



ILO/EU Project to Support Implementation of National Action Plan on the Labour Sector of Bangladesh- Decent Work For All

ILO DC/SYMBOL: BGD/21/05/EUR

Type of Evaluation: Project

Evaluation timing: Final

Evaluation nature: Independent

Project countries: Bangladesh

P&B Outcome(s):

- Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue.
- Outcome 2: International labour standards and authoritative and effective supervision
- Outcome 3: Economic, social, and environmental transitions for full, productive, and freely chosen employment and decent work for all.
- Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market.
- Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work.
- Outcome 7: Adequate and effective protection at work for all.

SDG(s): SDG 8: Decent Work and Economic Growth

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Acronyms

BEF	Bangladesh Employer Federation
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BKMEA	Bangladesh Knitwear Manufacturers and Exporters Association
BLA	Bangladesh Labour Act
CO	Country Office
CPO	Country Program Outcomes
DIFE	Department of Inspections for Factories and Establishments
DWCP	Decent Work Country Program
EA	Evaluability Assessment
ELA	EPZ Labour Act
EQ	Evaluation Question
EU	European Union
IFE	Independent Final Evaluation
ILO	International Labour Organisation
ISU	Industrial Safety Unit
KII	Key Informant Interview
GB	Governing Body
GEDSI	Gender Equality, Disability and Social Inclusion
GoB	Government of Bangladesh
MoLE	Ministry of Labour and Employment
NAP	National Action Plan
NCE	No-Cost Extension
NSDP	National Skills Development Policy
OSH	Occupational, Safety and Health
PAC	Project Advisory Committee
P&B	Programme and Budget
ROAP	Regional Office Asia-Pacific
RMG	Ready-Made Garment
RSC	RMG Sustainability Council
SA	Strategic Area
SDG	Sustainable Development Goal
TEI	Team Europe Initiative
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of trainers
UN	United Nations
UNSDCF	United Nations Sustainable Development Cooperation Framework
USAID	United States Agency for International Development
VfM	Value for Money

Executive Summary

This final evaluation report details the results and findings of an independent final evaluation (IFE) of the *ILO/EU Project to Support the Implementation of the National Action Plan on the Labour Sector of Bangladesh- Decent Work For All*. The project's implementation period was from January 2022 to December 2023 (with a no-cost extension between July 2023 and December 2023).

The European Union (EU) supported the project with a total budget of US\$ 1.7 million. The focus of the project was aimed at helping the Government of Bangladesh (GoB) accomplish the ILO Governing Body mandated *Roadmap* and the *National Action Plan on the Labour Sector of Bangladesh 2021 – 2026*.

During the EU-Bangladesh Joint Commission in October 2019, Bangladesh and the EU agreed to adopt a National Action Plan on labour rights with concrete timelines. Nine (9) key actions were identified as part of the NAP.

In early 2020, the Government submitted to the EU the first version of the Roadmap (the global pandemic in 2020 delayed the process after that). At the end of November 2020 and again in April 2021, the GoB submitted revised versions of the Roadmap to the EU. On 1 July 2021, the GoB proposed to the EU the final version of the Roadmap as “*the NAP on the Labour Sector (2021-2026) of Bangladesh.*” Currently, the implementation of the NAP comes into effect while the engagement continues between the EU and the GoB with technical inputs provided by the ILO. The Project delivered across four strategic areas, namely:

- **Strategic Area 1** - Enabling policy, legislative and institutional environment.
- **Strategic Area 2** - Credible labour administration institutions
- **Strategic Area 3** - Adequate and effective protection at work for all
- **Strategic Area 4** - Inclusive decent work and sustainable and competitive enterprises.

Methodology of Evaluation

The primary purpose of the IFE is for accountability and enhanced learning and management of results. The findings will improve the implementation of relevant interventions in Bangladesh. Given the lack of available documents, reports, and individuals to interview, the evaluation was primarily theory-based. Interpretation needed to be made based on the available information provided.

A total of 21 people were interviewed (18 men and 3 women). All interviews were conducted virtually, and two group interviews were held with DIFE and BEF. Data was triangulated following interviews and cross-referenced with the data and information in the completed results framework. Further clarifications were sought from project staff to address any final gaps or issues.

Main Findings and Conclusions

Relevance

The project is aligned with key national development frameworks, including (i) the 8th five-year plan of the Government of Bangladesh (2021 – 2025), (ii) the Outline perspective plan of Bangladesh 2021-2041, (iii) the National Skills Development Policy (NSDP) 2020; (iv) the National Jobs Strategy; and (v) the National child labour elimination policy (2012-2025).

Consultations with counterparts through KIIs indicate strong partnership and engagement with the ILO. However, constituents needed to be made aware of the specific details of the project. Instead, perception focused on ILO support as a whole rather than specific components of the project and the source of donor support.

Overall, the project does align with ILO interventions under the LAWC cluster, given the pilot nature of the work that has led to more significant interventions. Consultations with the EU indicate that the project aligns somewhat with their interventions but could have had better visibility. These issues are discussed in later sections.

Validity of Design

The project had a clear and logical design. The structuring of interventions around four SAs was a positive and proactive step that helped provide an operating framework under which the project could operate. The Description of Action (referred to as the ProDoc for consistency) contained a well-defined Theory of Change (ToC) narrative that helped explain how interventions would be structured and what results were anticipated. A ToC diagram would have allowed visibility, better utilisation, and understanding of how work would be implemented across the four SAs.

Coherence

As indicated in the relevant section, the project aligned very well with other ILO-supported interventions and the work of the EU. However, the project needed to maintain high visibility given the structuring of personnel and focus. The impression is that the ILO was supporting a range of initiatives simultaneously that had the potential to duplicate and overlap. This reinforces the importance and need for a broad overarching strategy and narrative that then structures projects and interventions to focus on specific elements.

The Project has engaged with tripartite constituents and non-traditional partners within the GoB, CSOs, and academia. This includes working in the area of labour judiciary with the Ministry of Law, Justice and Parliamentary Affairs. It also means supporting a growing partnership with the Bangladesh Export Processing Zones Authority, as well as working with other CSOs

Effectiveness

The project has achieved and made solid progress towards defined outcomes and outputs. At the impact level, the project has reached its target of ratifying fundamental conventions in that GoB ratified all eight fundamental conventions with the support of the project. The ratification of all eight fundamental conventions is notable, demonstrating a solid commitment by the GoB to international labour standards. Results against outcomes include:

- **Outcome 1** Bangladesh policy, legislative and institutional environment for decent work is strengthened. Technical and political agreements have been made between the ILO and GoB under the NAP and Roadmap to align labour laws further (i. Bangladesh Labour Act, 2006; ii. Bangladesh Labour Rules, 2015; iii. EPZ Labour Act, 2019; iv. EPZ Labour Rules, 2022) with ILS. The bill has been sent back to the Parliament for correction, creating a window of opportunity for further alignment. Also, the GoB did not pass the law in November 2023. It is a matter of timing rather than lack of political will.
- **Outcome 2** - Their credibility is enhanced, and their action is based on social dialogue and tripartism. Tentative steps have been made to strengthen institutional work and response, mainly through establishing the case management system and supporting approaches to complaints. However, without a clear definition of what “success looks like”, it is hard to assess this outcome's achievement fully.
- **Outcome 3** – Improved protection and safer working conditions. MoLE has updated the hazardous child labour list. The project engaged in high-level lobbying and advocacy, with the revised list being prepared in December 2021, which was later gazetted and published in April 2022. A

National Child Labour Survey Report was Published in 2022. BBS conducted the establishment-based sector-wise survey for five hazardous sectors, namely 1) Dry fish production, 2) informal/local tailoring and clothing, 3) manufacturing of leather footwear, 4) automobile workshop and 5) Welding work, for a detailed assessment of the situation of CL (Child Labour).

- **Outcome 4 - Inclusive decent work for sustainable and competitive enterprises is promoted.** Two new initiatives were launched to build the capacity of tripartite stakeholders to play an active role in workplace compliance for sustainable, gender-responsive and strategic management system development.

Efficiency

To assess this EQ, the report applied a Value for Money (VfM) approach that sought to determine the extent to which the project was managed in terms of management decisions, management of risk, and engagement in monitoring project activities/outputs to ensure the best possible outcomes. Consultations indicate that the project needed more human resources to implement the scope of work. There needed to be a designated team to drive implementation, and management and technical specialists were brought in from other projects.

The project had an NCE for six months. The NCE was likely arranged as work components were incomplete. Using technical specialists from other projects might be effective, but there is a risk of delayed timelines given their work commitments on existing activities.

Effectiveness of Management

There is a clear link between the project and the broader national programme supported under LAWC. Ideally, an overarching strategy would better reflect the integrated nature of the project and the programme overall.

The project remains relatively invisible to constituents. The ILO office refers to the “EU One” project, but this is relatively unknown to constituents. Interviewed social partners know ILO support but have limited visibility of where the funding is being sourced from or the broader nature and scope of work. Compounding the problem is that the project has no defined team. The coordinator role is a senior member of the ILO office involved with a wide range of activities.

Impact and sustainability

It is difficult to assess impact given the project's focus, its “pilot nature”, and its merging and combination of work with other interventions and projects. There is some evidence of work being adopted by MoLE. Specific examples include the acceptance of some revisions to the labour law (even though the formal law has yet to be passed), acceptance of changes required to comply with Convention No. 138 on minimum age in work and Protocol 29 on forced labour.

It would have been helpful to have a clear transition strategy to position for work to transfer to the newly funded TEI and PROSHAR projects. A simple approach could have been to strengthen the M&E arrangements for the project to assess longer-term changes and overall contributions to longer-term outcomes. The output and process nature of work demonstrates that work is ongoing.

Cross-Cutting

These issues could have been better reflected and detailed in the ProDoc. Often, these theses are inherently integrated within broader portfolios of work (i.e. labour standards and social dialogue), but it is still essential to ensure they are addressed and discussed. Reference to gender is included but is often

limited to participation rates for women in training. There does need to be a more concerted effort as to how women will benefit from interventions.

Recommendations, Lessons Learned and Good Practices

The project has implemented good practices and identified key lessons learned. Good practices include:

- The ongoing amendment process for BLA, with political and technical consensus between the ILO and the GoB, is a positive step. The process employed demonstrates an ability to navigate complex issues and underscores the commitment to addressing key concerns outlined in NAP and CEACR recommendations.

Key Lessons include:

- **Key Lesson 1:** To enhance the M&E process, regular updates on the progress of legislative amendments, consultations, and ratifications should be documented and communicated transparently to all relevant stakeholders. In addition, feedback mechanisms should be established to incorporate constituents' input and adapt strategies as needed.
- **Key Lesson 2:** The target of passing the BLA amendment Bill by Parliament in 2023 demonstrates a clear timeline for achieving the desired outcome. The progress made until December 2022, with the bill in process and placed with the Labour Law Review Working Group, reflects a systematic approach to legislative reforms. The bill being sent back to Parliament for correction creates a window of opportunity for further alignment, which might be a strategic advantage. This period can be leveraged to address gaps and enhance the alignment with ILS. It's essential to capitalise on time effectively.
- **Key Lesson 3:** While the results highlight the activities and topics covered, it would be beneficial to include metrics or qualitative insights on how the capacity-building initiatives have translated into improved practices or contributions from worker organisations in relevant processes.

Recommendations

This section details key recommendations for the evaluation. Key recommendations include:

Recommendation 1: The project should have developed an overarching narrative to demonstrate how it contributes to longer-term priorities and differentiates itself from other ILO interventions. This is a suggestion for future reference, particularly as the ILO CO moves towards a cluster approach for projects and programmes.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Medium

Recommendation 2: Future projects should have a small, designated team of management and technical specialists devoted to implementation. Using specialists from other projects does not promote ownership of results and has implications for transparency and accountability. While resources may be saved, it is not beneficial for the donor and constituents as there is no key reference point for engagement.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Medium

Recommendation 3: Future projects should employ different approaches to support M&E. Using logframes and results frameworks focuses on the simple achievement of indicators, which often overlook the importance of outcomes and progression towards longer-term change. M&E should be strengthened to collect additional evidence, particularly of changes in work practices and broader institutional reforms.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Medium

Recommendation 4: Project interventions should focus on priority areas with strong political will and engagement. Simply funding projects and interventions that comply with the mandate of the ILO are only sometimes sustainable. Work should focus on areas where the government is willing to make changes, invest their funding and engage in a way that benefits employers and workers.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Medium

Recommendation 5: Performance indicators should be limited to priority statements that measure and assess change. Significant numbers of indicators do not support the narrative of change. Also, baselines should be established for all indicators and targets where possible. If a baseline cannot be determined, then the intervention should be questioned.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Medium

Recommendation 6: GEDSI strategies, targets and intervention should have high priority and visibility. Concerted efforts need to be employed to ensure GEDSI interventions are clear documented and supported and associated monitoring and evaluation arrangements are put in place that move beyond simple counting of participation. Evaluative efforts should be designed in a manner to capture the real impacts and outcomes of female involvement and participation.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Medium

1. Introduction

This final evaluation report details the results and findings of an independent final evaluation (IFE) of the *ILO/EU Project to Support the Implementation of the National Action Plan on the Labour Sector of Bangladesh- Decent Work For All*. The project's implementation period was from January 2022 to December 2023 (with a no-cost extension between July 2023 and December 2023).

The European Union (EU) supported the project with a total budget of US\$ 1.7 million. The focus of the project was aimed at helping the Government of Bangladesh (GoB) accomplish the ILO Governing Body mandated *Roadmap* and the *National Action Plan on the Labour Sector of Bangladesh 2021 – 2026* .

The primary purpose of the evaluation was to assess progress towards the results, identify the main difficulties/constraints, formulate lessons learned and provide practical recommendations to support the implementation of new projects and initiatives that are continuing with other donors. A copy of the final evaluation Terms of Reference (ToR) is included in Annex 1, and a copy of the Evaluation Matrix is included in Annex 2.

2. Project Background

At its 337th Session (October–November 2019) the Governing Body (GB) examined a report of the Officers on a complaint concerning non-observance by the GoB of the Labour Inspection Convention, 1947 (No. 81), the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98), submitted under article 26 of the ILO Constitution by several Workers' delegates to the 108th Session (June 2019) of the International Labour Conference.

Having considered that the complaint was receivable insofar as it met the conditions established in article 26 of the ILO Constitution, the GB requested the Director-General to forward the complaint to the GoB, inviting it to communicate its observations on the complaint by 30 January 2020, and to include this item on the agenda of the 338th Session (March 2020) of the GB, a meeting which was further postponed due to the COVID-19 pandemic. .

At its 340th Session (October–November 2020), in view of the information communicated by the GoB on the situation of freedom of association in the country and taking due note both of its commitment to continue to further improve the overall situation and to address the outstanding issues before the supervisory bodies, the GB requested the GoB to develop, with the support of the Office and of the secretariat of the Workers' _and Employers' _groups, and in full consultation with the social partners concerned, a time-bound road map of actions with tangible outcomes to address all the outstanding issues mentioned in the complaint submitted under article 26 to the 108th Session (2019) of the International Labour Conference.

At its 341st Session (March 2021), the GB took note of the progress made by the GoB with regard to the development of a time-bound road map and requested the GoB to submit the final road map for the information of the GB in June 2021. It also requested the GoB to report on progress made with the timely implementation of the road map to its 343rd Session (November 2021) and deferred the decision on further action in respect of the complaint to that session.

At its 343rd Session (November 2021), the GB took note of the road map of actions submitted by the GoB in May 2021, 3 which was developed around four priority areas. These four priority areas are:

- labour law reform;
- trade union registration;
- labour inspection and enforcement, and

- addressing acts of anti-union discrimination/unfair labour practices and violence against workers.

The rapid growth of the ready-made garment industry in Bangladesh covers approximately 4.2 million workers and provides significant employment opportunities for women. However, women tend to work at lower levels within organisational structures with limited job security. Women also regularly face discrimination, limited opportunities for freedom of association and lack of adequate social protection. Women, unfortunately, are disproportionately affected by gender-based violence and do not have adequate avenues to seek support and report incidents. Supporting women is a core focus of ILO interventions and underpins the NAP.

Implementing the National Action Plan (NAP) impacts all economic sectors of Bangladesh and involves the broader engagement of stakeholders across sectors. The EU-funded technical assistance implemented by ILO, in complementarity with interventions of other development partners, is also crucial for fully implementing the NAP.

During the EU-Bangladesh Joint Commission in October 2019, Bangladesh and the EU agreed to adopt a National Action Plan on labour rights with concrete timelines. Nine (9) key actions were identified as part of the NAP :

1. Bring Bangladesh labour laws in compliance with ILO standards on freedom of association and collective bargaining.
2. Eliminate child labour in all its forms by 2025 and its worst forms by 2021.
3. Combat violence against workers, harassment, unfair labour practices and anti-discrimination
4. Increase the success rate of application for trade union registration (paper and online)
5. Eliminate the backlog of cases at labour courts, including in the Dhaka Metropolitan Area.
6. Set up an efficient system to follow up on worker's complaints received through a helpline.
7. Provide for new labour inspectors and ensure full functionality of labour inspectorate.
8. Ensure proper work for the Remediation Coordination Cell and transition to the Industrial Safety Unit (ISU) /Ensuring close cooperation of the RCC/ISU with the RMG Sustainability Council (RSC)
9. Ratify ILO Conventions on minimum age and forced labour Protocol.

In early 2020, the Government submitted to the EU the first version of the Roadmap (the global pandemic in 2020 delayed the process after that). At the end of November 2020 and again in April 2021, the GoB submitted revised versions of the Roadmap to the EU. On 1 July 2021, the GoB proposed to the EU the final version of the Roadmap as “the NAP on the Labour Sector (2021-2026) of Bangladesh.” Currently, the implementation of the NAP comes into effect while the engagement continues between the EU and the GoB with technical inputs provided by the ILO. The Project delivered across four strategic areas, namely:

- **Strategic Area 1** - Enabling policy, legislative and institutional environment.
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Strategic Areas 1,2, and 3 contribute directly to the EU-GoB NAP on the Labour Sector of Bangladesh actions, and the fourth is cross-cutting and setting the basis for delivering sustainable training and capacity-building efforts to sustain stronger institutions of work and enterprise-level practices.

It is important to note that a key priority area is addressing acts of anti-union and unfair labour practices. It is implicit that this (and other priority work would have a gender element. Background information suggested that the focus would be on SA 3 with work around Gender-Based Violence (GBV). This would be primarily through training and also work to support MoLE with a GBV campaign.

