



ILO EVALUATION

Project Title:	Application of Migration Policy for Decent Work of Migrant Workers
TC Project Code:	BGD/15/01/SDC
Type of Evaluation	Independent Mid-Term Evaluation (MTE)
Project Period	Overall: 2016 - 2021 (5 years) <ul style="list-style-type: none"> • 2016-2018 Phase: April 2016 - December 2018 • 2019-2021 Phase: Jan 2019 to December 2021
Administrative Unit	ILO Country Office for Bangladesh (CO-Dhaka)
Technical Backstopping Unit	Labour Migration Branch (MIGRANT), Geneva
Donor	Swiss Agency for Development and Cooperation (SDC)
Evaluation date and field work dates	20 April 2019 - 30 June 2019 (Field mission dates: 28 April - 6 May 2019)
Project budget	USD 7,549,417 (equally split between Phase 1 and Phase 2) Including Government of Bangladesh in-kind support: US\$ 296,377
Evaluation Manager	Ms. Lkhagvademberel Amgalan, National Project Manager at the ILO CO for China and Mongolia
Consultants team:	Dr. Theo van der Loop, International Consultant and Team Leader, and Syed Khairul Islam, National Consultant
Disclaimer	<i>The views expressed in this report are those of the author and are not necessarily the views of the International Labour Office (ILO). The Consultant is solely responsible for any errors or omissions in the text of the report.</i>

This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

Table of Contents

List of Annexes	iii
List of Tables	iv
List of Abbreviations	v
Executive Summary	ix
1 Introduction	1
1.1 Background and Context of the Migration Policy project.....	1
1.2 Purpose, Scope and Clients of the Evaluation	4
2 Methodology of the Evaluation	6
2.1 Conceptual Framework: Data Collection Worksheet.....	6
2.2 Methodology, Work Plan and Key Deliverables.....	5
3 Overall Findings	9
3.1 Relevance and Validity of Design	9
3.2 Effectiveness.....	16
3.3 Efficiency.....	24
3.4 Sustainability.....	30
3.5 Impact	32
4 Conclusion and Recommendations	34
4.1 Conclusions	34
4.2 Recommendations	38
5 Lessons Learned and Good Practices	41
5.1 Lessons Learned	41
5.2 Good Practices	43

List of Annexes

Annex 1 Terms of Reference (TOR).....	52
Annex 2 Inception Report.....	53
Annex 3 List of Persons Interviewed and Program of Field Visit.....	54
Annex 4 ILO Template for Data Collection Worksheet.....	59
Annex 5 Recommendations of the Evaluability Assessment of 2017	60
Annex 6 Summary of DWCP for Bangladesh 2017-2020.....	61
Annex 7 Indicators of the Performance Plan	62
Annex 8 Summarized Progress on the Programme Activities	63
Annex 9 The number of persons reached by the project and the partnerships forged.....	65
Annex 10 Theory of Change related to Migrant Workers	66
Annex 11 Selection of Documents Consulted.....	67
Annex 12 Qualitative study report.....	68

List of Tables

Tables:

1	Data Collection Worksheet: Evaluation Criteria and Questions, and the sources of data, stakeholder interviews and specific methods used.....	6 - 9
2	Overview of Expenditures for the period of 1 April 2016 to 31 December 2018 by Budget categories.....	29
3	Expenditures on ‘Subcontracts’ by Output.....	30
4	The Subcontracts implemented in the Migration Policy project in 2016-2018.....	31
5	Expenditures by year from 2016 to 2018.....	32

Figure:

1	Migration Portal.....	24
---	-----------------------	----

List of Abbreviations

A2i	Access to Information
ACT/EMP	Bureau for Employers' Activities (of the ILO)
ACTRAV	Bureau for Workers' Activities (of the ILO)
ADB	Asian Development Bank
ADD	Abu Dhabi Dialogue
AR	Annual Review
ASK	Ain o Salish Kendra
BAIRA	Bangladesh Association for International Recruitment Agents
BANBEIS	Bangladesh Bureau of Educational Information & Statistics
BB	Bangladesh Bank
BBDN	Bangladesh Business and Disability Network
BBS	Bangladesh Bureau of Statistics
BBS_HIES	Bangladesh Bureau of Statistics Household Income & Expenditure Survey
BEF	Bangladesh Employers' Federation
BIAM	Bangladesh Institute of Administration and Management
BIDS	Bangladesh Institute of Development Studies
BILS	Bangladesh Institute of Labour Studies
BMET	Bureau of Manpower, Employment and Training (under MoEWOE; it was previously under MoLE)
BNSK	Bangladesh Nari Sramik Kendra
BOESL	Bangladesh Overseas Employment and Services Limited
BOMSA	Bangladeshi Ovhibashi Mohila Sramik Association
BRAC	Bangladesh Rural Advancement Committee
B-SEP	Bangladesh Skills for Employment & Productivity
BTEB	Bangladesh Technical Education Board (under TMED of MoE)
BUET	Bangladesh University of Engineering and Technology
BWB	Better Work Bangladesh
CAP	Corrective Action Plan
CB	Collective Bargaining
CBTA	Competency Based Training and Assessment.
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CO	Country Office
Coop	Cooperative / cooperative enterprises
CP	Colombo Process
CPD	Centre for Policy Dialogue
CTA	Chief Technical Advisor
DEMO	District Employment and Manpower Offices
DPE_APSC	Directorate of Primary Education Annual Primary School Census
DPO	Disabled Persons' Organization
DTE	Directorate of Technical Education (under MoE)
DWCP	Decent Work Country Programme
DWT	Decent Work Technical Support Team for South Asia (DWT- Delhi) and for Asia and the Pacific (DWT-Bangkok)
EA	Evaluability Assessment

