Khulna, this is ranked third; and in Dhaka and Tangail districts, this is the fourth option for an enterprise establishment (see Table 8).

Traditionally, growing Indian major carps and exotic carps has been practised in Bangladesh. In recent years, an increasing number of farmers have been involved in small-scale aquaculture, growing tilapia, pangas, shing and koi in rural Bangladesh. Household-level aquaculture of such species can generate up to 50 per cent profit in five months. Because of their high profitability, these species are therefore commonly considered high-value fish in Bangladesh.

A community enterprise for aquaculture could start with farming high-value fish (e.g. *pabda* and *shing*) on 20 acres of leased land in Tangail or Narshingdi. The fish variety would be different in other geographies depending on the soil condition, availability of inputs, feed and support. This enterprise would require an investment of BDT 35–40 lakhs, which would include lease expenses, pond preparation input and other operational expenses.

<sup>10</sup> Input companies are providers of chicks.

<sup>11</sup> Banglapedia is the Web-based national encyclopedia of Bangladesh; see [www.banglapedia.org/](http://www.banglapedia.org/).

Annual gross returns are estimated at around BDT 30–40 lakhs. Production costs are calculated for all purchased inputs used for farming fish. Total cost is calculated by adding the total variable costs and the total fixed costs. Fish farming could be a suitable community enterprise for project beneficiaries.

### 7.2.5. Restaurant business

As Bangladesh has a rapidly growing consumer market, working population, communication and a large population base, demand for food and restaurants is always on the rise. The market and the product range have evolved significantly over the last decade, and many companies have entered the food business which was otherwise not in this level of diversification in the past. There is a steady rise in the number of fast-food restaurants, Bangla restaurants and Chinese restaurants in project working areas. In the FGDs, the beneficiaries shared that the fast-food/restaurant business is doing good in the town areas due to the young population in these places. Moreover, there is no major seasonality effect on the food business, except during the month of Ramadan. However, product quality and specifications are very important to properly operate the business. The Government has also introduced several measures to ensure the quality of the food and to ensure public health. Different departments do frequent audits and physical raids in different restaurants/fast-food businesses to check the quality of the food. Profitability of the food business is very good, around 60 per cent to 100 per cent. Nonetheless, the risk is also quite high because the prices of food, the quality of the food and the location of the business are very important.

Considering the management complexity of running a food business, it is ideal for the community enterprise to invest in a suitable food chain franchise in Bangladesh.

## 7.3. Inception steps for the community enterprise

Table 10. Steps for establishing a community enterprise

	Key activity	Responsible	Tentative timeline
1	Obtain registration	Partner NGO (PNGO)	0–3rd month
1.1	Submit application for name clearance and registration	PNGO, returnees	
1.2	Complete all the forms for shareholders including the MoA and the AoA	PNGO, IOM	
1.3	Identify directors and complete the required registration forms	PNGO, IOM	
1.4	Obtain trade licence	PNGO, IOM	
1.5	Open a bank account	PNGO, IOM	
1.6	Obtain tax and VAT certificates for the company	Legal adviser	
2	Capital transfer	PNGO, IOM	
2.1	Identify beneficiaries and open a bank account for each	PNGO, returnees	0–3rd month
2.2	Transfer fund from BRAC to the beneficiaries	PNGO, returnees	
2.3	Transfer fund from the beneficiaries to the new company account	PNGO, returnees	

	Key activity	Responsible	Tentative timeline
3	Business and investment plan finalization	PNGO, IOM	0–3rd month
3.1	Finalize first year investment plan	PNGO, IOM	
3.2	Invest in a suitable business		
4	Office setup		3rd–4th month
4.1	Lease appropriate land/office for the enterprise	PNGO, returnees	
4.2	Purchase furniture and equipment	PNGO, returnees	
4.3	Have electricity and utilities installed	PNGO, returnees	
5	Employee onboarding	Executive Director/Board	3rd–5th month
5.1	Recruit a CEO/Executive Director	Board	
5.2	Advertise employment opportunities	PNGO, returnees	
5.3	Recruit staff	PNGO, returnees	
5.4	Conduct orientation and begin deployment	PNGO, returnees	
6	First board meeting	PNGO, returnees	6th month
6.1	Develop necessary policies and procedures to run the company	PNGO, returnees	
6.2	Approve and implement all policies and procedures	PNGO, returnees	

## 7.4. Community enterprise policies and processes

The following policies and processes need to be developed and finalized by the board before the inception of the enterprise. The board should have control over the development, review and update of any policy of the company.