The project is a component of a broader Labour Administration and Working Conditions (LAWC) cluster. The project is overseen by a coordinator who heads the LAWC cluster. Applying the cluster approach enables the project to coordinate and work hand-in-hand and group interventions together to minimise duplication and overlap. The cluster approach enables the combination of resources.

Purpose, Objective and Scope

The primary purpose of the IFE is for accountability and enhanced learning and management of results. The findings will be used to improve the implementation of relevant interventions in Bangladesh. The specific objectives of the final independent evaluation include:

- Provide a final assessment of the relevance of the project, the implementation modality and the results concerning the country context, the ILO Decent Work Country Program (DWCP), the United Nations Sustainable Development Cooperation Framework (UNSDCF) and the Sustainable Development Goals (SDGs);
- Provide an independent assessment of the Project's progress towards achieving the objective, outputs, and outcomes in the light of the indicators set in the logframe, and also identify unexpected results;
- Give an independent assessment of the strategies and implementation modalities chosen, the partnerships established during the implementation of the Project, the constraints, and opportunities;
- Review the efficiency of the project implementation process, comparing the results achieved with expected outputs and analysing how financial and human resources have been used;
- Examine the direct and indirect impact orientation of the project;
- Examine the prospects and long-term sustainability of the results achieved, including ownership of the project results by the different partners and the sustainability of the achievements;
- Conduct gender analysis and document the project's contribution to enhancing gender equality and non-discrimination, as well as ILO's normative mandate and social dialogue. Identify unanticipated effects of the intervention on gender equality;
- Building on the identified vital project successes, challenges, and factors hindering and promoting implementation and achievement of results, draw on lessons learned, good practices, and recommendations to help improve project performance moving forward for this project and other interventions as relevant for the EU and ILO constituencies.

3. Approach and Methodology

The final evaluation addressed the key questions detailed in the ToR (Annex 1) and the Evaluation Matrix (Annex 2) and was repeated in the inception report. The evaluation was primarily a theory based evaluation given the lack of available documents, reports and individuals to interview. Interpretation needed to be made based on the available information provided.

The methodology involved a desk review of available documents to support that collection, an initial briefing with the implementation team and evaluation manager and a series of virtual Key Informant Interviews (KIIs) with identified stakeholders. The interviews were held between 1-15 December 2023. Gender considerations were included in interviews to the extent possible and based on the information available about gender. Given the lack of documentation available and the limited focus and

understanding of gender issues, the interviews did not reveal much impact regarding gender work and its importance overall.

Key documents reviewed and consulted are included in Annex 3. Stakeholders included ILO project staff, government and constituent representatives, a donor representative and representatives from other programs. A list of people consulted is included in Annex 4. The evaluation adhered to UN Evaluation Norm and Standards and ethical safeguard guidelines.

A key challenge of the evaluation was the project's relatively small nature and stakeholders' availability. A total of 21 people were interviewed (18 men and 3 women). All interviews were conducted virtually, and two group interviews were held with DIFE and BEF. Data was triangulated following interviews and cross-referenced with the data and information contained in the completed results framework. Further clarification as sought from project staff to address any final gaps or issues.

The methodology also employed a critical reflection process with inputs received into the final report, and a stakeholder workshop is planned for the first week of February 2024..

3.1 Criteria and Questions

The inception report sought to simplify the EQ by structuring them into primary and secondary questions. All EQs were covered for this final evaluation report, but strong priority and preference were placed on the primary questions.

Table 1: Key Evaluation Questions

	Primary Questions	Secondary Questions
Relevance and Strategic Fit	<ol style="list-style-type: none"> 1.How does the project align with the priorities of national development strategies as well as those defined in the UNSDCF and the Decent Work Country Programme (DWCP) and in general the country's trajectory? 2.Did tripartite constituents and other direct beneficiaries feel sufficiently involved in the development, implementation, and monitoring of the project? If so, do these assessments vary according to the principals? 3.Do the results, outputs and activities correspond to the needs of national constituents, including Government of Bangladesh? Have they appropriated the concept and approach of the project? 	<ol style="list-style-type: none"> 1. To what extent has the project been complementary and coherent with other ILO or EU interventions in Bangladesh in general and in the target regions in particular?
Validity of design	<ol style="list-style-type: none"> 2.Is the project design logical and coherent? Is there really a causal relationship between the outputs with the expected results, and between these outcomes and the development objectives of the project? 3.Have performance indicators been clearly defined with reference and target levels, and gender-sensitive? 4.How appropriate and useful are the performance indicators described in the PMP in assessing the project's progress at outcome and output levels? Are the means of verification for the indicators appropriate? 5.Are the assumptions stated in the latest version of the ProDoc realistic? 	<ol style="list-style-type: none"> 6.Was the initial programming of activities realistic? Was it well suited to the objectives and products? 7.In view of the results achieved at this stage of implementation, was the design of the project realistic, did the project internalize the reality on the ground or did it give itself its own reality? 8.How were issues of gender, international labor standards, social dialogue, tripartism and environmental sustainability considered in the project?
Coherence	<ol style="list-style-type: none"> 9.To what extent has the programme leveraged synergies and partnerships (with other ILO programs/projects, constituents, other donors, Government, social partners, national institutions, and other UN/development agencies) to enhance the projects' effectiveness and impact? Are there any ways to make the intervention more efficient and effective? 	<ol style="list-style-type: none"> 10. What are the ways to maximize synergies and improve collaboration with these new actors?

Effectiveness	<p>11. To what extent have the project's outputs and outcomes been achieved?</p> <p>12. In which areas did the project's interventions perform best? In which areas have the project's interventions had little success? What factors contributed to success or were constraints and why? What adaptations would have been necessary to ensure that the results, if any, were achieved?</p>	
Efficiency	<p>13. Has the project had adequate resources (financial, human, temporal, expertise, etc.) and have the resources been strategically allocated to ensure the timely delivery of project activities, quality products and the achievement of project objectives?</p> <p>14. Were the resources used efficiently? Could the same results have been achieved at a lower cost? Are the quality and quantity of the products in line with the resources mobilized?</p>	<p>15. If resources are not used efficiently, what are the bottlenecks encountered?</p> <p>16. Has the project benefited from additional resources from other partners?</p>
Effectiveness of management	<p>17. Is the collaboration between the Project and the National Programme satisfactory? Has a monitoring and evaluation system been put in place? Did it work optimally?</p> <p>18. Has the project adequately involved and consulted with tripartite constituents and other direct beneficiaries in the interim planning, implementation and monitoring and evaluation phases?</p>	<p>19. To what extent has the project ensured the visibility of its actions and achievements to tripartite constituents, target groups and EU? To what extent has the project ensured the visibility in its actions?</p> <p>20. Has the project received sufficient administrative, programmatic, technical and - if necessary - political support?</p>
Impact and Sustainability	<p>21. Are there any of the project results that had been institutionalized by the government and social partners?</p> <p>22. Does the project have a strategy for the sustainability of the actions? What are the foreseeable effects in general, as well as on the target groups targeted by its activities?</p>	<p>23. To what extent have sustainability considerations been considered in the execution of project activities? Have the capacities of the implementing partners been sufficiently strengthened to ensure the sustainability of their entrepreneurship training offers beyond the project implementation period? What are the actions carried out by the national partners for sustainability, including the Steering Committee and the operational bodies?</p>
Cross-cutting issues	<p>24. To what extent has the project considered, as it is implemented, other cross-cutting dimensions of decent work such as gender equality, tripartism, environmental sustainability and specific international standards in the field of labour legislation, administration, and labour relations?</p>	

4. Limitations

All evaluations and reviews have limitations in terms of time and resources. Some limitations of this evaluation were:

- **Time and Resources:** the rigour of the data gathering analysis was constrained by the time available. The evaluator was only able to meet with some key stakeholders. A final completed results framework was provided very late in the data collection process.
- **Remote Working:** Given timing constraints, the evaluator did not travel to Bangladesh. Some of the interviews took time to schedule and ensure attendance.
- **Lack of Documentation:** The project has generated limited technical deliverables and reports which impeded the ability to make sound judgements and to analyse stated results.

- **Judgements:** the time limitations mean that professional judgements needed to be employed to interpret stakeholder perspectives and final results detailed in reports and the results framework.
- **Attribution:** The programme operates in a fluid and dynamic environment, and many factors influence performance and operational efficiency. Defining and identifying specific areas of attribution was challenging.

5. Main Findings

The following sections provide key findings and analysis against the ToR and Evaluation Matrix. The findings also lead to critical learnings, good practices, a series of practical recommendations and guidance for consideration by stakeholders.

5.1 Relevance and Strategic Fit

EQ 1: How does the project align with the priorities of national development strategies and those defined in the UNSDCF and the Decent Work Country Programme (DWCP) and, in general, the country's trajectory?

The project is aligned key national development frameworks, including (i) the 8th five-year plan of the Government of Bangladesh (2021 – 2025), (ii) the Outline perspective plan of Bangladesh 2021-2041, (iii) the National Skills Development Policy (NSDP) 2020; (iv) the National Jobs Strategy; and (v) the National child labour elimination policy (2012-2025).

The ILO in Bangladesh has been working together in a new, coherent way to support the government in implementing the SDGs and to enhance the development impact in priority areas. Labour standards and employment are key priority areas. The work areas enabled the project to contribute directly to the UNSDCF (2021-2025).

The project also directly contributed to the achievement of the following priorities of the DWCP Bangladesh (2022 - 2026) through the following priority outcomes: (i) Country Priority 1 - Effective employment policies to enhance employability through skill development including for green growth; (ii) Country Priority 2 - Promotion of safe and clean working environment for all workers and in compliance with core international labour standards; and (iii) Country Priority 3 - Promotion of fundamental principles and rights at work through social dialogue and Tripartism.

EQ2: Did tripartite constituents and other direct beneficiaries feel sufficiently involved in the project's development, implementation, and monitoring? If so, do these assessments vary according to the principals?

Consultations with counterparts through KIIs indicate strong partnership and engagement with the ILO. However, constituents were often not aware of the specific details of the project. Instead, perception focused on ILO support as a whole rather than specific components of the project and the source of donor support. Constituents were not heavily involved in monitoring activities and tended to rely on the support of the ILO Country Office (CO) to complete relevant reports and associated documentation.

EQ3: Do the results, outputs, and activities correspond to the needs of national constituents, including the Government of Bangladesh? Have they appropriated the concept and approach of the project?

The project supported critical interventions across priority areas. The Project was structured around four Strategic Areas (SA): (i) Enabling policy, legislative and institutional environment; (ii) credible labour administration institutions; (iii) adequate and effective protection at work for all; and (iv) inclusive decent work and sustainable and competitive enterprises. Work in labour law reform, trade union registration and labour inspections are priority work areas for the ILO and its constituents as evidenced by this project and subsequent investment under the LAWC cluster.. The project continued to support these areas through targeted assistance (i.e. support to specific activities and work under the SAs). Constituents indicated the need for ongoing support, particularly concerning labour law reform and promoting non-

violence at work. Ultimately, the project contributed substantially to assisting the GoB's progress towards achieving the conditions, agreements, and requirements of the NAP.

EQ 4: To what extent has the project been complementary and coherent with other ILO or EU interventions in Bangladesh and the target regions?

The project could be viewed as a “pilot project” in that the work across priority areas has continued into more significant investments and programmes with funding support from the Team Europe Initiative (TEI)¹ and the United States Agency for International Development (USAID).

The project also complemented the support provided by and in coordination with previous and existing ILO interventions, such as the Social Dialogue and Industrial Relations project (Sweden and Denmark), the RMGP Phase 2 (multidoor, including The Netherlands), the Child Labour Programme (UK) and (iv) DG Trade Project (EU DG Trade) Global Trade for Decent Work project. Technical staff worked flexibly across interventions, which presented some flexibility but created challenges regarding visibility and accountability. These points are discussed further in the management section. Table 1 below summarises the alignment of these projects to the EU Roadmap.

Table 1: Project Alignment to the EU Roadmap and National Action Plan

EU Roadmap Actions	SDIR Project	RMGP 2 Project	Child labour Project	DG Trade Project
1. Bring Bangladesh labour laws in compliance with ILO standards on freedom of association and collective bargaining				
2. Eliminate child labour in all its forms by 2025 and its worst forms by 2021				
3. Combat violence against workers, harassment, unfair labour practices and anti-discrimination				
4. Increase the success rate of application for trade union registration (paper and online)				
5. Eliminate the backlog of cases at labour courts, including in the Dhaka Metropolitan Area				
6. Set up an efficient system to follow-up on worker’s complaints received through helpline				
7. Provide for new labour inspectors and ensure full functionality of labour inspectorate				
8. Ensure proper work for the Remediation Coordination Cell and transition to Industrial Safety Unit (ISU) /Ensuring close cooperation of the RCC/ISU with the RMG Sustainability Council (RSC)				
9. Ratify ILO Conventions on minimum age and forced labour Protocol				

The project is also closely aligned with other EU initiatives, including (i). Better Work Flagship Programme Stage IV (INTPA);) and (ii) Trade for Decent Work (DG Trade).

Overall the project does align with ILO interventions under the LAWC cluster. Given the pilot nature of the work, key findings, results and lessons have been used to inform these larger interventions that will

¹ The Team Europe approach enables partner countries to pool resources and expertise to deliver more effective and impactful programmes. Team Europe consists of the European Union, EU Member States — including their implementing agencies and public development banks — and the European Investment Bank (EIB) and the European Bank for Reconstruction and Development (EBRD). Team Europe was initially implemented to ensure a coordinated and comprehensive response between the EU and its Member States to the COVID-19 pandemic and its consequences. Team Europe Initiatives (‘TEIs’) focus on identifying critical priorities that constrain development in a given country or region, where a coordinated and coherent effort by ‘Team Europe’ would ensure results with a transformative impact.

continue to be supported by TEI and USAID. Consultations with the EU indicate that the project aligns somewhat with their other interventions but the project could have had better visibility to promote EU engagement and investment.

5.2 Validity of the Design

EQ 5: Is the project design logical and coherent? Is there a causal relationship between the outputs and the expected results and between these outcomes and the development objectives of the project?

The project had a clear and logical design. The structuring of interventions around four SAs was a positive and proactive step that helped provide an operating framework under which the project could operate. The Description of Action (referred to as the ProDoc for consistency) contained a well-defined Theory of Change (ToC) narrative that helped explain how interventions would be structured and what results were anticipated. A ToC diagram would have allowed visibility, better utilisation, and understanding of how work would be implemented across the four SAs.

An area for improvement would have been to better define expected end results given the relatively short timeframe for implementation. In other words, the project logic and results framework could have contained more realistic desired results and outcomes and prioritised interventions under these. A common finding across ILO interventions is the sheer number of activities and work under interventions with either a short timeframe or a relatively small budget. The scattering of activities across SAs does ensure coverage and equity in access but can also potentially dilute expected results and outcomes.

EQ 6: Are performance indicators clearly defined with reference and target levels and gender-sensitive?

Indicators are defined for each outcome, and output and targets have also been described. As indicated above, the number of performance indicators could be streamlined to focus more on strategic results and deliverables. Some performance indicators are low-level and process-oriented rather than measures that indicate a change in something. Another consideration would be ensuring that outcomes, outputs, and indicators are timebound. This is important, particularly for outcomes, as it is hard to identify when results are expected to be realised and achieved. This approach also promotes an increased degree of accountability and transparency.

EQ 7: How appropriate and valuable are the performance indicators described in the PMP in assessing the project's progress at outcome and output levels? Are the means of verification for the indicators appropriate?

A Project Management Plan (PMP) was not provided during the desk review. A results framework was included in the progress report provided. As mentioned above, most performance indicators are suitable and appropriate, but improvements should be made. More effort could have been made in the results framework to capture more gender related information, above and beyond simple calculation of training participation.

EQ 8 Are the assumptions in the latest ProDoc version realistic?

Assumptions could have been better articulated in the ProDoc. That said, the content within the ToC is sound and a solid attempt to ensure assumptions are contained within the logic and are considered. For improvement in the future, it could be a better “unpacking of assumptions” to consider what impact assumptions will have not only on implementation and management arrangements but also on the final result and outcome. The application of context monitoring (whereby the project assesses changes in the political, economic and social context that influence project results), would be another positive approach, enabling assumptions to be measured and assessed. It would also help with reporting as it would contribute to the narrative around why results have, and in some cases, not been achieved.

EQ 9: Was the initial programming of activities realistic? Was it well suited to the objectives and products?

The project had an ambitious scope given the available budget and timeframe. As part of broader planning, the ILO CO should take a more holistic view of the plan, clearly outline general, long-term objectives and outcomes, and then aim to structure projects to achieve specific deliverables and results. Currently, many interventions focus on the same areas with no differentiation of work and target groups. This leads to confusion and potential duplication. A more appropriate approach would be to have a broader framework that established a framework for engagement. The project could then address “elements of the narrative”. This would ensure visibility and provide a high degree of accountability and transparency and would also help donors better understand interventions and have a higher degree of confidence that projects are meeting expectations and delivering results.

EQ 10: In view of the results achieved at this stage of implementation, was the project's design realistic, did the project internalise the reality on the ground, or did it give itself its own reality?

The project has made a substantial contribution to broad range of work as outlined in the ProDoc and the results framework. The updated results framework does indicate solid progress against defined metrics. As previously shown, the design was ambitious. While the project focused on priority core work areas, it tended to follow standard ILO approaches and work (i.e. technical assistance, papers, and training). The challenge is that results tend to focus on outputs without an accurate analysis of progress towards and achievement of outcomes. This leads to projects being designed and implemented that fit the agenda of the ILO rather than making wholesale assessments to expected results. In other words, the project tends to focus tried and tested approaches that focus on activities and outputs and deliverables without a clear strategy or approach to assess broader change and influence.

EQ 11 How were issues of gender, international labour standards, social dialogue, tripartism and environmental sustainability considered in the project?

These issues could have been better reflected and detailed in the ProDoc. Often, these issues are inherently integrated within broader portfolios of work (i.e. labour standards and social dialogue), but it is still essential to ensure they are addressed and discussed. Reference to gender is included but is often limited to participation rates for women in training. There does need to be a more concerted effort as to how women will benefit from interventions. Simply aiming for greater participation rates in training undermines the importance of gender and overlooks its significance as a core component of work. One possible solution is to have a targeted GEDSI strategy in place. A GEDSI strategy has been developed for the LAWC cluster as a whole. However, it is an important lesson that all interventions need to be covered under cluster-wide or programme-wide strategies.

5.3 Coherence

EQ 12: To what extent has the programme leveraged synergies and partnerships (with other ILO programs/projects, constituents, donors, Government, social partners, national institutions, and other UN/development agencies) to enhance the projects' effectiveness and impact? Are there any ways to make the intervention more efficient and effective?