ERD	Economic Relations Division
EU	European Union
EWOEP	Expatriates' Welfare and Overseas Employment Policy
FD	Finance Division
FDFA	Federal Department of Foreign Affairs, Switzerland
FIE	Final Independent Evaluation
FPR	Final Progress Report
FPRW	Fundamental Principles and Rights at Work
G2G	Government to government
GCC	Cooperation Council for the Arab States of the Gulf
GCM	Global Compact on Migration
GFMD	Global Forum on Migration and Development
GPMD	Global Programme - Migration and Development
GSP	Generalized System of Preferences
IBC	IndustriALL Bangladesh Council
IFC	International Finance Corporation
ILO	International Labour Organisation
ILO-PMT	ILO Programme Management Team
ILS	International Labour Standards
IMED	Implementation Monitoring and Evaluation Division
IOM	International Organisation for Migration
IR	Industrial Relations
IRI	Industrial Relations Institute
ISC	Industry Skills Council
ITC	International Training Centre, ILO, Turin
KAP	Knowledge, Attitude and Practices
LCG	Local Consultative Group
LMIS	Labour Market Information System
M&E	Monitoring and Evaluation
MENV	Ministry of Environment and Forest
MHPW	Ministry of Housing and Public Work
MIGRANT	Labour Migration Branch, ILO
MoCAT	Ministry of Civil Aviation and Tourism; Ministry of Commerce
MoE	Ministry of Education (MoE)
MEWOE	Ministry of Expatriates' Welfare and Overseas Employment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoHA	Ministry of Home Affairs
MoHFW	Ministry of Health and Family Welfare
Moi	Ministry of Information
MOLE	Ministry of Labour and Employment
MoLGRD&C	Ministry of Local Government, Rural Development and Cooperatives
MoP	Ministry of Planning
MoPA	Ministry of Public Administration
MoPME	Ministry of Primary and Mass Education
MoSW	Ministry of Social Welfare
MoU	Memorandum of Understanding
MoWCA	Ministry of Women and Children Affairs

MTE	Mid-Term Evaluation
MTR	Mid-Term Review
MWIMS	Migrant Workers Information Management System
NCCWE	National Coordination Committee for Workers' Education
NGO	Non-Government Organization
NHRDF	National Human Resources Development Fund
NPC	National Project Coordinator
NSDC	National Skills Development Council (under MOLE)
NSDCS	National Skills Development Council Secretariat
NSDP	National Skills Development Policy
NTVQF	National Technical and Vocational Qualifications Framework
OEMA (2013)	Overseas Employment and Migrants Act, 2013
OKUP	Ovibashi Karmi Unnayan Program
OSH	Occupational Safety and Health
PAC	Project Advisory Committee
PARDEV	ILO Partnerships and Field Support Department
PCC	Project Coordination Committee
PKB	Probashi Kallyan Bank
PPP	Public Private Partnership
PRODOC	Project Document
PSC	Project Steering Committee
PWD	Persons with Disabilities
QAM	Quality Assurance Mechanism
RA	Recruitment Agent
RAJUK	Rajdhani Unnayan Karttripakkha (Dhaka Development Authority)
RB	Regular Budget
RBM	Results-Based Management
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budget Technical Cooperation
RMMRU	Refugee and Migratory Movements Research Unit (University of Dhaka)
ROAP	Regional Office for Asia and the Pacific (in Bangkok)
RO-Arab States	ILO Regional Office for Arab States
RPL	Recognition of Prior Learning
SAARC	South Asian Association for Regional Cooperation
SANEM	South Asian Network on Economic Modelling
SAP-FL	Special Action Programme of Forced Labour
SARTUC	South Asian Regional Trade Union Council
SCORE	Sustaining Competitive & Responsible Enterprises
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goals
SEIP	Skills for Employment Investment Programme
SKOP	Alliance of Trade Union Federations
SMART	Specific, Measurable, Achievable, Realistic and Time-bound goals
STEP	Skills and Training Enhancement Project
TAPP	Technical Assistance Project Proposal
TCC	Tripartite Consultation Council
TMED	Technical and Madrasah Education Division (under MoE)
ToC	Theory of Change

TOR/ToR	Terms of Reference
TPP	Technical Project Proposal
TTC	Technical Training Centre
TVET	Technical & Vocational Education & Training
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WEWB	Wage Earners' Welfare Board
WEWF	Wage Earners' Welfare Fund (managed by WEWB)
WTO	World Trade Organization

Executive Summary

Background and project description

The present Evaluation Report is mandated by the Terms of Reference (ToR) for the Independent **Mid-Term Evaluation** of the project entitled “Application of Migration Policy for Decent Work of Migrant Workers”, or in short Migration Policy project (see Annex 1). This project is a five-year project (with the total approved budget of USD 7,549,417) that is funded by the Swiss Agency for Development and Cooperation (SDC) and is implemented by the International Labour Organization (ILO). The project builds on the achievements of and lessons learnt from the previous project implemented by ILO and funded by SDC on labour migration (2011-2015).