- Financial policy: cash management, auditing, reporting, compliance, advances, payments, reporting;
- Procurement policy;
- Human resource policy: recruitment, incentives, leaves, bonuses, performance management, training, termination, disciplinary action, child labour, work hours, codes of conduct;
- Board code of conduct: conflict of interest, roles, responsibilities;
- Ethical policy: corruption, non-discrimination, gender, conflict of interest;
- Environmental policy;
- Any other specific SOP for the business.



# 8

## Annexes



Through reintegration support from IOM in Cox's Bazar, returned migrants were able to grow betel leaves as a means of livelihood.  
© IOM Cox's Bazar/Turja Tanmoy SAHA

## 8.1. Economic profile and assistance option selection tool



### Bangladesh: Sustainable Reintegration and Improved Migration Governance (Prottasha Project)

#### Economic Profile and Assistance Option Selection Tool

		Date			
Beneficiary name	Beneficiary ID				
Name of the entrepreneur	Project staff name				
Address					
Contact number					

1. What is your current profession? Please explain the key activities also. If unemployed or not engaged in any economic activity, please explain why in detail.

2. How long have you been engaged in this profession?

3. What is your last month's income?

4. What is your average monthly income? Please explain if it is different than monthly income.

5. Are you satisfied with the pay of your current job/business? (Yes/No) Please explain why and why not.

6. If not, then what is your target monthly income this year and next year? Please explain why.

7. How many hours a day do you spend for your current job/business?

8. How many additional hours can you spend a day to earn an additional income?

9. How many dependants do you have?

10. Do you have any income-generating activity (IGA) at your household which is different from your current profession? If yes, who is looking after the IGA?

11. Currently how many earning members do you have in your household? If it is more than one, then who are the others? And how are you related?

12. If yes, what is it? Please describe the activities, IGA or other assets and their value and monthly income from the IGA.

13. Are you involved in any other economic activities? Please describe the activity and monthly income from this activity.

14. Do you have any existing loan? If yes, please mention the source, the amount, when taken. For how long? What is the remaining balance? And what is the monthly repayment amount?

15. What was your employment status/profession/economic activity you were engaged with prior to your migration? Please describe key activities of that profession.

16. If the answer to question 15 is different than question 1, then please describe why.

17. What was your profession while living abroad?

18. Did you acquire any particular skill before or during migration? Did you receive any training? If yes, please describe.

19. Did you receive any financial assistance before migration or after return? If yes, please describe the amount and source, type of the financial assistance, etc.

20. Did you receive any other kind of assistance while trying to migrate abroad (e.g. training, support, health)?

21. What was your total income from abroad? How much money [did] you bring home?

22. How did you spend your savings after returning home? Please describe the amount and the purpose of all investments you made, loan repayment, household expenses and savings after returning till now.

**Beneficiary categorization tool: For project office use**

The interviewer shall fill the table below. Please categorize the respondent based on the criteria.

Category	Criteria	Budget allocation	Selection and comment
High priority	Household monthly income less than BDT 12,000	BDT 100,000–120,000	
	Only earning member of the family		
	Less than 5 decimal of land ownership		
	Loan repayment is more than 30% of household income for the next 6 months		
Medium priority	Household monthly income is between BDT 14,000 and BDT 20,000	BDT 60,000–80,000	
	5 decimal to 15 decimal of land ownership		
	Loan repayment is more than 20% of household income for the next 6 months		
Low priority	Income-generating assets in the household and generating household income	BDT 40,000–60,000	
	More than 1 earning member in the family		
	Current household monthly income is more than BDT 20,000		
	Already engaged in livelihood activity and earning		

30. What is your current plan (Option 1) regarding improving your financial situation? (Option 1) Please explain why and how.