As indicated in the relevant section, the project aligned very well with other ILO-supported interventions and the work of the EU. However, the project needed to maintain high visibility given the structuring of personnel and focus. The impression is that the ILO was supporting a range of initiatives simultaneously that had the potential to duplicate and overlap. This reinforces the importance and need for a broad overarching strategy and narrative that then structures projects and interventions to focus on specific elements. For example, the project could focus on one or two priority areas rather than labour laws, institutional reform, and inspections. Spreading work across multiple interventions and stakeholders could be a better development practice. The better approach would be to define expected outcomes and then position projects and interventions to focus on one outcome. This would help mobilise resources, increase visibility, and generate significant efficiencies as resources can be structured to focus on tangible results.

EQ 13: What are the ways to maximise synergies and improve collaboration with these new actors?

The strategy outlined in the preceding question is a simple and proactive way to increase synergy and maximise effectiveness. The other alternative is to jointly engage with donors around their priorities and seek to design interventions that demonstrate a high degree of alignment. This is not to suggest this does not happen now, but it promotes better practices and helps engage donors to ensure projects meet not only the requirements of the government and constituents but also that they reflect donor needs and requirements.

The Project has engaged with tripartite constituents as well as non-traditional partners within the GoB as well as CSOs and academia. This includes working in the area of labour judiciary with Ministry of Law, Justice and Parliamentary Affairs. It also means supporting a growing partnership with Bangladesh Export Processing Zones Authority, as well as working with other CSOs e.g. BLAST, BRAC etc. while these new relationships are welcomed, there is little evidence to suggest that they have had a significant influence. Work tends to gravitate towards those tripartite partners where relationships are strongest and deepest.

5.4 Effectiveness

EQ 14: To what extent have the project's outputs and outcomes been achieved?

The project has achieved and made solid progress towards defined outcomes and outputs. A copy of the completed results framework is included in Annex 5. Some key highlights and achievements from the results framework are summarised below:

Impact level: The project has achieved its target of ratifying fundamental conventions in that GoB ratified all 8 fundamental conventions with the support of the project.. The ratification of all eight fundamental conventions is notable, demonstrating a solid commitment by the GoB to international labour standards. The ongoing amendment process for BLA, with political and technical consensus between the ILO and the GoB, is a positive step. This demonstrates the ability to navigate complex issues and underscores the commitment by GoB to addressing the actions as outlined in NAP and CEACR recommendations.

SA 1: Enabling policy, legislative and institutional environment: **Outcome 1** Bangladesh policy, legislative and institutional environment for decent work is strengthened. Technical and political agreement has been made between the ILO with GoB under the NAP and Roadmap to further align labour laws (i. Bangladesh Labour Act, 2006, ii. Bangladesh Labour Rules, 2015, iii. EPZ Labour Act, 2019, iv. EPZ Labour Rules, 2022) with ILS. The bill has been sent back to the Parliament for correction, creating a window of opportunity for further alignment. Also, the GoB did not pass the law in November 2023. It is a matter of timing rather than lack of political will. However, it would be essential to maintain engagement with the GoB to ensure the law is passed as a core requirement of the NAP and Roadmap. Acknowledging that the current BLA is not compliant with ILS is a crucial starting point. The project's focus on revising the BLA to align with ILS is aligned with international best practices for promoting decent work. The target of passing the BLA amendment Bill by Parliament in 2023 demonstrates a clear timeline for achieving the desired outcome. The progress made until December 2022, with the bill in process and placed with the Labour Law Review Working Group, reflects a systematic approach to legislative reforms.

The project's ability to support GoB and Social Partners to maintain a 100% on-time submission rate for CEACR reporting obligations has been a success. The commitment to address minor delays indicates a commitment to continuous improvement. The adaptive approach to refining processes based on lessons learned would be helpful to contribute to the project's overall success. Although the quantitative metric of on-time submission is crucial, including qualitative aspects, such as the content quality of the reports, stakeholder feedback, or any challenges encountered, would provide a more comprehensive evaluation of the reporting process.

The results framework indicates that 50% of Bangladesh Employer Federation (BEF), Bangladesh Garment Manufacturers and Exporters Association (BGMEA), and Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA) staff have improved capacity in legislative updates. However, there needs to be more accurate information or data to support how these changes are being applied. The diversity and variety in training topics indicates a holistic approach to capacity building, addressing different aspects relevant to employer (and workers') organisations. However, it would be beneficial to include quantitative metrics such as the number of workshops conducted, the duration of training, and the specific topics covered. This would provide a clearer picture of the extent of capacity building.

SA 2: Credible labour administration institutions: **Outcome 2** - Their credibility is enhanced, and their action is based on social dialogue and tripartism. Tentative steps have been made to strengthen institutional work and response, particularly through the establishment of the case management system and strengthening approaches to complaints. . However, without a clear definition of what “success looks like”, it is hard to assess this outcome's achievement fully. It is clear that some work has occurred, but there is no accurate assessment of change. The lack of targets at the outcome level is concerning.

The Department of Inspection for Factories and Establishments (DIFE) established a committee with a focus on the strategic targeting of labour inspection activities through data analysis. The committee analysed data to identify specific areas or industries where labour inspection support will be required. However, interviews acknowledged that the committee faced challenges due to the absence of DIFE's inspector general is a good assessment. However, a more detailed exploration of the committee's difficulties and strategies to overcome them could provide valuable insights into the project dynamics.

The project has demonstrated positive steps in coordination between DIFE and RSC, commitment to remediation activities, and recognition of DIFE's overall mandate. However, addressing the lack of factory transfers, providing more details on the coordination mechanism, and emphasising communication strategies would contribute to a more comprehensive evaluation.

The project had sought to establish a Case Management System (CMS). The CMS is an online application system designed to assist courts in managing case-related activities efficiently. It aims to streamline and automate various aspects of the court process by improving the overall efficiency, transparency, and accessibility. It will allow for (i) tracking of cases, including the next dates of hearing, (ii) an easily available database of cases, and (iii) Tracking the progress of cases through different stages of the legal process. While the extent to which it will be automated is still a question, modern-day case management systems also include provisions of Electronic Filing, scheduling and calendaring, and sending automated reminders to parties, lawyers, and judges. The system can also be integrated with external systems such as law enforcement databases, e-filing platforms, and other government databases, e.g. arbitration, conciliation database. The delay in introducing the CMS until the beginning of 2024 is a concern (mainly when the project is complete in December 2023). Understanding the reasons behind the delay and whether measures are in place to address disputes during this period would provide a more nuanced evaluation.

The success of the helpline depends not only on the technology but also on the skills and awareness of the operators. The planned training sessions and awareness campaigns are crucial. Regular assessments of the impact of training on operator efficiency and user awareness should be part of the project's ongoing strategy.

The formal establishment of the Industrial Safety Unit (ISU) with a dedicated office order is a significant achievement. This indicates a concrete step towards ensuring industrial safety within the framework of DIFE.

The Standard Operating Procedure for arbitration has yet to be developed, indicating a delay in achieving the target. It's essential to assess the reasons behind this delay and take necessary actions to expedite the development process or lesson learned for the next project.

SA 3: Adequate and effective protection at work for all: **Outcome 3** – Improved protection and safer working conditions. MoLE has updated the hazardous child labour list. The project engaged in high level lobbying and advocacy with the revised list being prepared in December 2021, which was later gazetted and published in April 2022. A National Child Labour Survey Report was Published in 2022. BBS conducted establishment-based sector-wise survey for 5 hazardous sectors namely 1) Dry fish production, 2) informal/local tailoring and clothing 3) manufacturing of leather footwear 4) automobile workshop and 5) Welding work, for detail assessment on the situation of CL (Child Labour). While this is a positive achievement, the indicator does not reflect the outcome statement. It is more output-focused than assessing the change. A better measure would have been on how the list is being applied and if there are improvements in participating sectors.

However, the results framework suggests that there hasn't been any additional work in the intervening reporting period. It remained the same between the two timelines. However, ensuring the updated hazardous child labour list is effectively disseminated to relevant stakeholders, including employers, workers, and enforcement agencies, is important. Clear communication is essential for the practical implementation of the list.

Completing the establishment based sector wise survey and joint reviews is a positive step toward understanding and addressing child labour. The results framework mentions action reviews of hazardous sectors as an indicator, but it needs more clarity on what these action reviews entail. There is a need for more explicit information on the nature of the reviews, the criteria used, and the subsequent actions taken based on these reviews. A separate full report will be helpful for a final assessment.

SA 4: Inclusive decent work and sustainable and competitive enterprises. **Outcome 4** - Inclusive decent work for sustainable and competitive enterprises is promoted. Two new initiatives were launched to build the capacity of tripartite stakeholders to play an active role in workplace compliance for sustainable, gender-responsive and strategic management system development. Introducing new initiatives and partnerships demonstrates positive momentum in promoting inclusive, decent work. To enhance effectiveness, it should focus on gender inclusivity, the development of clear performance metrics, and continuous monitoring because it will be instrumental in achieving sustained improvements in workplace compliance. Two key interventions of note include:

- Implementation Agreements with BGMEA and BKMEA for Enterprise Level engagement for Learning and Capacity Development activities. 24 Industry Associates (2 females) commenced training as part of the mandate to improve overall compliance in RMG and beyond.
- Institutional Capacity Development with BEPZA will provide Training of Trainers (ToTs) on thematic areas, including Grievance Mechanism, Occupational Safety and Health (OSH), and Facilitation Skills. Sixty-seven officials from BEPZA were provided with TOT on topics including Grievance Mechanism, OSH, and Facilitation Skills.

The achievement of 52% female representation among the ToT for gender equality and elimination of violence and harassment in the workplace demonstrates a commitment to gender inclusivity. This is a positive step toward fostering diversity in capacity-building initiatives. The suggestion is to develop mechanisms for tracking and assessing the application of the skills and knowledge acquired by master trainers in their respective roles. This could involve regular feedback sessions, case studies, or practical assessments to ensure the effective utilisation of the training.

The significant decrease in the number of participants raises concerns about the reach and effectiveness of the capacity-building initiatives. So, to understand the reasons for this drastic reduction is crucial for course correction.

EQ15: In which areas did the project's interventions perform best? In which areas have the project's interventions had little success?

The project contributed to ongoing dialogue around labour law, which resulted in the revised BLA being tabled for final approval by the GoB. Work around Outcome 4 was also productive, but several interventions have yet to progress. These include the Learning Hub and the Department of Employment within MoLE. Two significant investments require greater visibility in the log frame and overall reporting.

Outcome 2 could have been more effective, but the outcome and associated work needs to be defined better. Institutional credibility is extremely difficult to assess, and the indicators for the result do not measure changes in “credibility.”

Overall, the project was very ambitious for what was to be an 18-month implementation period with no designated team in place.

EQ 15: What factors contributed to success or were constraints and why? What adaptations would have been necessary to ensure that the results, if any, were achieved?

Solid relationships with counterparts (primarily tripartite) and a mandate to work were critical success areas.

Key constraints were: (i) the project has far too many indicators and appears to have been designed in a rushed manner without much thought given to the overall logic and how work would be achieved; (ii) the project required more dedicated human resources; (iii) by bringing in specialists to specific components of work meant that silos existed as specialists focused solely on their work. The alternative would be to have a designated team or at least a small core group of specialists to oversee and coordinate work.

Key adaptations would be to have one designated manager available to coordinate other specialists' work. Another critical adaptation would be a robust M&E system focusing less on numerous outputs and indicators and designing targeted approaches that add value.

5.5 Efficiency

EQ 16: Has the project had adequate resources (financial, human, temporal, expertise, etc.) and have the resources been strategically allocated to ensure the timely delivery of project activities, quality products and the achievement of project objectives?

To assess this EQ, the report applied a Value for Money (VfM) approach that sought to determine the extent to which the project was managed in terms of management decisions, management of risk, and engagement in monitoring project activities/outputs to ensure the best possible outcomes. Consultations indicate that the project needed more human resources to implement the scope of work. There needed to be a designated team to drive implementation, and management and technical specialists were brought in from other projects.

The project had an NCE for six months. The NCE was likely arranged as work components were incomplete. The use of technical specialists from other projects might be effective, but there is a risk that timelines are delayed given their work commitments on existing activities.

The need for overall reporting is also a concern. The finalisation of the results framework only occurred at the last minute. The project only had one progress report, which could have provided more details on finances and efficiency. As of the end of 2022, a total of USD 222,583 was spent out of the total allocated budget of USD 222,634, and the delivery rate was 99% of the total budget. The project budget for 2022

was \$ 222,583, mainly attributed to the project's routine technical and administrative activity. This result indicates a lack of expenditure on technical elements. No further budget information has been provided.

EQ 17: Were the resources used efficiently? Could the same results have been achieved at a lower cost? Are the quality and quantity of the products in line with the resources mobilised?

Assessing this EQ requires updated and finalised budget information. Evidence suggests that the project did expend the budget, and results have been delivered. The main concern is not the funding available to implement the project but rather the number of activities implemented under the project. The project could have achieved more results if it had focused on specific interventions. This would have also ensured budget and resource allocations were more targeted and focused on particular areas.

The lack of M&E around specific outcomes was problematic. The focus on simple indicator reporting meant limited attention was provided to the “quality” of technical deliverables and results and how these were applied for broader change.

EQ 18: If resources are not used efficiently, what bottlenecks are encountered?

The main bottlenecks were a project design and associated M&E framework that did not assess the quality of work or focus efforts at the outcome level. Spreading resources across work areas and constituents may promote a degree of equity, but it could be more efficient. Targeting interventions is critical and would help structure projects and interventions focus on priority areas. The lessons from this process have been documented as part of evaluability assessments for the TEI and PROSHAR interventions, which flow on from the results of this project.

EQ 19: Has the project benefited from additional resources from other partners?

There is no evidence that the project has received support from other partners. The only honest assessment that can be made is that the project benefited from using technical specialists from other projects.

5.6 Effectiveness of Management

EQ 20: Is the Project and the National Programme collaboration satisfactory? Has a monitoring and evaluation system been put in place? Did it work optimally?

There is a clear link between the project and the other interventions supported under LAWC. Ideally, an overarching strategy would better reflect the integrated nature of the project and the programme overall. The ProDoc does provide some guidance and linkages with the other projects. Still, there needs to be more analysis and outline of how the interventions complement each other and how resources are to be prioritised and shared.

The project does have an M&E results framework but does not appear to be updated regularly. Compounding the situation is the need for overall reporting. The project has had one progress report, and a completion report still needs to be prepared. This may have been agreed with the donor; however, it indicates that the system is not fully functional. Evidence from the results framework suggests that information has been updated (i.e. training reports), but the final results framework was finalised with consultations and individual inputs. The lack of other evaluation work suggests the project focused solely on reporting against indicators and targets.

EQ 21: Has the project adequately involved and consulted with tripartite constituents and other direct beneficiaries in the interim planning, implementation, monitoring, and evaluation phases?

Constituents indicate that they were consulted and are engaged, but the extent of involvement in planning, monitoring, and evaluating arrangements is unclear. Evidence suggests that the ILO leads and conducts relevant inputs and reporting. Partners are not fully engaged but are recipients of the support.

The project was meant to establish a tripartite Project Advisory Committee (PAC) that would engage and support the staff of MoLE, ILO and EU. It also needs to be clarified if this body was functional and if it met. No partners have indicated their involvement in the PAC.

EQ 22: To what extent has the project ensured the visibility of its actions and achievements to tripartite constituents, target groups and the EU? To what extent has the project provided visibility in its actions?

The project remains relatively invisible to constituents. The ILO office refers to the project as the “EU One” project, but this is relatively unknown to constituents. Interviewed social partners know ILO support but have limited visibility of where the funding is being sourced from or the broader nature and scope of work. Compounding the problem is that the project has no defined team. The coordinator role is a senior member of the ILO office involved with a wide range of activities. Technical staff are brought in to work on specific interventions. The result is that there is no direct accountability or responsibility for project deliverables and quality of work. The M&E officer is also involved in other projects and is not designated solely to support M&E efforts. However, it is noted that the project does operate as a component of the (LAWC cluster which provides some flexibility to utilise staff across interventions.

The result is that while the project provides important support, it must be visible. Like other projects under the national program, the work and function of the project should be clearly defined. The broad scope of activities and works means they are merged and combined with other work (i.e. labour law reform, institutional support). As indicated earlier, the project should have been designed to focus on one or two priorities that enabled it to be differentiated from other interventions.

EQ 23: Has the project received sufficient administrative, programmatic, technical and – if necessary – political support?

As indicated above, the need for a designated technical and management team has meant the project is under-resourced. This may have generated some cost efficiencies, but it isn't good practice. There should have been more “hands-on” technical coordination with the time and capacity to support and coordinate efforts. A small team would have assisted with better visibility and could have coordinated efforts in a more concerted and structured manner. The lack of visibility also impacts the ability to work with and influence political engagement.

5.7 Impact and Sustainability

EQ 24: Are there any of the project results that had been institutionalised by the government and social partners?

It is difficult to answer this question given the project's focus, its “pilot nature”, and its merging and combination of work with other interventions and projects. There is some evidence of work being adopted by MoLE. Specific examples include the acceptance of some revisions to the labour law (even though the formal law has yet to be passed), acceptance of changes required to comply with Convention No. 138 on minimum age in work and Protocol 29 on forced labour.

Consultations with partners indicate that the project could be more sustainable as more work is required, particularly around capacity building and training. Evidence suggests that there is a significant amount of work to support trade unions and their work to comply with registration requirements, identify strategies to help workers better, and engage more productively with the GoB and employer organisations.

EQ 25: Does the project have a strategy for the sustainability of the actions? What are the foreseeable effects in general and on the target groups targeted by its activities?

It is not evidently clear if the project highly emphasised sustainability given the “pilot nature” of work. It would have been helpful to have a clear transition strategy to position for work to transfer to the newly funded TEI and PROSHAR projects. A simple approach could have been to strengthen the M&E arrangements for the project to assess longer-term changes and overall contributions to longer-term outcomes. The output and process nature of work demonstrates that work is ongoing. However, without

a defined endpoint, it is hard to assess if the project has had an impact, let alone supported sustainable actions.

The reliance on results frameworks and indicators does not help promote sustainability. Alternative M&E approaches should be considered to help provide a more comprehensive body of evidence to demonstrate change. Options for consideration include (i) surveys and performance assessments of institutional change at specific work unit levels, (ii) individual case studies and performance stories of participants in training, and (iii) broader thematic studies on labour law reform and industrial safety considerations. More than simply relying on results frameworks is required.