The **objective** of the project is that ‘men and women migrant workers will benefit from safe migration and decent work’ and contribute to the sustainable economic and social development of Bangladesh. This development objective is achieved through the following **two outcomes**:

1. Men and women migrant workers are better protected through improved policy.
2. Public and private institutions contribute to safe migration and decent work for men and women migrants.

These two outcomes are further specified into 6 outputs and 80 activities. The project mainly *aims* to work on building capacity of the relevant in-country government officials, labour wings in selected migrant recipient countries and manpower recruiting agencies and developing policies and frameworks to enable these actors to function well for better and protected migration. The project design includes gender equality, poverty and marginalization, and conflict sensitivity as crosscutting themes.

The project is directly **managed** by a Chief Technical Advisor (CTA) who reports to the ILO Country Director in Dhaka. The team consists further of two national programme officers (who are also focal points for gender and M&E), an admin and finance officer, a programme assistant and a driver. Technical backstopping has been provided by senior ILO specialists located in the Decent Work Team (DWT) in Delhi as well as from Geneva. A Project Steering Committee (PSC) and a Project Coordination Committee (PMCC) are held occasionally to monitor progress and provide strategic guidance.

Objective, Scope and Methodology of the Evaluation

The MTE’s **purpose** is to review and assess progress and achievements of the project against its planned objectives and outputs by using OECD/DAC evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability) and recommend modifications for improvement. The evaluation contributes towards organizational learning and promoting accountability to the ILO, national key stakeholders and the donor. The evaluation also aims at documenting lessons learnt and emerging good practices. The **five Evaluation Criteria** form the backbone of the Findings section below. The Data Collection Worksheet in Table 1 identifies no less than 30 Evaluation Questions. The **scope** of the evaluation encompasses all activities and components of the project during the whole duration from its inception until 31 December 2018 and includes all geographical coverage of the project in Bangladesh. Regarding the **methodology**, a mix of qualitative and quantitative data have been used, including interviews with key stakeholders and Focus Group Discussions with staff of the relevant ministries, tripartite constituents, the donor, other international and UN organizations, NGOs and other stakeholders, as well as observations, critical reflection and triangulation of information acquired. The evaluation

integrates *gender dimension*, disability inclusion and other non-discrimination issues as cross-cutting concerns throughout the methodology, deliverables, and final report of the evaluation. The *clients* and users of the independent evaluation include the national tripartite constituents, the partners of the project, the donor, PSC and PCC, as well as the ILO management at country, regional and Headquarters levels. A full list of clients and other stakeholders is included in Annex 3. The results of the midterm evaluation will also guide the project management in planning implementation of the second half of the project.

Findings

The findings will be presented in this section according to the five Evaluation Criteria distinguished throughout this report. The *Relevance and Validity of Design* of the Migration Policy project are actually two different criteria. The *relevance* for the people and for the country of Bangladesh has been very high from the beginning as it was intended to address labour migration policies for the large number of Migrant Workers (MW) abroad as well as for the Returnees. In addition, all stakeholders interviewed have indicated explicitly that the focus on Migration Policy is very relevant for Bangladesh at this stage, and most stakeholders also stressed that the relevance is still as valid as before if not even higher. The *project design* and its underlying theory of change provided a logical and coherent framework but in the course of time this got diluted because of the disjoint in periods of the PRODOC/TAPP and the SDC-ILO Agreements, as well as because of a lack of simultaneous and coordinated updating of the various M&E tools. As a result, the Log Frame covers the full five-year period, and at present it is difficult to establish what should have been achieved until December 2018.

The project design was very responsive to national sustainable development plans for the SDGs. The project aligns with the Vision 2021's Goal Three for Bangladesh, "To become a poverty-free middle-income country" and it also supported the GoB to achieve its long-term plans, including the Seventh Five Year Plan 2015-2020. The project is assisting Bangladesh's efforts to meet the SDGs (2016-2030), in particular Goal 10 (Target 10.7) and Goal 8 (Target 8.8), and also some more indirect contributions to Goal 5 and Goal 17. The project is also aligned with the UN Development Framework (UNDAF, 2017-2020). The GoB also plays a clear role at the global level, for example, the Ministry of Foreign Affairs (MoFA) hosted recently the Multi-stakeholders Consultation on the implementation of the Global Compact of Migration (GCM).

The project has been working to contribute to the implementation of strategies and policy frameworks of Bangladesh, but the changing of the legal and policy framework is a long-term process involving many rounds of consultations. In the 8 years since the start of the first SDC-funded phase in 2011 two Acts have been passed which is quite a decent time to get that done. The project is also clearly aligned to ILO's Programme & Budget (P&B) and Decent Work Country Programme (DWCP), as well as to the Swiss Government's Global Strategy for Migration and Development in Asia and the Middle East 2015-2019; in addition, in SDC's new national programme started in 2018, the topic of 'Migration' is one of only three pillars.