--

31. Please elaborate the answer to question 30 and choose from the following options:

Job placement	Why did you choose this option?	Growing existing business	Why did you choose this option?	Starting a new business	Why did you choose this option?	Growing existing household IGA	Why did you choose this option?
Description		Description		Description		Description	
	Brief plan/time frame		Brief plan/time frame		Brief plan/time frame		Brief plan/time frame
Monthly income (target)		Monthly income (target)		Monthly income (target)		Monthly income (target)	

Starting a new household IGA	Why did you choose this option?	Involving in the family business	Why did you choose this option?	Other	Why did you choose this option?
Description		Description		Description	
	Brief plan/time frame		Brief plan/time frame		Brief plan/time frame
Monthly income (target)		Monthly income (target)		Monthly income (target)	

32. What is your alternative plan for improving your economic status if the first plan fails? Please explain why and how.

--

33. Please elaborate the answer to question 32 and choose from the following options:

Job placement	Why did you choose this option?	Growing existing business	Why did you choose this option?	Starting a new business	Why did you choose this option?	Growing existing household IGA	Why did you choose this option?
Description		Description		Description		Description	
	Brief plan/time frame		Brief plan/time frame		Brief plan/time frame		Brief plan/time frame
Monthly income (target)		Monthly income (target)		Monthly income (target)		Monthly income (target)	

Starting a new household IGA	Why did you choose this option?	Involving in the family business	Why did you choose this option?	Other	Why did you choose this option?
Description		Description		Description	
	Brief plan/time frame		Brief plan/time frame		Brief plan/time frame
Monthly income (target)		Monthly income (target)		Monthly income (target)	

**Beneficiary economic reintegration option identification and selection tool: For project office use**

For official use: This shall be filled up by the interviewer. Based on above information and below listed criteria, please describe the best economic assistance option for the beneficiary.

Selection/s	Assistance option recommendation	Please explain why you suggest this option	Please indicate the reason/s if it is different from the beneficiary's selection
	Supporting the existing business of the beneficiary		
	Supporting the beneficiary to start a new business		
	Supporting the informal family business of the beneficiary		
	Supporting the household-level IGA of the direct family member/s		
	Job placement		

## 8.2. Assistance planning tool for businesses/income-generating activities



প্রত্যশা • PROTTASHA  
Sustainable Reintegration and Improved Migration Governance

### Bangladesh: Sustainable Reintegration and Improved Migration Governance (Prottasha Project)

#### Assistance Planning Tool for Business or Income-generating Activities

Name of the business	
Name of the beneficiary	
Address	
Contact number	
Date	
Beneficiary ID	
Project staff name	

**Chapter 1:** Fill this chapter for beneficiaries who are already engaged in a business. The information needs to be filled for the last six months from the date of collecting data. This table shall give a clear understanding of the main cost areas, the monthly costs and the monthly revenue of the business for the last six months. Cost of inputs shall be deducted from sales revenue in section B2. In case of trade or retail business, or farm where the input is utilized directly and sold to generate sales revenue (beef fattening, fish farm, agriculture, etc.), costs shall be deducted here. All other indirect costs shall be entered in section A.

A. Business type and description (Describe the key activities of the business.)

--

B. Indirect costs	Month 6	Month 5	Month 4	Month 3	Month 2	Last month	Total
1 Salary expenses							0
2 Transport							0
3 Labour							0
4 Rent							0
5 Utilities							0
6 Loan instalments							0
7 Refreshments							0
8							0
9							0
<b>Total cost</b>	0	0	0	0	0	0	0

C. Revenue							
1 Sales of products/services							
(-) Cost of inputs							
Gross revenue	0	0	0	0	0	0	0
2 Other income							0
3							0
<b>Total income</b>	0	0	0	0	0	0	0
(-) Total cost from Table 1.B							

D. Profit/Loss	0	0	0	0	0	0	0
E. Current assets value							Amount
1							
2							
3							
4							
Total asset of the business							

F. Initial investment amount	
G. Investment date/month	
H. Source of fund	

**Chapter 2:** Fill this chapter with projected income and expenses for the next six months. The information needs to be filled for the next six months from the date of collecting data/from the month when the beneficiary is planning to start a new business or grow the existing business.