EQ 26: To what extent have sustainability considerations been considered in executing project activities? Have the capacities of the implementing partners been sufficiently strengthened to ensure the sustainability of their entrepreneurship training offers beyond the project implementation period? What actions are carried out by the national partners for sustainability, including the Steering Committee and the operational bodies?

As indicated above, there is limited evidence to suggest that there have been longer-term changes due to work. The work results indicate satisfaction with training (please refer to Annex 5 for detailed data on satisfaction with individual training events) , but more is needed to demonstrate change. Capacity has been strengthened, but it is hard to quantify this. Evidence from interviews suggests that training is welcomed but that more is required. This is an ineffective approach. More robust efforts must be employed to assess change and demonstrate progress towards a defined endpoint.

It also needs to be clarified how partners are applying the results of capacity building. This is also challenged by partners needing to be fully aware of the project, its source of funding and its overall goals. Partners tend to refer to “ongoing ILO support” but have limited visibility of individual projects, their timeframes, and the expected end results.

5.8 Cross-Cutting Issues

EQ 27: To what extent has the project considered, as it is implemented, other cross-cutting dimensions of decent work, such as gender equality, tripartism, environmental sustainability and specific international standards in labour legislation, administration, and labour relations?

These issues could have been better reflected and detailed in the ProDoc. Often, these theses are inherently integrated within broader portfolios of work (i.e. labour standards and social dialogue), but it is still essential to ensure they are addressed and discussed. Reference to gender is included but is often limited to participation rates for women in training. There does need to be a more concerted effort as to how women will benefit from interventions. Simply aiming for greater participation rates in training undermines the importance of gender and overlooks its significance as a core component of work.

Despite the challenges above, the project has made solid gains to engage women and support capacity development around labour inspections. Interviews with DIFE indicate that 82 women are now working as labour inspectors (the number was 2 in 2014). An important outcome is that the GoB has plans to rapidly scale up the number of labour inspectors (including women). A total of 575 inspectors are envisaged (the number was 50 in 2014). Recruitment plans indicate a total of 50 new inspectors to be recruited each year with a target rate of 30% being female).

Broader work in revisions to the labour law and strengthening of trade union representation indicate that there is a more concerted effort to mainstream gender concerns and considerations. These actions are long-term in nature and immediate results are not entirely clear through the EU One project but targeted efforts have been embedded and operationalised as part of the LAWC as a whole with a specific focus on the TEI and USAID funded interventions.

6 Conclusions

The project has made some progress towards the delivery of key results. However, the rushed nature of the design meant inadequate time was provided to carefully map out and plan a targeted and structured intervention that would integrate and work with other projects while also establishing a foundation to test a range of “pilot initiatives” to feed into broader programs.

The lack of management, technical oversight, and responsibility was a significant problem that should have been addressed. Without adequate management representation, there was no one to drive the process and accept overall work responsibility. This led to siloed approaches whereby technical specialists were brought in to do specific tasks and activities without overall responsibility. This led to the projected needing more visibility. Partners and constituents were primarily unaware of the project being funded by the EU and how the project supported other interventions.

The project also needed to strengthen its M&E arrangements, mainly reporting. Reporting was limited and often did not adequately summarise progress and address shortfalls in implementation. It is also a missed opportunity to promote greater visibility. The project had the potential to be quite strategic as it transitioned into what is now TEI and PROSHAR. The overarching narrative of how projects are integrated and support each other is another key finding that needs to be considered for the ILO CO going forward.

7 Recommendations, Lessons Learned and Good Practices

The project has implemented good practices and identified key lessons learned. A summary of good practices and lessons is provided in this section. A more detailed assessment following ILO standards is included in Annex 6. Good practices include:

- The ongoing amendment process for BLA, with political and technical consensus between the ILO and the GoB, is a positive step. The process employed demonstrates an ability to navigate complex issues and underscores the commitment to addressing key concerns outlined in NAP and CEACR recommendations.

Key Lessons include:

- **Key Lesson 1:** To enhance the M&E process, regular updates on the progress of legislative amendments, consultations, and ratifications should be documented and communicated transparently to all relevant stakeholders. In addition, feedback mechanisms should be established to incorporate constituents' input and adapt strategies as needed.
- **Key Lesson 2:** The target of passing the BLA amendment Bill by Parliament in 2023 demonstrates a clear timeline for achieving the desired outcome. The progress made until December 2022, with the bill in process and placed with the Labour Law Review Working Group, reflects a systematic approach to legislative reforms. The bill being sent back to Parliament for correction creates a window of opportunity for further alignment, which might be a strategic advantage. This period can be leveraged to address gaps and enhance the alignment with ILS. It's essential to capitalise on time effectively.
- **Key Lesson 3:** While the results highlight the activities and topics covered, it would be beneficial to include metrics or qualitative insights on how the capacity-building initiatives have translated into improved practices or contributions from worker organisations in relevant processes.

The project has also experienced challenges across the three phases. Key challenges have been identified following a document review of progress reports and reconfirmed during interviews. Significant challenges include:

- While the training results highlight high satisfaction, it would be beneficial to include metrics or qualitative insights on how the capacity-building initiatives have translated into improved practices or contributions from worker organisations in relevant processes. In other words, an assessment of how training has contributed to institutional change and reform.
- Reporting indicates that committees still need to develop action plans for labour law reform, which is a potential gap. Action plans at the committee level are essential for guiding activities, ensuring accountability, and achieving the intended outcomes. Future initiatives should address this gap to enhance the effectiveness of labour law reform efforts.
- While the technical notes are a valuable output, ensuring a robust validation process involving relevant stakeholders is essential. Reporting needs to provide details on how the gap analysis findings will be validated. It would be beneficial to outline how the results of the gap analysis and technical notes will be practically implemented. Understanding the intended impact and how the recommendations will translate into action is crucial for the success of the alignment efforts. Reporting lacks specific details on the validation process of the BLA revision task team's action plan. Including more information on how the process was conducted, who was involved, and any feedback received would provide a more comprehensive understanding of the project's achievement.
- The lack of baseline data for some indicators presents some challenges. More effort is required to identify baselines (even if it is an assessment or use of secondary data).

8 Recommendations

This section details key recommendations for the evaluation. Key recommendations include:

Recommendation 1: The project should have developed an overarching narrative to demonstrate how it contributes to longer-term priorities and differentiates itself from other ILO interventions. This is a suggestion for future reference, particularly as the ILO CO moves towards a cluster approach for projects and programmes.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Medium

Recommendation 2: Future projects should have a small, designated team of management and technical specialists devoted to implementation. Using specialists from other projects does not promote ownership of results and has implications for transparency and accountability. While resources may be saved, it is not beneficial for the donor and constituents as there is no key reference point for engagement.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Medium

Recommendation 3: Future projects should employ different approaches to support M&E. Using logframes and results frameworks focuses on the simple achievement of indicators, which often overlook the importance of outcomes and progression towards longer-term change. M&E should be strengthened to collect additional evidence, particularly of changes in work practices and broader institutional reforms.

Responsible Unit(s)	Priority	Time Implications	Resource Implications

ILO CO	High	Short	Medium
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Recommendation 4: Project interventions should focus on priority areas with strong political will and engagement. Simply funding projects and interventions that comply with the mandate of the ILO are only sometimes sustainable. Work should focus on areas where the government is willing to make changes, invest their funding and engage in a way that benefits employers and workers.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Medium

Recommendation 5: Performance indicators should be limited to priority statements that measure and assess change. Significant numbers of indicators do not support the narrative of change. Also, baselines should be established for all indicators and targets where possible. If a baseline cannot be determined, then the intervention should be questioned.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Medium

Recommendation 6: GEDSI strategies, targets and intervention should have high priority and visibility. Concerted efforts need to be employed to ensure GEDSI interventions are clear documented and supported and associated monitoring and evaluation arrangements are put in place that move beyond simple counting of participation. Evaluative efforts should be designed in a manner to capture the real impacts and outcomes of female involvement and participation.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Medium

Annex 1: Terms of Reference

Terms of Reference
Final independent Evaluation
of
Support to Implementation of National Action Plan on the Labour Sector of Bangladesh- Decent Work
For All

Key facts

Title of project being evaluated	Support to Implementation of National Action Plan on the Labour Sector of Bangladesh- Decent Work For All
Project DC Code	BGD/21/05/EUR
Project duration	January 2022- 16 December 2023 (NCE between July 2023 and 16 December 2023). (24 months)
Type of evaluation (e.g. independent, internal)	Independent
Timing of evaluation (e.g. midterm, final)	Final
Donor	European Union
Administrative Unit in the ILO responsible for administrating the project	ILO Country Office for Bangladesh (CO-Dhaka)
P&B outcome (s) under evaluation	Outcome 1, Outcome 2, Outcome 3, Outcome 5, Outcome 6, Outcome 7
SDG(s) under evaluation	SDG 1, 4, 8 and 17
Budget	USD 1,704,171

Background information

Country context

Bangladesh is one of the most densely populated countries in the world, characterized by recurring challenges related to labour market governance, labour law, and labour inspection and occupational safety and health. Resulting in weak legislative frameworks that is not in compliance with international labour standards, continued decent work deficits, e.g., limited workers' collective bargaining and voice, insufficient occupational safety, and health regulations, including compliance and enforcement. Bangladesh is also an example of an emerging market economy that has suffered from COVID-19. The drop in domestic economic activity, after the shutdown announced on March 26, 2020, led to an increase in unemployment rates.

Since 2013 following the Rana Plaza incident, Bangladesh has gone through massive legal and administrative reforms supported by practical activities to uphold labour rights and workplace safety in Bangladesh. The legal reforms included amendment of Bangladesh Labour Act (BLA), 2006 in 2013 and 2018 (November 2018); adoption of EPZ Labour Act (ELA) in February 2019; formulation of Bangladesh Labour Rules, 2015. For effective enforcement of the Bangladesh Labour Act, the Directorate of Inspection for Factories and Establishments was upgraded to the Department of Inspection for Factories and Establishments (DIFE) in January 2014 with 575 inspectors and new field level offices. The Directorate of Labour was also upgraded to the Department of Labour (DoL) with increased manpower from 712 to 921.

While such the notable progress is being made to improve the country's legal context since the Rana Plaza incident, momentum must be maintained and more needs to be done to effectively improve working conditions and labour rights at work in all sectors in Bangladesh, in line with relevant international labour standards. However, Bangladesh still lacks effective institutional mechanisms for supporting the implementation of the new legislative framework.

During the past decade, the Bangladesh economy has enjoyed continued sustained economic growth and achieved a GDP growth rate of more than 6% per annum (BER 2018). Such sustained growth of the economy will contribute towards realizing its goal of becoming a developed country by 2041. For this, Bangladesh needs to sustain this growth momentum for another two decades. Since, there is a limit to the sector-led growth, the country needs to give emphasis on ways to increase productivity.

The EU is currently the main trading partner of Bangladesh, absorbing almost half of its exports under Everything but Arms (EBA). Bangladesh remains by far the most important beneficiary of the EU's EBA arrangement. EBA has contributed to the generation of millions of employment opportunities in the ready-made garment industry. Through its Generalised Scheme of Preferences (GSP), the EU unilaterally supports developing countries to achieve sustainable development through trade. Trade preferences promote universal values of human rights, core labour standards, environmental protection, and good governance. Regulation (EU) No 978/2012 of the European Parliament and of the Council of 25 October 2012 applying a scheme of generalised tariff preferences and repealing Council Regulation (EC) No 732/2008, OJ L 303, 31.10.2012

In a high-level EU delegation meeting in Bangladesh (October 2019) the EU raised concerns with the Government of Bangladesh on both human rights and labour rights. The ILO Committee of Experts has made specific comments for further improvement, particularly in relation to implementation of ILO Conventions No 81,87 and 98. In 2019, at the 108th Session (June 2019) of the International Labour Conference, several workers' delegates submitted the complaint concerning non-observance by Bangladesh of these conventions. In 2020 at the 340th Session of the Governing Body following the observations by the Government of Bangladesh, the ILO GB (requested the GoB) to develop a time-bound roadmap of actions with tangible outcomes to address all the outstanding issues mentioned the complaint. In March 2021: 341st Session of the GB, the GoB submitted a draft outline of the roadmap of actions. In June 2021 at the 342nd Session of the ILO GB, the GoB transmitted the final roadmap of actions which was drafted under four priority areas. These four priority areas are:

- labour law reform;
- trade union registration;
- labour inspection and enforcement; and
- addressing acts of anti-union discrimination/unfair labour practices and violence against workers.

The implementation of the National Action Plan (NAP) will impact all economic sectors of Bangladesh and involve the wider engagement of stakeholders across the sectors. The EU-funded technical assistance implemented by ILO, in complementarity with interventions of other development partners, is also crucial for full implementation of the NAP.

In November 2021 at the 343rd Session of ILO GB, the GB requested the GoB to report to the GB on progress made with the timely implementation of the road map. At this session, the decision on further action in respect of the complaint will be considered.

The EU, Compact partners, ILO Supervisory mechanisms, and other stakeholders call on Bangladesh on a priority bases to attend to labour rights including the need to bring the Bangladesh Labour Act (BLA), its

implementing rules, and the Export Processing Zones (EPZ) Act and relevant rules in line with the ILO Conventions.

During the EU-Bangladesh Joint Commission in October 2019 there was agreement of Bangladesh and the EU to adopt a Roadmap on labour rights with concrete timelines.

- Bring Bangladesh labour laws in compliance with ILO standards on freedom of association and collective bargaining.
- Eliminate child labour in all its forms by 2025 and its worst forms by 2021.
- Combat violence against workers, harassment, unfair labour practices and anti-discrimination
- Increase the success rate of application for trade union registration (paper and online)
- Eliminate the backlog of cases at labour courts, including in the Dhaka Metropolitan Area
- Set up an efficient system to follow-up on worker's complaints received through helpline.
- Provide for new labour inspectors and ensure full functionality of labour inspectorate.
- Ensure proper work for the Remediation Coordination Cell and transition to Industrial Safety Unit (ISU) /Ensuring close cooperation of the RCC/ISU with the RMG Sustainability Council (RSC)
- Ratify ILO Conventions on minimum age and forced labour Protocol.

In early 2020, the Government submitted to the EU the first version of the Roadmap (the global pandemic in 2020 delayed the process thereafter). At the end of November 2020 and then again in April 2021, the Government of Bangladesh submitted revised versions of the Roadmap to the EU. On 1 July 2021, the Government submitted to the EU the final version of the Roadmap titled as “the National Action Plan (NAP) on the Labour Sector (2021-2026) of Bangladesh”. Currently, the implementation of the NAP comes into effect while the engagement continues between the EU and Government of Bangladesh with technical inputs provided by the ILO.

Project Strategy, Goals, Outcomes and Approach

The ILO Support for the Implementation of the National Action Plan & Roadmap project (The Project) is aimed at supporting the GoB in accomplishing ILO Governing Body mandated Roadmap on the Labour Sector of Bangladesh (2021-2026) and the EU-GoB National Action Plan on the Labour Sector of Bangladesh, complementing the support provided by existing ILO interventions.

The initial project duration was 18 months (January 2022- June 2023). The project has been extended to 16 December 2023.

The Project will deliver in four strategic areas, namely:

- Strategic Area 1 - Enabling policy, legislative and institutional environment.
- Strategic Area 2 - Credible labour administration institutions
- Strategic Area 3 - Adequate and effective protection at work for all
- Strategic Area 4 - Inclusive decent work and sustainable and competitive enterprises.

Strategic areas 1 to 3 contribute directly to the EU-GoB National Action Plan on the Labour Sector of Bangladesh actions and the fourth is cross-cutting and sets the basis for delivering sustainable training and capacity building efforts aimed at sustaining stronger institutions of work and enterprise level practices.

Specific outcomes and outputs under the project are as below:

- Outcome 1: Bangladesh policy, legislative and institutional environment for decent work is strengthened.

- Output 1.1: MoLE is supported on the labour law review, to ensure alignment between the BLA and ILS.
- Output 1.2: BEPZA is supported on the review of EPZ labour rules and amendment of Act.
- Output 1.3: Capacity of MoLE, workers and employers enhanced to report to the ILO Supervisory bodies.
- Output 1.4: Support provided to ratify ILO Conventions No. 138 on minimum age and P29 forced labour Protocol.
- Output 1.5: Increased institutional capacity of employer and business membership organizations.
- Output 1.6: Increased institutional capacity of workers' organizations.
- Outcome 2: Labour administration institutions credibility is enhanced, and their action is based on social dialogue and Tripartism.
- Output 2.1: An effective system is developed to follow-up on worker's complaints received through helpline.
- Output 2.2: DIFE is supported in using data to establish a result based strategic approach to labour inspection.
- Output 2.3: Agreement among all parties on the industrial safety framework in the RMG sector and beyond is facilitated and followed up.
- Output 2.4: The Department of Labour is capacitated to undertake its dispute resolution and social dialogue mandate effectively.
- Output 2.5: The labour judiciary is capacitated to provide responsive, transparent, and effective and efficient access to justice.
- Outcome 3: Improved protection and safer working conditions.
- Output 3.1: Increased capacity and understanding to protect child labourers including in worst forms.
- Output 3.2: Increased awareness and capacity to address GBV.
- Outcome 4: Inclusive decent work for sustainable and competitive enterprises is promoted.
- Output 4.1: Learning Hub scaled as an integrated vehicle for capacity building of tripartite constituents.
- Output 4.2: MOLE is supported for the establishment of a Department of Employment (DoE).
- Output 4.3: Action research/analysis undertaken of labour market needs and enterprise development.

National Project Governance Structure

The implementation of the National Action Plan (NAP) impacts all economic sectors of Bangladesh and involves the wider engagement of stakeholders across the sectors. The EU-funded technical assistance implemented by ILO, in complementarity with interventions of other development partners, is also crucial for full implementation of the NAP.

Stakeholders and Target Groups

The key stakeholders include the Government of Bangladesh (GoB), responsible for the implementation of the National Action Plan commitments, working in collaboration with employer organizations and the worker unions. The ILO works with the Ministry of Labour and Employment (MoLE) in providing support in relation to implementing the actions agreed to. There are various authorities and agencies responsible for labour administration in Bangladesh, under the administrative control of MoLE. In addition, the ILO

also works with the National Skills Development Authority (NSDA), established under Prime Minister's Office through the Act No. XLV of 2018.

To deliver the key project activities, the ILO works together with the following main implementing agencies under the administrative control of MoLE and Prime Ministers Directorate: (i) Department of Labour (DoL), (ii) Department of Inspection for Factories and Establishments (DIFE), (iii) Labour Court/Labour Appellate tribunal, and (iv) National Skills Development Authority (NSDA). In addition, via MoLE, the ILO works with the Bangladesh Export Processing Zones Authority (BEPZA), Ministry of Housing and Public Works (MoHPW) and the Ministry of Home Affairs (MOHA, Employers' Organisations and Trade Union Organisations.