The project design as laid down in the PRODOC did generally take into account specific issues of gender equality. The two overall project outcomes each specify 'Men and Women migrant workers' and the PRODOC has a separate section on Gender Equality. The PMT includes a dedicated Gender Focal Point, although the functions are quite vast for an NPO to dedicate only 25% of time to gender. Partly because the gender focal point left the project already in September 2018, a number of these tasks could not be undertaken systematically. Much less attention was

paid to non-discrimination concerns and to the inclusion of people with disabilities; for example, these issues are not mentioned at all in the PRODOC, while in the Final Progress Report (FPR) of April 2019 only one delivery was mentioned under Output 1.1. In addition, more attention will be needed to the ways in which one can reach the potential MW in *the rural areas*. Significantly, 95% of the Recruiting Agencies who are members of BAIRA are based in Dhaka, leading to an important role for middlemen in the rest of the country.

The Indicators in the Performance Plan labelled A through N (see Annex 7) are generally SMART and often sex-disaggregated. However, this plan could have been a good benchmark were it not that it has not been updated since August 2017. A comprehensive Baseline study was undertaken, including a survey of 2,500 migrant workers (of which 750 women) spread over the country. With respect to Risk Management, it was found that the project's Log Frame and PRODOC elaborately captured the risks and assumptions and analysed them adequately. The main risk of the project was found to be that the achievement of the project's objectives is dependent of the sustained government's commitment and resource allocation.

In terms of *Effectiveness*, considerable progress is reported despite delays in the effective full implementation of the project especially due to staff recruitment/retaining issues. Progress was especially substantial under output 1.1, which contributed to approvals of important regulations to further strengthen and operationalize the legal and policy framework. A number of more specific important achievements are listed in Section 3.2. Several key success factors were identified by the MTE, including the fact that the PMT is located in the MEWOE, the usually very good participation from the Government when requested for their support, and the fact that one NPO is a MEWOE staff on secondment.

The Final Progress Report (FPR) on the 2016-18 Phase of the project reported that a full 100% of the indicator targets were even achieved but this estimation was found to be too optimistic (see e.g. Annex 8). The main constraints identified by the MTE include: a longer than average project approval time taken by the GoB; long periods in which the project was operated with skeleton staff; relatively frequent staff turnover of key officials in the MEWOE; lack of resources on the side of implementing partners; and the relatively long time it takes for Acts, policies and rules to be definitely adopted.

The MEWOE has been very closely involved in the implementation of the project from the beginning. This was in particular also facilitated by the fact that the project was a continuation of the 2011-2015 phase, as well as that the Ministry provided again for office space expediting communication between project and key ministry staff. The other tripartite constituents (BEF and NCCWE) have also been involved in the project in different activities and consultations. Overall, through a range of actions, the project has reached about 440 institutions (see also Annex 9). The key stakeholders interviewed during the field mission of the present MTE are generally very satisfied with the quality of tools, technical advice, training and other activities delivered by the project. Several specific measures were taken by the project to address issues relating to Gender equality and these have been listed in Section 3.2. The effectiveness of such measures leaves somewhat to be desired in terms of the number of female beneficiaries reached which remains below 20%, and the project really needs to make an effort in this respect.

The project results did certainly contribute to the identified SDGs and their related targets in particular to Goal 10: the revised legal and policy framework, the strengthened services for

migrant workers, the enhanced complaint resolution, the piloting of a 'Recruitment Cost Survey' with the BBS, the capacity building of Labour Attachés, the enhanced negotiation capacity concerning BLA/MoUs, and the establishment of a 'Call Center' at the Bangladesh Mission in Jeddah. The project has generally increased the awareness of key stakeholders on the contents of and the reporting on the different SDG targets and indicators relevant to the Decent Work Agenda. Regarding ILO's International Labour Conventions on migration, the four most relevant ones have as yet not been ratified by the GoB. Overall, the GoB has ratified 35 Conventions.

The project has managed the practice of knowledge management, lessons dissemination and visibility of project branding with a skeleton staff and without a dedicated communications officer relatively well, although the project's website would benefit from a more dynamic approach and more visual contents.

With respect of *Efficiency*, the MTE has found that the resources have been used in a relatively efficient manner which is based on opinions voiced in the stakeholder interviews and on observations. Of the total budget of 3.47 million USD, a substantial part was not spent (23%) and returns to the donor. The largest part of the expenditures was for actual activities, i.e. subcontracts, seminars and trainings with over 46% (see Table 2). About 30% of the total expenditures was spent for the project team, which is *not a high percentage* for projects of this size implemented by the ILO. The largest category of expenditures is for 'Subcontracts' (35%) which were spread over each of the six outputs and included 24 national subcontracts (in BDT) and 5 international ones (in USD) which accounted for some 57% of all subcontracts (see Table 4 for a detailed overview). Looking at the total expenditures per project year, the level was quite low in the first year, i.e. 2016 (see Table 5), especially because the approval from the GoB took longer than expected. Expenditures increased substantially in 2017, but the majority was done in 2018 (56 %). On the whole, the project managed the finances well, with clear yearly Technical and Financial Progress Reports to the donor.