A. Business type and description (Describe the key activities of the business.)

--

B. Costs	Next month	Month 2	Month 3	Month 4	Month 5	Month 6	Total
1 Salary expenses							0
2 Transport							0
3 Labour							0
4 Rent							0
5 Utilities							0
6 Loan instalments							0
7 Refreshments							0
8							0
9							0
Total cost							0

C. Revenue	Next month	Month 2	Month 3	Month 4	Month 5	Month 6	Total
1 Sales of products/services							
(-) Cost of goods							
Gross revenue	0	0	0	0	0	0	0
2 Other income							
3							
Total income							
(-) Total cost from Table 2.B							
D. Profit/Loss	0	0	0	0	0	0	0

**Chapter 3:** New investment requirements for the existing business or investment requirements for a new business (Fill the table based on specific requirement/amount in specific month/months.)

A. Fixed assets	Next month	Month 2	Month 3	Month 4	Month 5	Month 6	Total
1							0
2							0

3								0
4								0
<b>B. Operating capital</b>								
1								0
2								0
3								0
4								0

<b>Total requirement</b>	0	0	0	0	0	0	0	0
--------------------------	---	---	---	---	---	---	---	---

<b>C. How and from where are you going to collect the fund?</b>								
	Amount	Loan	Grant	Equity	Time frame	Source/Name of the organization		
1								
2								
3								

<b>D. If IOM provides you some support, then how you are going to use that?</b>								
	Purpose	M1	M2	M3	M4	M5	M6	Total
1								
2								
3								

<b>E. What other services are required/identified besides asset transfer for this beneficiary?</b>								
	Particular	Amount	M1	M2	M3	M4	M5	M6
1								
2								
3								

**Chapter 4:** Recommendations from field management

**Chapter 5:** Comment and approval from senior management

**Chapter 6:** Final support plan



This project is funded by  
the European Union



Implemented by IOM



In partnership with BRAC



### 8.3. Job assistance planning tool



#### Bangladesh: Sustainable Reintegration and Improved Migration Governance (Prottasha Project)

##### Job Assistance Planning Tool

		Date	
Beneficiary name	Beneficiary ID		
Name of the entrepreneur	Project staff name		
Address			
Contact number			

5. Please describe the job that the beneficiary is interested in—what it is, the activity and the industry.

6. Does the beneficiary have previous experience in a similar job? (Yes/No) If yes, please fill below boxes.

6.1. Immediate job experience (name of the organization, place and designation )

6.2. Any other related experience (name of the organization, place and designation )

6.3. Average income per month

6.4. Total years of experience

7. Is the job available in the area? If yes, where? How much is the salary and what position is suitable for the returnee?

8. What support is required for the job placement?

9. Fund requirement and utilization plan						
Particulars	Description (where and how long)			Amount required	When	Comments
Informal training						
Internship						
Formal training						
On-the-job training						
Apprenticeship						
Other						
Total						

10. Funding sources						
Serial number	Particulars			How much	Confirmed? (Y/N)	
1	Fund available from IOM					
2	Fund available from the beneficiary					
3	Other (please specify)					

11. Current income per month from the business

12. Expected return per month from the business after investment

Signature of the beneficiary

Signature of the project manager



This project is funded by  
the European Union



Implemented by IOM



In partnership with BRAC



3. Monthly observations and comments of the project staff about the activity, performance and risk, among others, of the beneficiary and the asset			
Month	Challenge	Action plan	Status
M1			
M2			
M3			
M4			
M5			
M6			
M7			
M8			
M9			
M10			
M11			
M12			



This project is funded by  
the European Union



Implemented by IOM



In partnership with BRAC

## 8.5. Migration forums

### 8.5.1. Purpose of migration forums

Migration forums are a locally formed platform, comprising community members and key community influencers that will work to provide the required support to migrants and their families. The forums meet bimonthly to discuss reintegration issues and the members of the forums support efforts in improving understanding of migration. Forums refer the returnees and their families to the available services in the locality for their social and economic reintegration. Furthermore, forum members facilitate linking of community members with financial services and financial institutions for returnees. Members play a business advisory role for returnees, their families and the communities to establish community enterprises or establish individual businesses. In addition, migration forums play an important role to protect migrants' rights at the local level. Forum leaders receive capacity-building training in reintegration issues to strengthen their ability to provide advice to migrants. The forums are linked with District Employment and Manpower Offices (DEMOs) to facilitate referrals from communities to DEMOs and to utilize the forums for DEMOs' outreach and awareness programmes.