The target groups can be distinguished in two categories, intermediate and ultimate beneficiaries.

The intermediate beneficiaries, as direct recipients of support from the project services, are the Government of Bangladesh, the organizations representing the interests of organized labour and organized business.

The ultimate beneficiaries of this project are all (potential) workers in Bangladesh.

Linkage with the Programme & Budget (P&B), Decent Work Country Programme (DWCP), Sustainable Development Goals (SDGs) and United Nations Sustainable Development Cooperation Framework (UNSDCF)

The Programme and Budget is the biennial version of the strategic framework for planning ILO interventions worldwide. The DWCP is the framework for cooperation between a given country and the ILO. It defines medium-term priorities, on which ILO support is sought in a country.

The project directly links with the following policy outcomes of the ILO's P&B (2022-2023):

- Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue.
- Outcome 2: International labour standards and authoritative and effective supervision.
- Outcome 3: Economic, social, and environmental transitions for full, productive, and freely chosen employment and decent work for all.
- Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market.
- Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work.
- Outcome 7: Adequate and effective protection at work for all.

The project directly contributes to the achievement of the following priorities of the DWCP Bangladesh (2017-2021):

- Country Priority 1 - Effective employment policies to enhance employability through skill development including for green growth.
- Country Priority 2 - Promotion of safe and clean working environment for all workers and in compliance with core international labour standards
- Country Priority 3 - Promotion of fundamental principles and rights at work through social dialogue and Tripartism

The assistance under the project is under the UN Sustainable Development Cooperation Framework (UNSDCF), 2021 – 2025 in line with the SDGs and the 2030 Agenda for Sustainable Development.

In addition to the UNSDCF, the project has strong contributory links to the United Nations COVID-19 framework of socio-economic recovery framework: In face of the COVID-19 pandemic the United Nations set out an urgent global framework of socio-economic support to countries and societies. The programme

links to the UN Immediate Socio-Economic Response to COVID-19 in Bangladesh, specifically pillar 5, Social cohesion and community resilience. In the world of work COVID-19 has led to a rise in disregard for the rule of law, especially the Bangladesh Labour Act, (BLA) (2006), resulting in significant un-procedural retrenchments and layoffs leading to widespread job and income losses disproportionately affecting women.

Purpose, objectives, and scope of the evaluation

The main purpose of the independent final evaluation is for accountability and for enhanced learnings and management of results.

The specific objectives of the final independent evaluation includes:

- Provide a final assessment of the relevance of the project, the implementation modality, and the results in relation to the country context, the ILO DWCP, the UNSDCF and the SDGs;
- Provide an independent assessment of the Project's progress towards achieving the objective, outputs, and outcomes in the light of the indicators set in the logframe, and also identify unexpected results;
- Give an independent assessment of the strategies and implementation modalities chosen, the partnerships established during the implementation of the Project, the constraints, and opportunities;
- Review the efficiency of the project implementation process, comparing the results achieved with expected outputs, and analyzing how financial and human resources have been used;
- Examine the direct and indirect impact orientation of the project;
- Examine the prospects and long-term sustainability of the results achieved, including ownership of the project results by the different partners and the sustainability of the achievements;
- Conduct gender analysis and document project's contribution to enhance gender equality and non-discrimination as well as ILO's normative mandate and social dialogue. Identify unanticipated effects of the intervention on gender equality;
- Building on the identified key project successes, challenges, and factors hindering and promoting implementation and achievement of results, draw on lessons learned, good practices, and recommendations to help improve project performance moving forward for this project and for other interventions as relevant for the EU and ILO constituencies.

The project will be evaluated through the lens of a diverse range of stakeholders that participated in and are intended to benefit from the project's interventions. Data will be collected from selected project documents and reports and virtual interviews with key project personnel, partners, and stakeholders in Bangladesh.

The final evaluation will cover all the planned results of the project, from the beginning of the project to the time of the evaluation, considering the activities programmed up to the end of the implementation period. Its purpose is to produce an objective assessment of the achievement of the project's results in terms of coherence, efficiency, effectiveness, impact, and sustainability. The evaluation will also cover the design of the project, the strategy and the implementation modalities chosen.

The evaluation process will be participatory. The ILO, tripartite constituents and other parties involved in the implementation of the project will make appropriate use of conclusions, recommendations, lessons learned and good practices.

The evaluation will pay particular attention to the project's contribution to the promotion of the ILO's common principles of action, gender equality and non-discrimination, the application of international labour standards, the involvement of the social partners, social dialogue and tripartism.

Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The evaluation should address all the evaluation criteria listed in the RELEVANT ILO Guide. The following key questions are intended to guide the evaluator in the collection and analysis of information, conclusions and recommendations, as well as lessons learned and good practices. In consultation with the Evaluation Manager, the evaluator may modify or delete certain questions that would not be sufficiently relevant in the context of the ILO's technical assistance. Any other information or questions that the evaluator may wish to include should be discussed with the Evaluation Manager.

To serve these purposes, this final evaluation will focus on documenting key achievements and lessons that EU and ILO can apply to similar projects, and the likelihood of sustaining key results and outputs. In practical terms, the evaluation will use OECD/DAC criteria and also address the ILO's evaluation concerns such as:

- the relevance and strategic fit of the project;
- the validity of the project design;
- coherence;
- project efficiency;
- effectiveness;
- the effectiveness of the management mechanism;
- the impact orientation and sustainability of the project;
- Cross cutting issues including gender equality, normative mandate, and social dialogue.

Gender concerns will be based on the ILO guidelines on gender mainstreaming in project monitoring and evaluation. The evaluation will be carried out in accordance with the United Nations Evaluation Standards and the glossary of key terms relating to evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC).

- In line with the ILO's results-based approach, the evaluation will focus on the identification and analysis of results by addressing key issues related to evaluation concerns and the achievement of project results using the indicators of the logical framework.

Relevance and strategic fit

- How does the project align with the priorities of national development strategies as well as those defined in the UNSDCF and the Decent Work Country Programme (DWCP) and in general the country's trajectory?
- Did tripartite constituents and other direct beneficiaries feel sufficiently involved in the development, implementation, and monitoring of the project? If so, do these assessments vary according to the principals?
- Do the results, outputs and activities correspond to the needs of national constituents, including Government of Bangladesh? Have they appropriated the concept and approach of the project?
- To what extent has the project been complementary and coherent with other ILO or EU interventions in Bangladesh in general and in the target regions in particular?

Validity of the project design

- Is the project design logical and coherent? Is there really a causal relationship between the outputs with the expected results, and between these outcomes and the development objectives of the project?
- Have performance indicators been clearly defined with reference and target levels, and gender-sensitive?
- How appropriate and useful are the performance indicators described in the PMP in assessing the project's progress at outcome and output levels? Are the means of verification for the indicators appropriate?
- Are the assumptions stated in the latest version of the ProDoc realistic?
- Was the initial programming of activities realistic? Was it well suited to the objectives and products?
- In view of the results achieved at this stage of implementation, was the design of the project realistic, did the project internalize the reality on the ground or did it give itself its own reality?
- How were issues of gender, international labor standards, social dialogue, tripartism and environmental sustainability considered in the project?

Coherence

- To what extent has the programme leveraged synergies and partnerships (with other ILO programs/projects, constituents, other donors, Government, social partners, national institutions, and other UN/development agencies) to enhance the projects' effectiveness and impact? Are there any ways to make the intervention more efficient and effective?
- What are the ways to maximize synergies and improve collaboration with these new actors?

Effectiveness

- To what extent have the project's outputs and outcomes been achieved?
- In which areas did the project's interventions perform best? In which areas have the project's interventions had little success? What factors contributed to success or were constraints and why? What adaptations would have been necessary to ensure that the results, if any, were achieved?

Efficiency

- Has the project had adequate resources (financial, human, temporal, expertise, etc.) and have the resources been strategically allocated to ensure the timely delivery of project activities, quality products and the achievement of project objectives?
- Were the resources used efficiently? Could the same results have been achieved at a lower cost? Are the quality and quantity of the products in line with the resources mobilized?
- If resources are not used efficiently, what are the bottlenecks encountered?
- Has the project benefited from additional resources from other partners?

Effectiveness of the management mechanism

- Is the collaboration between the Project and the National Programme satisfactory? Has a monitoring and evaluation system been put in place? Did it work optimally?
- Has the project adequately involved and consulted with tripartite constituents and other direct beneficiaries in the interim planning, implementation and monitoring and evaluation phases?

- To what extent has the project ensured the visibility of its actions and achievements to tripartite constituents, target groups and EU? To what extent has the project ensured the visibility in its actions?
- Has the project received sufficient administrative, programmatic, technical and - if necessary - political support?

Impact orientation and sustainability

- Are there any of the project results that had been institutionalized by the government and social partners?
- Does the project have a strategy for the sustainability of the actions? What are the foreseeable effects in general, as well as on the target groups targeted by its activities?
- To what extent have sustainability considerations been considered in the execution of project activities? Have the capacities of the implementing partners been sufficiently strengthened to ensure the sustainability of their entrepreneurship training offers beyond the project implementation period? What are the actions carried out by the national partners for sustainability, including the Steering Committee and the operational bodies?

Cross cutting issues

- To what extent has the project considered, as it is implemented, other cross-cutting dimensions of decent work such as gender equality, tripartism, environmental sustainability and specific international standards in the field of labour legislation, administration, and labour relations?

Methodology

The evaluation shall draw on five steps: 1) inception phase including review of documents, 2) virtual data collection, 3) a stakeholder validation workshop, 4) share evaluation report with stakeholders for their review, and 5) submission of final evaluation report integrating inputs/ feedback from stakeholders.

The evaluator will review the following documents before conducting any interviews:

- The Project Document (ProDoc)
- Previous evaluation reports
- Cooperative Agreement (CA)
- Technical Progress Reports (TPRs), financial reports, and donor comments
- Reports on specific project activities
- Training materials
- Trip reports, field visits, meetings, needs assessments and other reports.
- Results Framework/Logic Model, PMP, Data Tracking Tables and performance indicators
- Work plans and budgets
- Any other relevant documents

Interviews are to be conducted with key program stakeholders (by phone or online) including (but not limited to):

- EU project management team
- Relevant ILO officials in Geneva and ILO DWT/New Delhi
- ILO Bangladesh officials and project key personnel and staff
- Government counterparts and related agencies

- Social partners and other stakeholders including civil society organizations participating in or supporting project activities.
- Other collaborating projects and partners, as appropriate

The project team will assist the evaluator to schedule interviews with the key informants listed above and any others deemed appropriate. The evaluator will work with project staff to develop a list of criteria that will be used to select a non-random sample of site visits / key informants to interview.

The exact itinerary will be determined based on scheduling and availability of interviewees. Meetings will be scheduled in advance by the project staff, coordinated by the designated project staff, in accordance with the evaluator's requests and consistent with these terms of reference. *The evaluator must conduct interviews with beneficiaries and stakeholders without the participation of any project staff.*

Upon completion of the report, the evaluator will provide a debriefing to relevant EU and ILO staff on the evaluation findings, conclusions, and recommendations, as well as the evaluation process. In discussing the evaluation process, the evaluator will clearly describe the constraints generated by the retrospective nature of this evaluation methodology and data collection and how those constraints could be avoided in future evaluations.

Main deliverables

The Evaluator is expected to deliver following deliverables:

- Inception report specifying the scope of the evaluation and refined evaluation questions, the indicative list of persons to be interviewed, describing in detail the methodology that will be used to answer the evaluation questions including the evaluation tools, detailing the work plan.
- Draft evaluation report that is concise according to the structure proposed in the ILO Evaluation Guidelines and answers the various analytical questions and clarifications mentioned above.
- Stakeholder workshop.
- Final evaluation report considering the comments made.
- Executive summary, Lessons learned and good practices, in the EVAL format.

Quality of the report will be assessed against the relevant EVAL Checklists.

EU is interested to learn from and apply good practices to its projects as well as communicate them to EU audiences through its communication strategy. To contribute to this compilation of good practices, the evaluator will identify and document good practices and successes during interviews with project beneficiaries and stakeholders along with pictures (when feasible) and compelling quotes that demonstrates that how the funds are used to improve lives and the future of the beneficiaries. The goal is to show how interventions help to inform, inspire, and raise awareness about the core areas with the international community. Any pictures or quotes gathered by the evaluator from interviewees should be accompanied by a signed waiver, granting EU the right to use and publish their name, words, and photo through any medium in EU publications.

Management arrangements and work plan (including timeframe)

The Evaluation Manager

- The evaluation manager is responsible for executing the evaluation process in accordance with the ILO Policy and Guidelines for Evaluation, and the UNEG Norms and Standards. The Evaluator reports to the Evaluation Manager and will discuss all technical and methodological issues with him or her if necessary.

The Project Team

- The evaluation will be carried out with the support of the project and the ILO/Bangladesh. The project manager and project staff will facilitate and support the implementation of the evaluation as below:
- Reviewing the TOR; providing input, as necessary, directly to the evaluator and agreeing on final draft
- Preparing a list of recommended interviewees
- Facilitate the scheduling of meetings with key stakeholders when necessary.
- Provide all necessary document, information required by the evaluator.
- Reviewing and providing comments on the draft evaluation reports
- Organizing and participating in the stakeholder debrief

EU

The EU is responsible for the following:

- Providing input to the TOR
- Reviewing proposed evaluator
- Providing project background documents to the evaluator (responsibility is shared with ILO)
- Obtaining country clearance
- Briefing ILO on upcoming visit and work with them to ensure coordination and preparation for evaluator.
- Reviewing and providing comments of the draft evaluation report
- Approving the final draft of the evaluation report
- Participating in the pre- and post-trip debriefing and interviews
- Including EU-evaluation contract COR on all communication with evaluator

EVAL

- EVAL will ensure that the quality and integrity of the evaluation function in the ILO is in accordance with the International Standards for Evaluation. Final report will be approved by EVAL.
- From the regional office, the evaluation focal point will review the final evaluation report prior to submission to EVAL for approval.
- Work plan and timetable- The total duration of the evaluation process is estimated at a maximum of 20 working days for the evaluator over the calendar period of October and December 2023.
- The following proposed timetable for the conduct of the evaluation may be reviewed or updated by the Evaluation Manager by mutual agreement with the selected evaluator.

Tasks	Responsible person	Tentative Time Frame	Working days for the consultant
Identification of an evaluator Preparation of contracts	Evaluation Manager	October 2023	0
Desk review Inception Report	Evaluator	November 2023	5

Tasks	Responsible person	Tentative Time Frame	Working days for the consultant
Virtual data collection	Evaluator	November 2023	15
Stakeholder validation workshop	Evaluator	W2 December 2023	1
Develop and submit the draft evaluation report based on the literature review and consultations	Evaluator	16 December 2023	6
Circulation of the draft evaluation report to key stakeholders Consolidation of stakeholder comments and sending to the evaluator	Evaluation Manager	December 2023	0
Finalization of the report with explanations in case some comments are not considered	Evaluator	December 2023	0
Transmission of the final report to the evaluation focal point at the ILO Regional Office for Bangladesh Review and transmission of the report to EVAL Approval of the report by EVAL	Evaluation Manager	December 2023	0
Total number of days worked			27

Annex 2: Evaluation Matrix

Question/sub-question	Measures or Indicators	Data Sources	Data collection method	Stakeholders/informants
Relevance				
Primary Questions				
4. How does the project align with the priorities of national development strategies as well as those defined in the UNSDCF and the Decent Work Country Programme (DWCP) and in general the country's trajectory?	Alignment of Scope of Works to relevant GoB and ILO	Government documents (policies and strategies)	Document review and KIIs	GoB, UN, ILO
5. Did tripartite constituents and other direct beneficiaries feel sufficiently involved in the development, implementation, and monitoring of the project? If so, do these assessments vary according to the principals?	Appropriateness of the model	Previous reports,	Document review and KIIs	GoB and ILO
6. Do the results, outputs and activities correspond to the needs of national constituents, including Government of Bangladesh? Have they appropriated the concept and approach of the project?	Scope of work and coverage of activities	ProDoc and KIIs	KIIs	GoB, EU, and ILO
Secondary Questions				
7. To what extent has the project been complementary and coherent with other ILO or EU interventions in Bangladesh in general and in the target regions in particular?	Alignment to other EU projects and ILO interventions	ProDoc and KIIs	KIIs	GoB, EU, and ILO
Validity of Design				
Primary Questions				
8. Is the project design logical and coherent? Is there really a causal relationship between the outputs with the expected results, and between these outcomes and the development objectives of the project?	Appropriateness of ToC – noting that the project does not have one	ProDoc	Desk Review	ILO
9. Have performance indicators been clearly defined with reference and target levels, and gender-sensitive?	Clarity in indicators and ease of reporting	ProDoc and Reports	Desk Review	ILO
10. How appropriate and useful are the performance indicators described in the PMP in assessing the project's progress at outcome and output levels? Are the means of verification for the indicators appropriate?	Clarity in indicators and ease of reporting	ProDoc and Reports	Desk Review	ILO
11. Are the assumptions stated in the latest version of the ProDoc realistic?	Testing appropriateness of assumptions	ProDoc	Desk Review	ILO
Secondary Questions				
12. Was the initial programming of activities realistic? Was it well suited to the objectives and products?	Testing of program approach and structure	ProDoc and Reports	Desk Review and KIIs	ILO
13. In view of the results achieved at this stage of implementation, was the design of the project realistic, did the project internalize the reality on the ground or did it give itself its own reality?	Testing of program approach and structure	ProDoc and Reports	Desk Review and KIIs	ILO