The project has certainly received adequate support from the Government, in particular from the MEWOE and its departments/bureaus, but also from MoLE, BBS and the other tripartite partners. The project has also received substantial support from the regional Labour Migration Specialist in ILO-DWT in Delhi, while PARDEV and MIGRANT in Geneva and ROAP in Bangkok provided support for specific activities. The project leveraged partnerships with other UN agencies, such as IOM and UN Women, and has made strategic use of coordination and collaboration with selected other, related initiatives to increase its effectiveness, such as the DFID funded Work in Freedom (WiF) project implemented by ILO in seven countries and the skills projects implemented by the ILO (the EU-funded Skills21 and the GAC-funded B-SEP). An important forum for donor coordination is the so-called '*Migration Working Group*' chaired by SDC jointly with ILO and IOM. They held their fifth Meeting in November 2018. The project also contributed to Global and Regional Dialogues such as the GCM and GFMD (MoFA) and the CP and the ADD (MEWOE). Bangladesh is co-chairing the CP Working Group dealing with recruitment.

In itself the project management processes have worked well in delivering project outputs and results, but the problem was that roughly the first and the last half year of the project period the Project Management Team (PMT) had to work with a skeleton staff. The primary project governance structure was the Project Steering Committee (PSC) and the Project Coordination Committee (PCC) but these committees have met only twice and thrice respectively during the entire project period. The MTE found that this is not sufficiently efficient and that at least every

half year a PSC as well as a PCC meeting should be held. Concerning reporting, the GoB requires monthly and quarterly updates, the ILO requires regular reporting on DWCP and P&B, while the donor requires annual Progress and Financial Reports, which were all mainly submitted in time. Resources dedicated to outputs aimed specifically at women specific actions and mainstreaming of gender amount to a total of almost US\$ 480,000, or about 7% of the project budget, which the MTE considers to be rather on the low side.

In terms of *Sustainability*, the exit strategy of the project is based on implementation in a phased manner whereby the 2016-2018 phase in particular supported the Government of Bangladesh in the area of reform of the legal and policy framework, and the 2019-2021 phase will build on this foundation. The MTE finds that this could indeed be effective and realistic if the Rules developed or required for the different Acts are actually implemented. It is advised to follow the Good Practice established by the B-SEP project funded by GAC and implemented by the ILO of organizing a “*Sustainability Workshop*” about 4 to 5 months before the project ends.

A certain degree of Ownership has developed within the MEWOE which was enhanced not in the least by the fact that from the beginning most interventions were designed jointly with this and other Ministries. An important initiative was taken by the MEWOE to establish a ‘Social Dialogue’ with all the relevant stakeholders on the MoUs and BLAs. Such and other project contributions should be seen as evidence of ‘ownership’ on the side of the Ministry. In addition, the Ministry clearly is aware that the urgent task ahead now is the implementation of rules and is taking responsibility for the publication thereof. Among the social partners a feeling of ownership is developing, and suggestions are put forward by both organisations to enhance its impact. Among the other implementing partners and stakeholders, feelings of ownership are more restricted to the specific activities in which they are involved directly. Gender mainstreaming has generally taken place, however, it was found that the efforts in this respect should be considerably stepped up in the 2019-2021 Phase, as is the case with subjects related to non-discrimination and people with disabilities. The project’s knowledge and experience on SDGs and relevant targets seem to have been transferred to the national partners, but substantial efforts are still needed in the 2019-2021 phase especially on reporting on the progress of SDGs and their respective targets.

In terms of general *Impact*, the project has made very clear contributions to the development of the long-term policy framework on labour migration with the Rules for the 2013 OEMA Act, the new WEWB Act of 2018, and the Action plan of the EWOE Policy. This has built a foundation needed to arrive at a direct impact on men and women migrant workers to benefit from safe migration and decent work and, thereby, to contribute to the sustainable economic and social development of Bangladesh. Section 3.5 also identified several activities which potentially could have a more direct impact on the lives of the men and women migrant workers.

Significant changes took place in the area of institutional strengthening, support services and national level data on migration. The legal mandate of the MoEOWE to provide welfare services including to the returned migrants was established. The WEWB Act 2018 was adopted to enhance and expand the social protection of migrant workers and their family members. The awareness about the importance of having national level data on labour migration was acknowledged. The recruitment agencies association, BAIRA, indicated that they and their members are interested to ensure ethical recruitment, although most members did not respond to a specific request to that effect. The Government has shown its commitment to ensure social security for the migrant workers by initiating the process of adopting mandatory insurance schemes. Special attention

was also given towards skills development, skill upgradation and certification, so that the national objective of increasing the share of skilled migrant workers can be achieved. The background research on data integration and migration information management systems enhanced the interest among the policy makers to develop an integrated system.

The **Overarching Conclusion** of the MTE is that the project certainly remains highly relevant for Bangladesh as well as for the donor and other international frameworks (including SDGs and GCM), and that its design was valid and logical but lacked subsequently in coordinated monitoring. In terms of effectiveness it is concluded that a series of important achievements were made especially related to Outcome 1 and its Output 1.1, while partial progress is made on outputs 1.2, 2.2 and 2.4 (while progress on 2.1 and 2.3 could not be assessed). The project has provided value for money with subcontracts and other activities accounting for the largest budget category (46%) and with project staff for just 30%, although it was less efficient that almost a quarter could not be spent. Conducting regular PSC/PCC meetings should be given full attention, while concerning the gender dimension it must be underlined that the project should step up its efforts in the next phase. In terms of sustainability, the phased exit plan could indeed work provided the necessary acts and rules are developed and actually implemented and this could be enhanced if the emerging ownership at the MEWOE can be sustained. According to the MTE's findings, the majority of the achievements would not have been possible without the project. There has been a clear impact on men and women migrant workers in several areas, such as strengthened complaint mechanism, sensitized RA on fair recruitment, enhanced institutional capacities for improved service delivery, and improved Pre-Departure training.