### 8.5.2. Responsibilities of migration forums

Members of the forums fulfil the following responsibilities voluntarily:

- Provide information on migration, remittance management and reintegration-related issues to returnees, their families and communities of their localities;
- Advise members of the community on migration and reintegration issues;
- Advise returnees, their families and the communities on small business setup or enterprise development at the local level;
- Encourage the community members to participate in consultations and advise them on accessing financial services;
- Provide support to returnee migrants and trafficked victims so that they can be reintegrated into society;
- Sensitize the community on social reintegration issues;
- Distribute information, education and communication materials on safe migration, human trafficking, reintegration and remittance management issues among community people;
- Refer prospective migrants to DEMOs and other relevant agencies for improved access to services for safe and regular migration;
- Refer returnees to different government and private organizations for social reintegration services;
- Refer returnees to different government and private financial institutions for economic reintegration services;

- Provide legal advice and support to the deceived and/or indebted migrants for their compensation and/or debt mitigation through local-level arbitration, or refer them to government or NGO legal aid services for legal assistance if needed;
- Provide migration and reintegration-related information and referral support – beyond the scope of the project – to all returnees, prospective migrants and their communities in general.

### 8.5.3. *Members of migration forums*

Migration forums consist of the following members:

- Returnee migrants (returnees from the European Union are prioritized being the beneficiaries of the Prottasha project, given the scope of the project privilege);
- Deceived migrants (those who have been misled on migration);
- Migrants' family members (especially the persons who are staying in European Union countries);
- Potential migrants (men and women);
- Locally elected bodies (local governments/reliable persons to all people in their respective localities);
- Media persons/online reporters;
- Local leaders/influencers;
- Leaders of women organizations;
- Club members/activists from social and cultural organizations;
- Union *parishad* chairpersons/representatives.

### 8.5.4. *Responsibilities of the Executive Committee Members*

The Executive Committee members perform the following tasks:

- President: He or she calls on forum meetings. As the president, he or she provides necessary instructions to execute decisions taken in meetings.
- Vice president: He or she work as the deputy of the forum president. The vice president bears the responsibility for organizing and conducting a forum meeting in the absence of the forum president.
- General secretary: He or she organizes and facilitates meetings. As per the suggestion of the forum president, the general secretary coordinates with all members and ensures their presence.
- Organizing secretary: He or she provides all kinds of support to the general secretary to deal with all the assignments to make the forum functional. The organizing secretary is responsible for organizing and conducting a forum meeting in the absence of the general secretary.

- Information and publicity secretary: He or she provides information on meetings to all forum members. Besides this, the secretary acknowledges in due time information or decisions important to the forum members. The plans and the IEC materials on reintegration developed by forum members are shared by the information and publicity secretary with the community members. The secretary also makes follow-ups on materials distribution.
- Observer: The Reintegration Service Centre (RSC) manager working under the BRAC Migration Programme performs the role of an observer by dint of his or her position in the project. The observer provides all kinds of support and updated information on migration to the forum members. Furthermore, the observer works on mobilizing the regular activities of the forum, with the help of a paracounsellor involved in the project. The observer performs the responsibilities of a forum secretariat, which include setting the meeting date with due consent of the forum president, setting the meeting with organizations, selecting a meeting venue, preparing meeting minutes, preserving documents and so on.

#### 8.5.5. Roles and responsibilities of BRAC

BRAC fulfils these functions:

- Provide financial and technical support to establish migration forums at the *upazila* level;
- Facilitate, together with IOM, training of trainers on reintegration, safe migration and financial literacy to forum members;
- Build the capacity of forum members in organizing and preserving forum documents and meeting notes.
- Facilitate linking of forum members with financial service providers and enterprise development consultant.
- Participate in the quarterly meetings of the forum as an observer and provide advisory support where necessary.













**International Organization for Migration (IOM)**

17 route des Morillons, P.O. Box 17, 1211 Geneva 19, Switzerland

Tel.: +41 22 717 9111 • Fax: +41 22 798 6150

E-mail: [hq@iom.int](mailto:hq@iom.int) • Website: [www.iom.int](http://www.iom.int)