14. How were issues of gender, international labor standards, social dialogue, tripartism and environmental sustainability considered in the project?	GEDSI appropriateness	ProDoc and Reports	KIIs with GEDSI team	ILO GEDSI team
Coherence				
Primary Question				
15. To what extent has the programme leveraged synergies and partnerships (with other ILO programs/projects, constituents, other donors, Government, social partners, national institutions, and other UN/development agencies) to enhance the projects' effectiveness and impact? Are there any ways to make the intervention more efficient and effective?	Linkages the program has established	Findings from the evaluation	KII's	GoB and ILO
Secondary Questions				
16. What are the ways to maximize synergies and improve collaboration with these new actors?	Examples of other projects utilising EU 1 investments. Examples of other projects, interventions that have evolved from EU 1 – TEI etc.	Program reports, KIIs	Document review and KII	ILO, EU
Effectiveness				
Primary Questions				
17. To what extent have the project's outputs and outcomes been achieved?	Alignment to and achievements documented against the results framework Assessments contained in evaluation matrix.	Program reports, Evaluation matrix, KIIs	Document review and KII	GoB, ILO, EU
18. In which areas did the project's interventions perform best? In which areas have the project's interventions had little success? What factors contributed to success or were constraints and why? What adaptations would have been necessary to ensure that the results, if any, were achieved?	Alignment to and achievements documented against the results framework Assessments contained in evaluation matrix.	Program reports, evaluation matrix, KIIs	Document review and KIIs	GoB, ILO, EU
Efficiency				
Primary Questions				
19. Has the project had adequate resources (financial, human, temporal, expertise, etc.) and have the resources been strategically allocated to ensure the timely delivery of project activities, quality products and the achievement of project objectives?	How funding has been applied – actual v targets. Assess possible value for money considerations	Project budgets and financial reports Review program workplan.	Document review and KIIs	ILO
20. Were the resources used efficiently? Could the same results have been achieved at a lower cost? Are the	Value for Money and Cost Effectiveness	Project budgets and financial reports Review program workplan.	Document review and KIIs	ILO

	quality and quantity of the products in line with the resources mobilized?				
Secondary Question					
21.	If resources are not used efficiently, what are the bottlenecks encountered?	Assess how issues have been addressed	Document Review and KIIs	Document review and KIIs	ILO
22.	Has the project benefited from additional resources from other partners?	Assess overall leverage	KIIs	KIIs	ILO and EU
Effectiveness of Management					
Primary Questions					
23.	Is the collaboration between the Project and the National Programme satisfactory? Has a monitoring and evaluation system been put in place? Did it work optimally?	Does the project fit into overall structures and does it have adequate visibility	ProDoc	Document review and KIIs	ILO and EU
24.	Has the project adequately involved and consulted with tripartite constituents and other direct beneficiaries in the interim planning, implementation and monitoring and evaluation phases?	Are partners engaged and supported. Are they aware of the projects	ProDoc	Document review and KIIs	GoB, ILO, and EU
Secondary questions					
25.	To what extent has the project ensured the visibility of its actions and achievements to tripartite constituents, target groups and EU? To what extent has the project ensured the visibility in its actions?	Does the project fit into overall structures and does it have adequate visibility	ProDoc and Reports	Document review and KIIs	GoB, ILO, and EU
26.	Has the project received sufficient administrative, programmatic, technical and - if necessary - political support?	Assessment of political buy-in and support	ProDoc and Reports	Document review and KIIs	GoB, ILO, and EU
Sustainability and Impact					
Primary Question					
27.	Are there any of the project results that had been institutionalized by the government and social partners?	Assess from effectiveness review which interventions will continue	Interviews	KIIs	GoB, ILO, and EU
28.	Does the project have a strategy for the sustainability of the actions? What are the foreseeable effects in general, as well as on the target groups targeted by its activities?	What does the project feed into	Reports	KIIs	GoB, ILO, and EU
Secondary Questions					
29.	To what extent have sustainability considerations been considered in the execution of project activities? Have the capacities of the implementing partners been sufficiently strengthened to ensure the sustainability of their entrepreneurship training offers beyond the	Is sustainability a key for this project or was it to feed into broader initiatives.	Interviews	KIIs	GoB, ILO, and EU

<p>project implementation period? What are the actions carried out by the national partners for sustainability, including the Steering Committee and the operational bodies?</p>				
Cross cutting				
Primary Questions				
<p>30. To what extent has the project considered, as it is implemented, other cross-cutting dimensions of decent work such as gender equality, tripartism, environmental sustainability and specific international standards in the field of labour legislation, administration, and labour relations?</p>	<p>Professional judgement of impacts.</p>	<p>ProDoc and Reports</p>	<p>Document review, KII</p>	<p>ILO</p>

Annex 3: List of Documents Consulted

#	Document
1	ANNEX 4_ Communication and Visibility Plan_23102021
2	Annex I - Description of the Action_30112021_Project Documents
3	EU1 Interim Progress Report (December 2021 to December 2022)_31.10.23
4	Signed Addendum_ EU_ 5Jun23
5	Workplan

Annex 4: List of Stakeholders

Name	Email	Mobile
Mr. Neeran Ramjuthan	ramjuthan@ilo.org	01709654898
Mr. Borhan Uddin	uddin@ilo.org	01787666762, 01713312177
Ms. Shammin Sultana	sultanash@ilo.org	01714337751
Mr. AKM Masum ul Alam	alam@ilo.org	01711141992 (P)
Ms. Chayanich THAMPARIPATTRA	thamparipattra@ilo.org	01321169768
Mr. Chowdhury Albab Kadir	kadir@ilo.org	01711185208
Tamanna Zariath	tamanna@ilo.org	

Name and Designation	Organisation	Email address	Means of contact (Virtual)
Donors			
Alen Maletic	Donor Representative: EU	Alen.MALETIC@eeas.europa.eu	Virtual Meeting
Government: MoLE			
Md. Humayun Kabir, Joint Secretary	MoLE	kabirmh70@gmail.com	
Government: Department of Factories and Establishment (DIFE)			
Farid Ahmed	Joint Inspector General	jig.safety.dife@gmail.com	Virtual Meeting
Mst. Julia Jesmin	Joint Inspector General	healthwing.dife@gmail.com	
Shuly Aktar	Deputy Inspector General	dig.safety.dife@gmail.com	
Abdul Mumin	Deputy Inspector General	bitu4655@gmail.com	
Akid Ul Hasan	Deputy Inspector General	akid.me@gmail.com	
Bangladesh Employers Federation (BEF)			
Farooq Ahmed	Secretary General, BEF	farooqahmed.mcci.bef@mccibd.org	Virtual Meeting
Habibur Rahman	BEF		
Joha	BEF		
Saidul Islam	BEF		
Santosh Kumar Dutta	BEF		
Sonjoy Prasad Mallick	MCCI		
Industrial Bangladesh (IBC)			
Ms. China Rahman	Women Affairs Secretary, IBC	chinarahman5@gmail.com	
Trade union: The National Coordination Committee for Workers' Education (NCCWE)			
Mr Shakil Akter Chowdhury	Focal – Strategic workplans of the TU's in Bangladesh, NCCWE	shakilbils@gmail.com	

Annex 5: Results Framework

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
<p>Impact: Promote inclusive and sustainable economic growth, employment, and decent work for all, through improved labour legislation, administration, occupational safety and health and labour relations based on tripartite social dialogue.</p>	<p>Legislative reform in compliance with international labour standards, Strengthened labour market governance institutions through inclusive Social Dialogue to address current or emerging challenges in the world of work.</p>	<p>35 ILO conventions (7 core conventions, 2 governance, and 26 technical conventions) are ratified by GoB. BLA (2006) amended in 2013, and 2018, BLR (2019), ELA (2019) and, Labour Judicial system exist in Bangladesh. Labour market governance institutions (DIFE, DOL, Labour courts) exist. National and RMG TCCs exist.</p>	<ul style="list-style-type: none"> • Ratified all ILO core conventions (by end of 2023) • Legislative reform of: <ul style="list-style-type: none"> ○ BLA ○ BLR ○ ELA Rules ○ ELA (by end of 2026) and, ○ Labour Judicial system completed. • Strengthen the labour market governance in accordance with the national action plan for labour sector. • National and RMG TCC functioning in accordance with the action plan 	<p>Bangladesh Ratified all 8 fundamental conventions.</p> <ul style="list-style-type: none"> ▪ Ratified ILO Convention No.138 (22 March 2022) and Protocol No.29. (20 January 2022) ▪ In June 2022, Occupational Safety and Health conventions (C155 and C187) adopted as fundamental conventions.. ▪ Ongoing legislative amendment for BLA and ELA. ▪ Adopted EPZ Labour Rules in October, 2022 (Bangladesh EPZ Labour Rules, 2022.pdf). ▪ Amended Bangladesh Labour Rules. On 1 September, 2022 (2855-SRO-284.pdf) 	<p>Ratification: (see International Labour Standards country profile: Bangladesh (ilo.org))</p> <ul style="list-style-type: none"> • Government of Bangladesh has ratified 8 fundamental conventions, but 2 more conventions (i.e. C155 and C187) have been declared as Fundamental conventions in June, 2022. • ILO facilitated rapid assessment of C155 and C187 on 4 October 2022, On 1 September 2022 ILO facilitated a consultation with tripartite constituents on unratified conventions. <p>Labour Law Reform:</p> <p>BLA: On 2 November 2023, Bangladesh Labour Act Bill (2023) was passed by the Parliament. However, the Parliament Secretariat on 22 November confirmed that the President has sent the 'Bangladesh Labour (Amendment) Bill-2023', back to the parliament for reconsideration -(President Returns Bangladesh Labour (Amendment) Bill-2023 for Reconsideration: Confusion Over Penalty Section Prothom Alo)</p> <p>ELA: ELA amendment will be initiated in 2024</p>

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
Outcome 1 Bangladesh policy, legislative and institutional environment for decent work is strengthened.	I_1.1 Bangladesh Labour Act 2006 (as amended in 2018) revised in line with ILS	The current (2018) BLA, is not complaint to ILS	<ul style="list-style-type: none"> BLA amendment Bill passed by Parliament 	<p>The amendment of the Bangladesh Labour Act was in process, placed with the Labour Law Review Working Group, and is expected to be forwarded to the Tripartite Labour Law Review Committee by August.</p> <p>Considering the procedural steps for amendment, it is envisioned that the bill will be placed before parliament by September 2023.</p>	<ul style="list-style-type: none"> Technical and political agreement has been made with GoB to further align labour laws with ILS. The bill has been sent back to the Parliament for correction creating a window of opportunity for further alignment
	I_1.2 Formation and Functional Tripartite Labour Law Review Committee	Commitment in the Bangladesh road map to form a tripartite committee for the labour law review committee	Tripartite labour review committee established and functioning	Formation of Tripartite Labour Law Working Group and Tripartite Labour Law Review Committee in 2022 for amendment of labour legislations	<ul style="list-style-type: none"> Tripartite Labour Law Working Group (Date) and Tripartite Labour Law Review Committee (Date) capacitated on “Technical Note and Global Good Practices to Align Bangladesh Labour Laws with Selected International Labour Standards” to address CEACR observations.
	I_1.3 Status of EPZ Labour Rules	Currently, there are no EPZ labour rules drafted or adopted for the EPZ Labour Act of 2019	EPZ Labour Rules adopted (July 2022) ² comply with ILS	Published Gazette notification of EPZ Labour Rules on 19 October 2022.	<ul style="list-style-type: none"> BLR to be amended again in light of BLA amendment.
	I_1.4 Level of fulfilment of reporting obligations to CEACR is improved	Current reports submitted by the GoB are not fully in line with the reporting requirements of the ILO Supervisory Body	GoB, 100% on time submission of CEARC reports. ILO to develop the capacity of the GoB to draft ILO Supervisory Body (CEACR) reports	<p>100% on time submission of CEARC reports by GoB (See Reporting Obligations (ilo.org))</p> <p>GoB submitted all 6 reports (Article 23 submission.PNG)on ILO Conventions No. C081, C087, C100, C107, C111 and C149 before the deadline of 1st September</p>	<p>100% on time submission of CEARC reports by GoB (See Reporting Obligations (ilo.org)) . This included-</p> <ul style="list-style-type: none"> Following the Annual workplan developed for reporting (Art.22) with minor delays. Organising tripartite consultation for the first time before submission of reports

² Date according to the March 2021 GoB’s Roadmap on the Labour Sector of Bangladesh (2021-2026) submission to the ILO GB

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
				<p>To contribute to the development of capacity of GoB to draft ILO Supervisory Body (CEACR) reports, Tripartite Constituents prepared an annual workplan for reporting that has been endorsed by the Ministry of Labour and Employment (When Date and Year) .</p> <p>Furthermore, observations were submitted by the employer organisations on all these reports, and by worker organisations on C081, C087, C111 and C149 within the stipulated timeline.</p>	
	<p>I_1.5 Ratify ILO Conventions and Protocols:</p> <ol style="list-style-type: none"> 1. C No. 138 on minimum age ratified. 2. Protocol of 2014 to ILO Convention on forced labour (P29) ratified 	<p>Commitment by the GoB, (March 2021, submission to the ILO GB) to ratify C. No. 138 and P 29</p>	<p>Letter of ratification issued by the relevant ILO Bodies</p>	<p>C No. 138 on minimum age was ratified on 22 March 2022</p> <p>Protocol (P29): The ratification was registered by ILO on 20 January 2022.</p>	<p>ILO provided technical brief on provisions necessary to be amended in BLA to align with C138 and P29.</p>
	<p>I_1.6 Institutional capacity of employer and business membership organisation increased</p>	<p>No data currently available</p>	<p>Capacity building of BEF, BGMEA and BKMEA on social dialogue and legislative review processes</p>	<p>Capacity building workshops were organized for employer and business membership organisations (when) , including active participation from BEF (XX) , BGMEA (XX) and BKMEA (XX) on "Technical Note and Global Good Practices to Align Bangladesh Labour Laws with Selected International Standards".</p>	<p>Capacity building support was provided for employers and business membership organisations (BEF, BGMEA, BKMEA) on labour law reform, ILO supervisory reporting, responsible business conduct/ human rights due diligence.(When)</p>
	<p>I_1.7 Institutional capacity of worker organisations increased</p>	<p>No data currently available</p>	<p>Capacity building of WRC (i.e., NCCWE, IBC and other TU's) on social dialogue and legislative review processes</p>	<p>Capacity building workshops were organised for worker organisations, including active participation from NCCWE and IBC, as well as technical workshops organised for Trade</p>	<p>Capacity building support was provided for workers organisations (NCCWE and IBC) on labour law reform, ILO supervisory reporting, responsible</p>

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
				Union Sub-Committee on International Labour Standard (consisting of representatives from NCCWE and IBC) on labour law reform. The immediate result of the workshop was that the proposal of the workers organisation were aligned with ILS.	business conduct/ human rights due diligence.
Output 1.1 MoLE is supported on the labour law review, to ensure alignment between the BLA and ILS	I_1.1.1 ToR for BLA revision task team developed	No ToR is currently available, for the BLA revision task team.	ToR for BLA revision task team accepted 1 month after drafting	<p>The GoB formed six sub-committees. (Notification of ILO Sub-Committee.pdf and Notification of ILO Sub-Committee.pdf) in 2022 for effective implementation and intensive monitoring of the roadmap (2021-2026) and the EU NAP.</p> <p>Developed ToR for the Labour Law Sub-Committee.</p>	<p>Based on the agreement with the Ministry of Labour and Employment, in 2022, the ILO prepared the Technical Note to support the Government of Bangladesh in the labour law reform process in order to ensure conformity with Conventions Nos. 81, 87 and 98.</p> <p>Technical consultation with Tripartite Labour Law Working Group (TLLWG) on Technical Note developed understanding of CEACR comments, and TLLWG reached consensus to propose amendments of several provisions in light with Technical Note.</p> <p>Series of meetings in October 2023 resulting in technical and political agreement to align some identified provisions on priority areas for further alignment with ILS.</p> <p>The ILO and the Ministry of Labour and Employment (MoLE) created a joint summary containing agreed provisions for the Parliament.</p> <p>However, the Labour Law Bill has been sent back to the Parliament by the President for reconsideration of certain</p>

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
					provisions, thereby creating a window of opportunity for further alignment with agreed provisions.
	I_1.1.2 Action plan on BLA revision developed.	No action plan is currently available for the BLA revision	Action plan validated by BLA revision task team within 2 months of acceptance of ToR	The Tripartite Labour Law Review Committees follow the sub-activities as specified in Roadmap and NAP. The Tripartite Labour Law Working Group undertakes the amendment process through tripartite meetings as and when required as per consensus.	BLA amendment undertaken in light of the sub-activities of the Roadmap and NAP. Finally, the amended provisions were sent to National Tripartite Consultative Council, before approval at the Cabinet and Parliament.
	I_1.1.3 Labour Law Review published	Current labour law reviews that exist are not on alignment between the BLA and ILS	Labour law review completed and validated by stakeholders	The BLA review is currently on process and placed before the Tripartite Labour Law Working Group.	Series of meetings in October 2023 resulting in technical and political agreement to align some identified provisions on priority areas for further alignment with ILS.
Output 1.2 BEPZA supported on the development of EPZ Labour Rules and amendment of Act	I_1.2.1 ToR for EPZ labour rules task team developed	No ToR is currently available, for the EPZ labour rules revision task team	ToR for EPZ labour rules task team accepted 1 month after drafting	The GoB by a notification in 2021, but operationalized in 2022, formed six sub-committees for effective implementation and intensive monitoring of the Roadmap (2021-2026) and the EU NAP. Terms of Reference (ToR) for the EPZ Labour Law Sub-Committee was developed by ILO.	The GoB by a notification in 2021, but operationalized in 2022, formed six sub-committees for effective implementation and intensive monitoring of the Roadmap (2021-2026) and the EU NAP. Terms of Reference (ToR) for the EPZ Labour Law Sub-Committee was developed by ILO.
	I_1.2.2 Action plan on EPZ Labour Rules developed	No action plan is currently available for the EPZ labour rules	Action plan validated by EPZ revision task team within 2 months of acceptance of ToR	The Tripartite Labour Law Review Committees follow the sub-activities as specified in Roadmap and NAP.	The Tripartite Labour Law Review Committees follow the sub-activities as specified in Roadmap and NAP.
	I_1.2.3. Gap analysis between EPA and BLA published	0	Gap analysis completed and validated by stakeholders	Technical Notes (Technical note) and Global good practices to align Bangladesh labour laws with ILS prepared by ILO which consists detailed analysis of EPZ Labour Act, 2019 and EPZ Labour Rule, 2022 with necessary guidance to comply with	Technical Notes (Technical note) and Global good practices to align Bangladesh labour laws with ILS prepared by ILO which consists detailed analysis of EPZ Labour Act, 2019 and EPZ Labour Rule, 2022 with necessary