Recommendations

- 1) **Continue activities on legal and policy reform related to labour migration issues** as it is no less relevant now than it was at the inception of the Migration Policy project. Make also sure there is clear alignment between the interventions in a possible next phase and the developing priorities of the forthcoming GoB's 8th Five-Year plan.
- 2) **Adjust the Log Frame for the next Phase (2019-2021)** as it was designed for five years and it is difficult to extract the specific targets, milestones and indicators for this phase.
- 3) **Work together with the MEWOE and its organizations and selected partners to truly build upon the achievements of the previous phases (2011-2015 and 2016-2018)**, to enhance **the implementation of the laws and rules** and **to accelerate the progress of organizational reform** and the setting up of the right mechanisms and systems as well as tools and resources needed to support the work of the Ministry centrally and at the division and district levels and in the labour wings abroad.
- 4) **More attention needs to be paid to the inclusion of the Ministry of Foreign Affairs (MoFA) in selected activities and consultations** especially also because MoFA has such a close relationship with IOM, and ILO and IOM need to continue to work on sustaining their cooperation.
- 5) **Continue to closely involve the social partners and explore capacity building for the different trade union platforms** especially the NCCWE (which due to its status as a Committee cannot be as such contracted by the ILO).
- 6) **Undertake a quantitative study on effectiveness and efficiency of the project at the end of 2020 or beginning of 2021 so that it can feed into the final evaluation in a *timely* manner**, in particular make sure that the study is fully completed and agreed upon among the key stakeholders **before** the Final Independent Evaluation starts.

- 7) **Review and streamline the project management arrangements through the PSC and PCC** in such a way that at least **every half year** a PSC as well as a PCC meeting will be held. Reorganize the structure of the meetings in order to enhance discussion and dialogue among the stakeholders.
- 8) **Maintain attention for the complementarity among donor and other development partner interventions in the labour migration area in order to avoid overlap and gaps**, in particular, through the Migration Working Group and through maintaining relations with other projects in this area.
- 9) **Improve the project's website through a more dynamic approach and by including more visual contents.**
- 10) **Investigate ways in which one can reach the (potential) Migrant Workers in the rural areas and explore the role of the middlemen or 'Dala'** thereby for example through piloting the regularization of middlemen through registration at the UPAZILA levels.
- 11) **Monitor and update continuously the phased exit plan** in order to keep track of the development and implementation of the required acts and rules and organize a 'Sustainability Workshop' well before the end of the project (following the example of the ILO B-SEP programme in Dhaka).
- 12) **Enhance attention and specific budget lines for issues related to gender equality, non-discrimination and disability inclusion** (including of returnees). Play a more pro-active role in SDC's Gender Platform and start preparing the six-monthly reports on gender equality (included in the ToR for the Gender focal Point). For disability inclusion involve the Bangladesh Business and Disability Network (BBDN) and selected NGOs.

Lessons Learned and Good Practices

Finally, from the experience gained by evaluating the Migration Policy project in Bangladesh in the present report two Lessons Learned (LL) and three Good Practices (GP) have been compiled as follows:

- LL1: The ILO should be more alert on the early recruitment, the retaining and the (temporary) replacement of project staff in order to avoid having to return substantial parts of the budget to the donor.
- LL2: The project period agreed in the Project Document (PRODOC) and in the Technical Assistance Project Proposal (TAPP) of the Government of Bangladesh should be exactly the same as those relating to the Agreement(s) between ILO and the donor.
- GP1: The close working relationships with the main partner-Ministry, the MEWOE, form a Good Practice to be replicated elsewhere under certain conditions.
- GP2: The contributions of the project to the Sustainable Development Goals (SDGs) constitute a good practice to be elaborated in other (ILO) projects as well.
- GP3: The long-term commitment of donors and partners is a very good practice leading to incremental results.

1 Introduction

The present Evaluation Report is mandated by the Terms of Reference (ToR) for the Independent Mid-Term Evaluation of the project entitled “Application of Migration Policy for Decent Work of Migrant Workers”, or in short Migration Policy project (see Annex 1). In this report we will firstly summarize the background and context of the Migration Policy project, followed by its purpose, scope and clients. In Chapter 2 the purpose of the evaluation and the methodology used will be explained. The actual evaluation exercise consists of the analysis of the Evaluation Criteria and Evaluation Questions in Chapter 3. The findings are summarized in the Concluding Section 4.1, while the Recommendations are the subject of Section 4.2. The final Chapter 5 presents several Lessons Learned and Good Practices.

1.1 Background and Context of the Migration Policy project

Context

Despite Bangladesh’s continued progress in reducing poverty over the past years, more than 47 million Bangladeshis remain below the poverty line (World Bank). With its young and growing population (25 million new entrants to the labour force anticipated for 2011-2021) and severe climate change vulnerabilities, Bangladesh risks losing the progress it has made on poverty reduction. Generating decent work in the domestic market is a major emphasis. In addition, a well-functioning labour migration system which supports high quality overseas employment for those who freely choose it, is an important part of Bangladesh’s strategy to achieve its objective of becoming a ‘middle income country with no one in poverty’. Bangladesh also uses international migration as a strategy to provide alternate sources for economic growth to mitigate the expected impacts of climate change, and therefore, recognizes importance of improving labour migration governance and management.

International labour migration is a considerable reality of Bangladesh’s economy and labour force, with about 11 million migrant workers out of Bangladesh, 12% or more of the labour force employed overseas and the gross remittance earnings equal to 7.87 percent of the GDP (Bangladesh Bank, 2015). Migrant worker households benefit from remittances, with better education outcomes and better access to health care, water, sanitation and nutrition (IOM, 2009). Successful migrant work can reduce poverty and improve livelihoods for individuals and their families. However, there remain many negative conditions that prevent individuals from fully realizing the potential benefits of labour migration. These include: Low skill levels; Limited awareness of and ability to exercise human and labour rights; High cost of labour migration; and Limited support for productive re-entry into the Bangladeshi economy.

Despite the large number of migrant workers, the majority of those migrating overseas for work from Bangladesh are poor and have limited skills. They are vulnerable to exploitation by recruitment agents and middlemen, and face challenges in accumulating and remitting funds to significantly impact the well-being of their families. Bangladeshi workers experience some of the highest costs of migration, and yet are among the lowest paid, on average. In order to address

these challenges, Bangladesh's government is fully committed to continuing to improve its management of labour migration as an integral part of its poverty elimination strategy. The challenge it faces is in lack of technical expertise and in resources to achieve major improvements.

Project background

The “Application of Migration Policy for Decent Work of Migrant Workers” project is a five-year project (with the total approved budget of USD 7,549,417) that is funded by the Swiss Agency for Development and Cooperation (SDC) and is implemented by the ILO. The project builds on the achievements of and lessons learnt from the previous project implemented by ILO and funded by SDC on labour migration which supported Bangladesh to launch and accelerate three areas: policy frameworks; operational effectiveness; and social protection (2011-2015).

The present project was initially planned to go through two implementation phases (splitting the budget equally): April 2016-March 2018 and April 2019-March 2021. The PRODOC covers both phases and since the Technical Assistance Project Proposal (TAPP) of the Bangladesh Government is based on the PRODOC it covers the same period. However, the Agreement between SDC and ILO has been split up for administrative reasons on the side of the donor. The first Agreement dated March 2016 covers the 2016-2018 phase which was Amended (especially due to delays in implementation) in September 2017 to extend the project period to December 2018; this no cost extension was aimed at enabling the ILO to complete all the planned activities. The second Agreement concerns the 2019-2021 phase, specifically adjusted to the period from 1 January 2019 until 31 December 2021; as a result, the current project activities, including the present MTE, are already subsumed under this phase. Therefore, the originally foreseen gap year between March 2018 and April 2019 has effectively been skipped; in any case, considering the continuity of activities and staff such a gap year might not have been the best idea.

Objectives and strategies of the project

The *objective* of the project is that ‘men and women migrant workers will benefit from safe migration and decent work’ and contribute to the sustainable economic and social development of Bangladesh. This development objective is achieved through the following **two outcomes**:

1. Men and women migrant workers are better protected through improved policy.
2. Public and private institutions contribute to safe migration and decent work for men and women migrants.

These two outcomes address the overall framework for labour migration including the institutions of labour migration; and the individuals affected by labour migration, providing technical assistance and support for sustainable operations by the responsible parties.

Major outputs under each of these two outcomes are:

- Output 1.1. The Government of Bangladesh and stakeholders, including social partners and employment service providers, have the capacity to adopt and implement 5 new frameworks pertaining to labour migrants including an improved complaints mechanism; social security legislation; and support services for migrants.
- Output 1.2. Bangladeshi officials are able to apply International Labour Standards principles and good practices in labour migration in MoUs and Bilateral Agreements.

- Output 2.1. The Government and stakeholders are able to develop and apply an integrated migrant worker information and management system (MWIMS) and implement a labour market information system (LMIS).
- Output 2.2. The government and employment service providers are able to improve the scope and quality of services for migrants in Bangladesh and in destination countries through evaluation of those services already established and creation of new services.
- Output 2.3. The government and stakeholders are able to deliver skills training, assessment and recognition relevant to labour migration.
- Output 2.4. The government and Recruitment Agents improve the quality of their client services for migrant workers.

Under each of these six outputs a series of so-called '*Programme Activities*' are identified in the LogFrame Matrix of the PRODOC (its Annex A: pages 8 – 20) amounting in total to no less than 76 such activities, and in an updated version of the LogFrame it was increased to 80.