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
				ILO Convention Nos.081, 087 and 098.	guidance to comply with ILO Convention Nos.081, 087 and 098.
Output 1.3 Capacity of MoLE enhanced to report to the ILO Supervisory bodies	I_1.3.1 20%. of MOLE staff capacitated (disaggr. by sex)	No data currently available	20% MOLE staff receive capacity building on ILS by December 2022	<p>Four (04) workshops were carried out with Government officials to report to the ILO Supervisory Bodies. Two tripartite workshops included MoLE (along with other relevant ministries and social partners) consisting of 21 government officials and 18 officials respectively. One workshop with Department of Inspection for Factories and Establishment (DIFE) consisting of 15 government officials. One workshop with Department of Labour (DoL) consisting of 20 officials.</p> <p>Annual workplan was developed to prepare reports in tripartite manner which was endorsed by the MoLE (Event Summary MOLE 20-22 May2022.pdf)</p>	<p>National consultation was organized on International Labour Standards and reporting to the ILO supervisory bodies, on reporting obligations, timeline and content of reporting and the initial draft of reports on C. 87, 98, 81, 27, 32 and 185 was prepared by relevant government officials and social partners. Convention No.144. An agreement was made between Department of Labour officials to hold regular meetings with workers' organisations to receive feedback to improve online registration process.</p> <p>Series of meeting with Ministry of Shipping to support in submission of reports. During the meeting with the Ministry of Shipping prospects for the ratification of the most up-to-date Convention i.e. Occupational Safety and Health (Dock Work) Convention, 1979 (No. 152) was discussed with MoS officials. MoS have requested the Department of Shipping to consider the possibility of ratification of the C152, with keen interest to ratify (update).</p> <p>Meeting with relevant officials of DIFE and DOL responsible for reporting to review and enhance technical quality of report.</p>
	I_1.3.2 Satisfaction rate of trainees with training received and extent of knowledge increase in subject matter	No data currently available	70% satisfaction rate with training received before end of 2022. 30% knowledge increase	<p>The average of all events organised showed the following results: Very Well/Satisfactory: 77.67%, Well: 18.99% Average 3.99%</p>	<p>The average of all events organised showed the following results: Very Well/Satisfactory: 81.23%, Well: 13.99%</p>

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
	I_1.3.3 On time submission of reports to ILO Supervisory bodies	No data currently available	100% on time submission of reports to ILO Supervisory bodies	100% on time submission of reports to ILO Supervisory bodies The GoB submitted all 6 reports due in 2022 on ILO Conventions No. C081, C087, C100, C107, C111 and C149 within the deadline of 1st September. Furthermore, observations were submitted by the Eos on all these reports, and by WOs C081, C087, C111 and C149 within the stipulated timeline.	100% on time submission of reports to ILO Supervisory bodies.
Output 1. 4 Support provided to ratify ILO Conventions No. 138 on minimum age and P 29 forced labour	I_1.4.1. Analysis of legal implications of ratification developed	0	Analytical report of the legal implications of ratification of P29 and C. 138 developed in Q1 of 2022	ILO conducted a rapid assessment between the Minimum Age Convention, 1973 (No.138), the Protocol on Forced Labour (No. 29) and the corresponding national laws and practices, identified gaps and proposed recommendations (Rapid Assessment C138.pdf , Rapid Assessment P29.pdf)	<ul style="list-style-type: none"> Legal issues to be addressed in the Bangladesh Labour Act and Rules for alignment with C138 and P29 provided to Government of Bangladesh. Technical consultation with Working Group to address legal amendments necessary to align with C138 and P29.
	I_1.4.2 No. of stakeholders supported (disaggr. by sex, by type of stakeholder as appropriate e.g., public/private; business/worker, etc)	0		Two workshops, namely Tripartite Consultation on the application of the Minimum Age Convention, 1973(No138)" and Tripartite Consultation on the application of the Forced Labour Convention, 1930 (N_o.29)" and protocols established. For Tripartite Consultation on the application of the Minimum Age Convention, 1973(No.138)",the participants included 32 representatives (19 male and 13 female) from different line ministries of theGovernment._	<ul style="list-style-type: none"> Technical alignment of labour law with C138 and P29 will benefit all relevant stakeholders.

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
				Tripartite Consultation on "the application of the Forced Labour Convention, 1930 (No.29)", the participants included 32 representatives (22 male and 10 female) from different line ministries of the Government.	
Output 1.5 Increased institutional capacity of employer and business membership organizations	I_1.5.1 No. of people from employer and business membership organizations capacitated (disaggr. by sex and organisation)	0	Capacity building of 50% of BEF, BGMEA and BKMEA staff on social dialogue and legislative review processes	Capacity building workshops on the issue of legislative review organised for tripartite constituents, including active participation from BEF, BGMEA and BKMEA. This includes 100% representatives of BEF, BGMEA and BKMEA at the Tripartite Labour Law Working Group and Tripartite Labour Law Review Committee i.e., 2 representatives from Bangladesh Employers Federation, 2 representatives from BGMEA and 2 representatives from BKMEA (all male).	<p>Labour Law Reform: Capacity building workshops on the issue of legislative review organised for tripartite constituents, including active participation from BEF, BGMEA and BKMEA. This includes 100% representatives of BEF, BGMEA and BKMEA at the Tripartite Labour Law Working Group and Tripartite Labour Law Review Committee i.e., 2 representatives from Bangladesh Employers Federation, 2 representatives from BGMEA and 2 representatives from BKMEA (all male).</p> <p>ILO Supervisory Reporting: Workshops on specific conventions and supervisory reporting with participation from BEF, BGMEA and BKMEA. This includes 100% representatives of BEF, BGMEA and BKMEA who are responsible for reporting i.e. 3 representatives from Bangladesh Employers Federation(all male), 2 representatives from BGMEA (one male and one female)and 2 representatives from BKMEA (one male and one female).</p> <p>Responsible Business Conduct and/or Human Rights Due Diligence: Consultation and Dialogues on RBC/HRDD with active participation of BEF, BGMEA</p>

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
					and BKMEA. All 3 Technical leads of the Business and Human Rights wing capacitated from BEF, BGMEA and BKMEA.
	I_1.5.2 % Satisfaction rate of trainees from employer and business membership organisations with training received and extent of knowledge increase in subject matter	0	70% satisfaction rate with training received. 30% knowledge increase	The average of all events organized showed the following results- <ul style="list-style-type: none"> ▪ Very Well/Satisfactory: 77.67%, ▪ Well:18.33% and ▪ Average:3.99% 	The average of all events organized showed the following results- <ul style="list-style-type: none"> ▪ Very Well/Satisfactory: 77.67%, ▪ Well:18.33% and ▪ Average:3.99%
Output 1.6 Increased institutional capacity of workers' organizations.	I_1.6.1 No. of people from worker organizations capacitated (disaggr. by sex and organisation)	0	Capacity building of 100% WRC Board of Trustees (i.e., NCCWE, IBC and other TU's) on social dialogue and legislative review processes	Capacity building workshops on the issue of legislative review organised for tripartite constituents, including active participation from NCCWE and IBC, This includes 100% representatives of NCCWE at the Tripartite Labour Law Working Group and Tripartite Labour Law Review Committee. Moreover, workshop organised with Trade Union Sub Committee on ILS consisting of representatives of both NCCWE and IBC.	Labour Law Reform: Capacity building workshops on the issue of legislative review organised for tripartite constituents as well as specific consultations with TU ILS Committee. This includes 100% representatives of workers' organisation at the Tripartite Labour Law Working Group and Tripartite Labour Law Review Committee (all male), as well as 7 other worker representatives from NCCWE and IBC. ILO Supervisory Reporting: Workshops on specific conventions and supervisory reporting, as well as general survey organised with TU ILS Committee, which resulted in submission of reports and general survey to supervisory body in 2023. This includes 9 representatives (eight male and one female), who are responsible for preparing observations. Responsible Business Conduct and/or Human Rights Due Diligence: Consultation and Dialogues on RBC/HRDD with active participation of NCCWE and

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
	I_1.6.2 % Satisfaction rate of trainees from workers organisations with training received and extent of knowledge increase in subject matter	0	70% satisfaction rate with training received. 30% knowledge increase	The average of all events organized showed the following results- ▪Very Well/Satisfactory: 77.67%, ▪ Well:18.33%_and ▪Average: 3.99%	IBC. Technical lead from NCCWE and IBC trained on Responsible Business Conduct. The average of all events organized showed the following results- ▪Very Well/Satisfactory: 77.67%, ▪ Well:18.33%_and Average: 3.99%
Outcome 2 - Labour administration institutions credibility is enhanced, and their action is based on social dialogue and tripartism.	I_2.1 % of followed up complaints compared to those received	No data currently available	To be confirmed	During the period 1 July 2021 ro 30 June 2022 DIFE received 3604 complaints. 100% complaints were resolved. (DIFE Annual Report 2021-2022)	During the period 1 July 2022 to 30 June 2023, DIFE received 4879 complaints and resolved 4093 (74.7%). (DIFE Annual Report 2021-2022).
	I_2.2 SoPs for result based strategic targeting of factories/industries rolled out by DIFE	0	Adoption and dissemination completed	DIFE formed a committee (date) to work on the strategic compliance plan. This committee is working to develop the strategic compliance plan and SOP.	The committee for strategic compliance planning could not progress much in absence of DIFE's inspector general for last few months of 2023. , ILO discussed the SCP with relevant officials and included this to next iteration of work in Advancing Decent Work programme which will go through full process of SCP approach starting including data collection, analysis, targeting and partnership. In the meantime ILO continued to explore data availability beyond DIFE, e.g. BIDA, RSC and BWB.
	I_2.3 No. of exporting RMG factories transferred to RSC and supervised by RMG Wing of DIFE	0	All active exporting RMG factories under NI	RSC and ISU of DIFE established the framework for the coordination between them. Under this framework, ISU of DIFE and RSC will coordinate to ensure the safety of all RSC monitored factories. No NI factories have been transferred to RSC by DIFE as DIFE has the overall mandate of all factories and establishments and	No NI factories have been transferred to RSC by DIFE as DIFE has the overall mandate of all factories and establishments and there are no provisions for DIFE to facilitate such transfers. However, as per the established coordination framework, DIFE and RSC will coordinate to ensure the safety of all RSC monitored factories.

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
				there are no provisions for DIFE to facilitate such transfers. However, in accordance with action item 8.1.3 of the National Action Plan for the Labour Sector of Bangladesh (2021–2026), the remediation of factories falling under categories 2 (remediation of factories possible, total 276 factories) and 3 (remediation of factories challenging, total 1100 factories) will continue until December 2026 per 8.1.3 timeline.	
	I_2.4 Capacitated conciliation and arbitration mechanism is established, under the jurisdiction of the Department of Labour	Currently, no Conciliation and Arbitration Cell at DoL	Mechanism operational; conciliators appointed; arbitrators panel established	<p>Pool of Conciliators appointed under the DoL through an official gazette notified by MoLE. The Conciliators of this pool were trained by ILO on 31 August of 2022 on their roles and responsibilities.</p> <p>The draft SOP for Conciliation was developed that will be validated in a tripartite consultation and subsequently it will be incorporated into the law (BLA).</p> <p>The mechanism is yet to be operationalized as the capacity of the 30 newly appointed conciliators have been developed and arbitration panel is yet to be established by the government. The achievement of this output continues to depend on the establishment of an independent Arbitration Cell. Establishing an independent Arbitration Cell is not under the purview of Bangladesh</p>	<p>Pool of Conciliators appointed under the DoL through an official gazette notified by MoLE. The Conciliators of this pool were trained by ILO on 31 August of 2022 on their roles and responsibilities.</p> <p>The draft SOP for Conciliation was developed that will be validated in a tripartite consultation and subsequently it will be incorporated into the law (BLA).</p> <p>The mechanism is yet to be operationalized as the capacity of the 30 newly appointed conciliators have been developed and arbitration panel is yet to be established by the government. The achievement of this output continues to depend on the establishment of an independent Arbitration Cell. Establishing an independent Arbitration Cell is not under the purview of Bangladesh Labour Act, 2006. The ILO is continuing discussions with the stakeholders and Constituents about the establishment and functioning of an</p>

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
				Labour Act, 2006. The ILO is continuing discussions with the stakeholders and Constituents about the establishment and functioning of an independent Arbitration Cell incorporated in the Labour Law, as part of the alternative dispute resolution system.	independent Arbitration Cell incorporated in the Labour Law, as part of the alternative dispute resolution system.
	I_2.5 Case management system is piloted for receiving, recording, and handling disputes.	Current data on receiving, recording, and handling of disputes not available	Pilot case management system for the receiving, recording, and handling of disputes in place	Case Management System is yet to be introduced at the DoL to record and track resolution of Industrial Disputes.	ILO had a series of discussions with Ministry of Law, Justice and Parliamentary Affairs as well as Ministry of Labour and Employment to reach agreement on our support to the Government on Labour Judiciary, which includes case management system, development of tools e.g. SOPs, guidelines etc. and training for judges and officials of labour judiciary. The Government of Bangladesh is also keen to develop the case management system with assistance from ILO, and work is expected to commence from February, 2024.
	I_2.6 No. of sectoral Tripartite Consultative Committees (TCC) functional in priority economic sectors	Only 1 Sector TCC currently, i.e., RMG TCC	Current RMG TCC strengthened An additional sector (yet to be determined) TCC developed	RMG-TCC is becoming more functional in addressing the needs of the sector, especially combating the sector specific challenges. Example on increased functionality: During COVID-19 pandemic, RMG-TCC worked closely with National TCC to combat the impact of pandemic and making industries more resilient and sustainable. Additional sectoral TCC is yet to be formed.	RMG-TCC is becoming more functional in addressing the needs of the sector, especially combating the sector specific challenges. Example on increased functionality: During COVID-19 pandemic, RMG-TCC worked closely with National TCC to combat the impact of pandemic and making industries more resilient and sustainable. Additional sectoral TCC is yet to be formed.

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
Output 2.1 An efficient system is developed to follow-up on worker's complaints received through helpline.	I_2.1.1 E-governance platform set up and operational	Non existent	E-platform Operational	<p>Three meetings were held with DIFE to discuss changes needed for better manage complaints data. Decisions taken to manage data through LIMA's complaints management module which needs to be upgraded to make it user-friendly and usable to helpline operators and labour inspectors. This upgrade will be part of overall LIMA upgrade plan. As an interim measure, helpline operators will continue recording call information in an Excel database.</p> <p>Main areas of improvement as identified in the meetings: technological upgrade to make the call center robust and scalable; conducting awareness campaign to inform workers about the helpline; improving the process of helpline and complaints management by developing SOP; building capacity of relevant DIFE staff for helpline operation by conducting a series of trainings; interconnecting helpline/call center to LIMA and all complaints investigation using LIMA.</p>	<p>Helpline is connected with LIMA's complaints management system, and helpline operators using LIMA for recording and tracking complaints received through helpline. Complaints are being recorded in LIMA instead of previously used Excel sheet.</p> <p>The project organized a workshop for DIFE to assess helpline and plan for future upgrade on 18 November 2023. The workshop assessed people, process and technology aspects of helpline. DIFE agreed to have a holistic plan for future upgrade, including training of helpline operators and labour inspectors.</p>
	I_2.1.2 % of people capacitated on managing the system (disaggr. by sex)	0	25% of DiFE staff	Training on helpline planned for 2023 after completion of module upgrade on LIMA complaints.	DIFE agreed establish a well-designed training programme for helpline operators and labour inspectors involved in complaints management. It is now planned to be accomplished under Advancing Decent Work (ADW) programme.

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
					A training workshop on helpline was scheduled to be held on 14-16 November 2023. However, due to competing priorities at DIFE, the workshop was shortened to one-day and held on 18 November 2023, discussing assessment and planning for future upgrade of helpline.
Output 2.2 DIFE is supported in using data to establish a result based strategic approach to labour inspections.	I_2.2.1 No. of DIFE staff capacitated (disaggr. by sex) for data compilation and analysis	0	25% of DiFE staff	45% (120 DIFE staffs capacitated) during the reporting period.	A training on data collection and analysis was scheduled for 23-25 November 2023. But this could not happen due to unavoidable circumstances.
	I_2.2.2 SoP for result based strategic targeting of factories/industries developed	Non existent	SoP finalised	2 SOPs were developed and disseminated.	2 SOPs were developed and disseminated.
Output 2.3 Agreement among all parties on the industrial safety framework facilitated and followed up.	I_2.3.1 Role of the DIFE Lis on monitoring building safety in all sectors defined	References in BLA open to interpretation; role of Building Regulation Authority not defined	DIFE and Building Regulation Authority responsibilities on monitoring of building safety in existing buildings defined	ISU was established formally with an office order issued by DIFE in March 2022. As per this office order, ISU was equipped with six engineers and one supervisor. Short-, medium- and long-term scope of work of ISU were also identified in the office order.	Currently ISU is operational under the supervision of DIFE. During this reporting period, ILO, in consultation with DIFE, has developed a work plan to support ISU's capacity development and expand its scope of work to other sectors. Additionally, MoLE has issued an office order to establish a National Tripartite Industrial Safety Monitoring Committee (NT-ISMC). One of its tasks is to develop an industrial safety framework for Bangladesh. The committee comprises representatives from MoLE, DIFE, RAJUK, Bangladesh Power Development Board, Public Works Department, DoL, BFSCD, BUET, BEF, BGMEA, BKMEA, NCCWE, and IBC.
	I_2.3.2 A protocol for the transfer of factories currently under the RCC to the RSC is developed	Non-existent	Protocol defined	A framework (RSC and ISU Framework approved- 30012023110159.pdf) on the	The coordination between ISU and and RSC is on-going as per the approved framework. In January 2023, DIFE

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
				coordination between ISU, DIFE and RSC was established and endorsed.	reported of having a coordination meeting between ISU and RSC.
	I_2.3.3 SoP for RMG Wing for continued oversight of exporting RMG factories being monitored by RSC is developed.	Non-existent	SoP completed	The framework on ISU engagement with the RSC and the issues related to the structural, fire and electrical safety of the RSC monitored factories coordination was finalised by MoLE in consultation with MoC.	The framework describing the actions and responsibilities for the coordination between ISU and RSC is established. It is actively used as the basis for coordination between ISU and RSC.
Output 2.4 The Department of Labour is capacitated to undertake its dispute resolution and social dialogue mandate effectively.	I_2.4.1 No. of DoL staff capacitated on dispute resolution and social dialogue (disaggr. by sex)	0	30 DoL Officials capacitated on dispute resolution and social dialogue	30 DoL Officials capacitated on dispute resolution and social dialogue.	30 DoL Officials capacitated on dispute resolution and social dialogue.
	I_2.4.2 SOP for conciliation system developed	Non existent	Conciliation SoP developed	SOP for conciliation system developed One-day long capacity building session was organized for the 30 newly appointed conciliators (04 Female)	SOP for conciliation system developed One-day long capacity building session was organized for the 30 newly appointed conciliators (04 Female)
	I_2.4.3 SOP for arbitration system developed	Non existent	Arbitration SoP developed	The SOP for Arbitration is yet to be developed for adoption. Establishing an independent Arbitration Cell is not under the purview of Bangladesh Labour Act, 2006. The ILO is continuing discussions with the stakeholders and Constituents about the establishment and functioning of an independent Arbitration Cell incorporated in the Labour Law, as part of the alternative dispute resolution system.	The SOP for Arbitration is yet to be developed for adoption. Establishing an independent Arbitration Cell is not under the purview of Bangladesh Labour Act, 2006. The ILO is continuing discussions with the stakeholders and Constituents about the establishment and functioning of an independent Arbitration Cell incorporated in the Labour Law, as part of the alternative dispute resolution system.
Output 2.5 The labour judiciary is capacitated to provide responsive, transparent,	I_2.5.1 Recommendations provided on appropriate staffing of labour judiciary	0	Recommendations up taken	Meeting with Ministry of Law, Justice and Parliamentary Affairs to discuss on back log of cases in the labour court, and recommendation	ILO had a series of meetings with Ministry of Law, Justice and Parliamentary Affairs, including discussion with the Secretary, MoLJP. As part of its commitment in the Roadmap

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
effective, and efficient access to justice.				<p>for appropriate staffing on 8 August 2022.</p> <p>A consultation was organised by the Ministry of Labour and Employment on 13 August, 2022 on Reduction of backlog of cases, in which recommendations on appropriate staffing of labour courts was discussed. Afterwards, the GoB has formed 6 new courts and carried out necessary staffing in each of the courts. Furthermore, based on the discussion, it has been agreed that a case management system will be developed by the Government of Bangladesh.</p>	and NAP, the GoB established new labour courts, and provided appropriate staffing in the courts. Discussions have taken place with MoLJP to provide targeted capacity building opportunities to labour judges, as well as labour court staff.
	I_2.5.2 No. of people targeted with gender sensitive training (disaggr. by sex)	0	10 Officials from the labour judiciary is capacitated on dispute resolution and social dialogue	The training is yet to be completed.	The training is to be undertaken in the next year, in light of tools developed for the labour judiciary, including Standard Operating Procedures, guidelines etc.
	I_2.5.3 % of people self-reporting a change in behaviour after the intervention	0	70% satisfaction rate with training received. 30% knowledge increase	Evaluation on training is yet to be completed.	Final Evaluation will make comment on the satisfaction rate of the training.
Outcome 3 – Improved protection and safer working conditions	I_3.1 Update hazardous child labour list updated	List not up to date	hazardous child labour list updated (October-December 2021)	<p>MoLE has updated hazardous child labour list including five new sectors and now the hazardous child labour list is 43. ILO was heavily involved in working group to update the list.</p> <p>The government issued the gazette notification on the hazardous child labour list in Bangladesh and adopted the revised list in December 2021, which was later gazetted and published in April 2022.</p>	<p>MoLE has updated hazardous child labour list including five new sectors and now the hazardous child labour list is 43. ILO was heavily involved in working group to update the list.</p> <p>The government issued the gazette notification on the hazardous child labour list in Bangladesh and adopted the revised list in December 2021, which was later gazetted and published in April 2022.</p>

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
Output 3.1 – Increased capacity and understanding to protect child labourers including in worst forms.	I.3.1.1 No. of action reviews on hazardous sectors	0	Action reviews of 2 hazardous sectors	<p>Published National Child Labour Survey Report 2022.</p> <p>BBS conducted establishment-based sector-wise survey for 5 hazardous sectors namely 1) Dry fish production, 2) informal/local tailoring and clothing 3) manufacturing of leather footwear 4) automobile workshop and 5) Welding work, for detail assessment on the situation of CL.</p> <p>BBS and ILO technical unit jointly reviewed the provisional national child labour survey report (2022) before publication of full report. BBS and ILO also jointly reviewed the establishment based sector wide survey report before its publication.</p>	<p>Published National Child Labour Survey Report 2022.</p> <p>BBS conducted establishment-based sector-wise survey for 5 hazardous sectors namely 1) Dry fish production, 2) informal/local tailoring and clothing 3) manufacturing of leather footwear 4) automobile workshop and 5) Welding work, for detail assessment on the situation of CL.</p> <p>BBS and ILO technical unit jointly reviewed the provisional national child labour survey report (2022) before publication of full report. BBS and ILO also jointly reviewed the establishment based sector wide survey report before its publication.</p>
	I_3.1.2 Status of the Action plan on safe work for youth under NAP	Data currently not available	Action plan on safe work for youth under NAP developed	Action plan on safe work for youth under NAP is yet to be developed Safe work for youth is integrated into component five of TEI initiative	The project organized a planning workshop on 14 November to develop action plan for safe work for youth. A total of 90 (M-61,F29) were participated from 17 institutions like as MOLE, DIFE, BEF, FBCCI, NEEWE, IBC, trade unions, BLF, VSO, Asia Foundation, Jaggo Foundation, BYLC, Youth representatives from trade union and different organizations. In the planning workshop participants were provided input to develop plan of action for Safe work for youth. This plan of action is comprehensive and collaborative approach to execute Safe Work for youth.

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
Output 3.2. Increased awareness and capacity to address GBV.	I_3.2.1 No. of representatives from constituents targeted by training and awareness raising on GBV (disaggr. by sex and institution)	0	200 constituents trained on GBV	The planning and the procurement for hiring a training organization were completed during the Q4 of 2022. The Network for Research and Training (NRT) was awarded the contract to organize training on gender sensitive facilitation skills for DoL, TU and Employers.	The planning and the procurement for hiring a training organization were completed during the Q4 of 2022. The Network for Research and Training (NRT) was awarded the contract to organize training on gender sensitive facilitation skills for DoL, TU and Employers.
	I_3.2.2 % of targeted representatives from constituents reporting an increased awareness and capacity to address GBV	0	70% satisfaction rate with training received. 30% knowledge increase %	Impact assessment is yet to be completed.	Impact assessment is yet to be completed.
Outcome 4 - Inclusive decent work for sustainable and competitive enterprises is promoted.	I_4.1 Number of initiatives to improve workplace compliance taken by any of the tripartite constituents (i.e. training sessions conducted by master trainers, factories visited/workers supported using the methodology acquired through the LH)	Currently, 3 initiatives in place by the LH to improve workplace compliance	2 additional initiatives introduced to improve workplace compliance	<p>Two (02) additional initiatives introduced to improve the workplace compliance for sustainable, gender responsive and strategic management system development.</p> <p>(i) Gender equality and elimination of violence and harassment in the workplace (ii) Capacity development of enterprise level Safety committee</p> <p>A total of 85 tripartite master trainers were trained on Gender equality and elimination of violence and harassment in the workplace. Out of 85, 30 master trainers from employer organization were directly involved to support improved workplace compliance.</p> <p>A total of 26 master trainers were trained on Safety Committee roles and responsibilities and supported</p>	<p>Two new initiatives were launched, to build the capacity of tripartite stakeholders to play an active role in workplace compliance for sustainable, gender-responsive and strategic management system development.</p> <p>(i) Implementation Agreements with BGMEA and BKMEA for Enterprise Level engagement for Learning and capacity Development activities. 24 Industry Associates (2 females) commenced training as part of the mandate to improve overall compliance in RMG and beyond.</p> <p>(ii) Institutional Capacity Development with BEPZA to provide TOTs on thematic areas including Grievance Mechanism, OSH, and Facilitation Skills. 67 officials from BEPZA were provided with TOT on topics including Grievance Mechanism, OSH, and Facilitation Skills.</p>

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
				for improved works compliance through capacity development for enterprise-level safety committee training.	
	I_4.2. Number of factories/enterprises reached by national Master trainers capacitated via the Learning Hub	542 factories	20% increase from baseline	A total of 367 factories out of 910 factories [19% were unionized factories] outreached for 2 additional initiatives introduced to improve workplace compliance. During the reporting period, 367 factories were trained on the following 2 trainings in 2022: (i) Gender equality and elimination of violence and harassment in the workplace (ii) Capacity development of enterprise level Safety committee	A total of 367 factories out of 910 factories [19% were unionized factories] outreached for 2 additional initiatives introduced to improve workplace compliance. During the reporting period, 367 factories were trained on the following 2 trainings in 2022: (i) Gender equality and elimination of violence and harassment in the workplace (ii) Capacity development of enterprise level Safety committee
Output 4.1 Learning Hub established as an integrated vehicle for capacity building of tripartite constituents.	I_4.1.1 Status of the Needs assessment considering EU National Action Plan, ILO mandate and constituents needs and priorities	Non existent	Needs assessment completed	The needs assessment was completed (Capacity Needs Assessment and Joint Learning Plan FINAL (Combined).pdf) in January 2022. It is 77 pages of assessments, from DIFE, DOL, WRC, Employers' Federation participated. It was done through FGD, KII, and validation workshop. A separate DIFE report is also attached here (Training Plan for DIFE_June 29, 2022.pdf)	The needs assessment was completed (Capacity Needs Assessment and Joint Learning Plan FINAL (Combined).pdf) in January 2022. It is 77 pages of assessments, from DIFE, DOL, WRC, Employers' Federation participated. It was done through FGD, KII, and validation workshop. A separate DIFE report is also attached here (Training Plan for DIFE_June 29, 2022.pdf)
	I_4.1.2. No. of Master trainers capacitated to apply national legislation, ILS, and technical good practices, from DIFE (labour inspectors), DOL, Employers and Workers Associations	164 Master Trainers (29% female) trained from the constituents	20% Increase in number of Mater trainers trained from constituents and 40% female by the end of 2022	85 tripartite master trainers (52% female) developed on Gender equality and elimination of violence and harassment in the workplace in 2022. [Total- 85: DoL- 30, Employers-30 and TU- 25] 26 master trainers (23% female) from the constituents [Employer Organization] were developed on	In partnership with BGMEA and BKMEA for Enterprise Level engagement for Learning and Capacity Development activities in 150 RMG factories; 24 Industry Associates (2 females) trained from the employer organization in different Thematic areas [Grievance Mechanism, Industrial Relations, Leadership skills development,

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
				Capacity Development on the roles and responsibility of the Safety Committee.	facilitation skills, Risk Management, Capacity development on the Safety Committee, Social Dialogue]. This pool of industry-associates capacitated as part of the mandate to improve overall compliance in 150 factories and shared the technical good practices for sustainability.
	I_4.1.3. No of participants in Capacity building initiatives (disaggregated by constituents and sex)	4796 participants received capacity building initiatives by the LH. 46% female	20% Increase in number participants in capacity building initiatives by the end of 2022	1824 participants received capacity building initiatives by the LH. Out of 1824 participants 899 were female [49% female].	24 Participants received capacity building initiatives [2 female]
Output 4.2 MOLE is supported for the establishment of a Department of Employment (DoE)	I_4.2.1 Action Plan on the establishment of a DoE	Concept Note	Action Plan validated	Technical consultation with MoLE completed engaging research and academia on the probable action plans of the DoE.	Technical consultation with MoLE completed engaging research and academia on the probable action plans of the DoE.
	I_4.2.2 SoPs developed	Non existent	SoP adopted	Technical Concept Note and Strategic Framework were completed to provide technical support to MoLE on DoE. Engagement with the ILO HQ, employment department was established to codesign the technical consultation.	Technical Concept Note and Strategic Framework were completed to provide technical support to MoLE on DoE. Engagement with the ILO HQ, employment department was established to codesign the technical consultation.
	I_4.2.3 No. of staff capacitated	0	25% of staff capacitated	10% of staff capacitated about the employment challenges and labour market macroeconomic challenges of Bangladesh which is crucial of DoEs plan of action	10% of staff capacitated about the employment challenges and labour market macroeconomic challenges of Bangladesh which is crucial of DoEs plan of action
	I_4.2.4 Status of DoE governance scheme		DoE operational	DoE is yet to be operational.	DoE is yet to be operational.
Output 4.3 Action research/analysis of labour market needs and	I_4.3.1 No. of stakeholders targeted by the action research (disaggr. by institution and gender)	0	To be confirmed	Two technical dialogues on employment policy, labour market and decent jobs challenges for the country	Two technical dialogues on employment policy, labour market and decent jobs challenges for the country

Result Chain	Indicators	Baseline (2021)	Targets (2023)	Results (2022-status of achievement until 16 December 2022)	Results (status of achievement from 17 December'22- until 16 December 2023)
enterprise development.	Number of action research aimed in different sectors			Come up with two policy briefs on labour market challenges and employment challenges in Bangladesh in implementing the NEP. A labour market and employment snapshot and technical analysis using BBS Data	Come up with two policy briefs on labour market challenges and employment challenges in Bangladesh in implementing the NEP. A labour market and employment snapshot and technical analysis using BBS Data
	I_4.3.2 No. of Sectors identified for the action research	0	3	The desk research report, consultation report and, meeting reports	The desk research report, consultation report and, meeting reports

Annex 6: Good Practices and Lessons Learned

Good practices

ILO/EU Project to Support Implementation of National Action Plan on the Labour Sector of Bangladesh- Decent Work For All

Project DC/SYMBOL: BGD/21/05/EUR

Name of Evaluator: Ty Morrissey

Date: 29 December 2023

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The ongoing amendment process for BLA, with political and technical consensus between the ILO and the GoB, is a positive step. The process employed demonstrates an ability to navigate complex issues and underscores the commitment to addressing key concerns outlined in NAP and CEACR recommendations.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Work on revisions to the labour law is a requirement under the NAP, and the ILO has been supporting the GoB with revisions. It is a complicated process and one that takes time. Ultimately, the passing (or rejection of laws) is under the auspices of the GoB; however, given the importance and requirements of the labour laws to comply with the NAP, the GoB must make ongoing progress.
Establish a clear cause- effect relationship	With support for legal drafting and redrafting, the GoB can likely make the relevant changes in the timeframe specified under the NAP. However, it is essential that the ILO also define the “endpoint” for work in this area, particularly if the GoB doesn’t progress work on the law.
Indicate measurable impact and targeted beneficiaries	Measurable impact is that the law is passed and the GoB is compliant with the NAP
Potential for replication and by whom	There is potential for replication with other government sbut work on labour laws is risky and fraught with challenges.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	Strong links to the DWCP, CPOs and the UNSCDF.
Other documents or relevant comments	None at this stage

Lessons Learned

ILO/EU Project to Support Implementation of National Action Plan on the Labour Sector of Bangladesh- Decent Work For All

Project DC/SYMBOL: BGD/21/05/EUR

Name of Evaluator: Ty Morrissey

Date: 29 December 2023

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LESSON LEARNED ELEMENT	<u>Key Lesson 1:</u> To enhance the M&E process, regular updates on the progress of legislative amendments, consultations, and ratifications should be documented and communicated transparently to all relevant stakeholders. In addition, feedback mechanisms should be established to incorporate constituents' input and adapt strategies as needed.
Brief description of lessons learned (link to specific action or task)	Progress towards outcomes is critical. Too often on ILo projects the focus is on activities and outputs and outcomes are only provided minimal attention. It is important for large investments particularly around labour laws to have a defined end point that can be assessed and to have regular updates and assessments of progress.
Context and any related preconditions	No real context. Just an approach to restructure the way that M&E is approached and handled.
Targeted users /Beneficiaries	The main beneficiaires are government counter;arts and social aptrners who receive quality product. Additionalben eficiaires are ILo representatives and teams that can provide more detailed evidence of progress and achievement of results.
Challenges /negative lessons - Causal factors	The main challenge is if the M&E system and approach to assessing change are not updated, that donors will continue to ask questions, particularly if performance is underwhelming.
Success / Positive Issues -Causal factors	Opportunity to try and apply new approaches to M&E that remove respective and traditional use of log frame approaches.
ILO Administrative Issues (staff, resources, design, implementation)	More M&E support required to project leads and M&E officers on how best to structure approaches to M&E and also to limite the number of performance indciators.

ILO/EU Project to Support Implementation of National Action Plan on the Labour Sector of Bangladesh- Decent Work For All

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The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LESSON LEARNED ELEMENT	<u>Key Lesson 2:</u> The target of passing the BLA amendment Bill by Parliament in 2023 demonstrates a clear timeline for achieving the desired outcome. The progress made until December 2022, with the bill in process and placed with the Labour Law Review Working Group, reflects a systematic approach to legislative reforms. The bill being sent back to Parliament for correction creates a window of opportunity for further alignment, which might be a strategic advantage. This period can be leveraged to address gaps and enhance the alignment with ILS. It's essential to capitalise on time effectively.
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Brief description of lessons learned (link to specific action or task)	Linked to Lessons Learned 1, is a need to define the time period for success. The risk is that support will be demanded for an infinite amount of time without demonstrable progress and/or achievement.
Context and any related preconditions	The context is to set expectations early and to agree on end and defined results. Having expectations set early, means that risk is minimised and there is significant upside for success.
Targeted users /Beneficiaries	The targeted users in this instance is the GoB but there are spillover effects to other Social Partners as well.
Challenges /negative lessons - Causal factors	The challenges are that there is reduced accountability and transparency with a system that encouraged ongoing support without an adequate time period for change,
Success / Positive Issues -Causal factors	Success factors will support a structured approach to M&E that allows for change to be measured and results to be communicated among and between stakeholders (including donors).
ILO Administrative Issues (staff, resources, design, implementation)	Linked to enhancements in M&E is the need to define what success looks like and the timeframe for achievement.

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LESSON LEARNED ELEMENT	Key Lesson 3: While the results highlight the activities and topics covered, it would be beneficial to include metrics or qualitative insights on how the capacity-building initiatives have translated into improved practices or contributions from worker organisations in relevant processes.
Brief description of lessons learned (link to specific action or task)	The ILO intervention tends to focus solely on training and the immediate results of training (including satisfaction). This is quite basic and simplistic in number. Given work with social partners has been occurring over a significant period of time, there should be an expectation that there is a greater assessment of how all the training and capacity building events have directly contributed to change and what these results look like.
Context and any related preconditions	Training is a means to an end. The final result is some form of change, whether it be an individual change or a more comprehensive work unit or broader institutional change. There needs to be an appreciation from social partners that training cannot just continue on forever and that linked assessments regarding labour laws and institutional reforms, there needs to be a defined end period.
Targeted users /Beneficiaries	The target group is all beneficiaries of training events and exercises across all ILO interventions and activities.
Challenges /negative lessons - Causal factors	Challenges are a willingness to change from current approaches and to adjust M&E arrangements to take a more targeted and focused effort to assess change and not simply count participants and determine satisfaction levels.
Success / Positive Issues -Causal factors	Opportunity to develop and generate some interesting findings and results based on training and capacity events. Also a chance to look at specific interventions and to assess detailed change and influence.
ILO Administrative Issues (staff, resources, design, implementation)	Need approaches and methodologies that support capacity assessments and evaluation approaches (i.e. longitudinal or tracer-type studies) that help capture and present the information.