This project mainly *aims* to work on building capacity of the relevant in-country government officials, labour wings in selected migrant recipient countries and manpower recruiting agencies and developing policies and frameworks to enable these actors to function well for better and protected migration. The project expects that enhanced capacity of the service providers and enabling policies and agreements will result in benefits for the migrants (leading to migrant workers' reducing cost of migration and improve their rewards). Interventions include training, development of training materials, research, consultations, and use of services, advice and technical inputs to enable them to develop and implement legislation, policy and systems, and develop organizational capacity. The project does not include replacement or duplication of any government service or function, and its aim is to ensure that the government is fully capable of maintaining and expanding any initiative it chooses to implement. The project is aimed at supporting the objectives of the government as they reflect those of the ILO, specifically, the Fair Agenda for Migration and the relevant International Labour Standards and Recommendations. The project works closely with the ILO tripartite constituents (government, employers' and workers' organizations) and takes an open, participatory approach to developing and testing policies and strategies, particularly seeking to include migrant workers and their organizations in development and using the impact on migrant workers as the main measure of effectiveness.

Crosscutting Themes

The project design includes gender equality, poverty and marginalization, and conflict sensitivity as crosscutting themes. Gender equality is reflected throughout the project design and is also addressed in specific activities addressing women's needs. The project has a dedicated Gender Focal Point and resources dedicated to outputs aimed at mainstreaming and women specific actions.

Theory of Change (ToC)

The PRODOC includes a Theory of Change (ToC) in its Annex K which will be investigated in Section 3.1. The new DWCP for Bangladesh (2017-2020) also has explicit Theories of Change (ToC), in fact it has no less than 8 ToC's, one for each of the eight Outcomes. Migrant Workers are covered under **DWCP Outcome 4.2: Laws and Policies for protection of migrant workers,**

domestic workers, child labourers and indigenous workers developed and implemented (see Annex 6 and 10).

Evaluability Assessment of June 2017

The Recommendations of the Evaluability Assessment (EA) of June 2017 are mainly dealing with indicators, data collection, monitoring and impact evaluation (see Annex 5).

Institutional arrangements

An annual Project Steering Committee (PSC) and a quarterly Project Coordination Committee (PCC) have been established as per the project document and as per the rules of the Government of Bangladesh. While the PSC provides the strategic direction to the project, the PCC is responsible for facilitating efficiency and effectiveness of the project through coordination of operations and the fulfilment of commitments made in the annual work plan. The PSC is chaired by the Secretary of MEWOE, and the Members include representatives from key government ministries and organizations, employers and workers organizations, recruiting agent organization, and organizations representing migrant workers and their families, as well as the donor (SDC) and ILO.

The PCC is led by the DG of Bureau of Manpower Employment and Training (BMET) and it consists of a number of standing members (Ministry of Expatriates' Welfare and Overseas Employment, BMET, Wage Earners' Welfare Board and ILO) and implementing partners. In addition, the Secretary to the MEWOE has nominated a senior official of the level of Joint Secretary as the National Project Coordinator (NPC) to ensure liaison and coordination with all its wings and bodies and to assist in problem solving when required. The ILO Project Management Team (PMT) and the NPC shall meet once a month (or more frequently if required).

Management arrangements

The project is under responsibility of the ILO Country Office for Bangladesh (CO-Dhaka). The ILO Decent Work Technical Support Team for South Asia (DWT- Delhi), the ILO Regional Office for Asia and the Pacific (ROAP) and the ILO Regional Office for Arab States (ROAS) are the collaborating units. Technical backstopping of the project falls under the ILO Labour Migration Branch in Geneva. The ILO project management team based in Dhaka is responsible for all the project operations. The team consists of a chief technical advisor (CTA), two national programme officers (gender and M&E), an admin and finance officer, a programme assistant and a driver. The CTA reports to the Director of CO-Dhaka.

1.2 Purpose, Scope and Clients of the Evaluation

Purpose of the Evaluation

The *specific objectives* of the Mid-Term Evaluation (MTE) are:

- 1) To review and assess progress and achievements of the project against its planned objectives and outputs by using OECD/DAC evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability);
- 2) To recommend modifications for improvement;

- 3) To contribute towards organizational learning and promoting accountability to the ILO, national key stakeholders and the donor.
- 4) To document lessons learnt and emerging good practices.
- 5) To integrate the gender dimension, disability inclusion and other non-discrimination issues as cross-cutting concerns throughout the entire evaluation.

Scope of the Evaluation

The evaluation covers the project as a whole from its inception until the end of December 2018, and looks at all geographical coverage of the project in Bangladesh.

Gender dimension, disability inclusion and other non-discrimination issues

The evaluation integrates gender dimension, disability inclusion and other non-discrimination issues as cross-cutting concerns throughout the methodology, deliverables, and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluators reviewed data and information that is disaggregated by sex and gender and assessed the relevance and effectiveness of gender related strategies and outcomes to improve lives of women and men.

Clients of the Evaluation

The clients and users of the independent evaluation include the national tripartite constituents, the partners of the project, the donor, PSC and PCC, as well as the ILO management at country, regional and Headquarters levels. A full list of clients and other stakeholders is included in Annex 3 (Part 1). The results of the midterm evaluation will also guide the project management in planning implementation of the second half of the project.

2 Methodology of the Evaluation

2.1 Conceptual Framework: Data Collection Worksheet

Evaluation Criteria

The present Independent Mid-Term Evaluation of the Bangladesh Migration Policy project is based upon the ILO's evaluation policy and procedures. The ILO adheres to the United Nations system's evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The ILO uses a conceptual framework that is consistent with Results-Based Management (RBM) and will address the following five Evaluation Criteria as specified in the ToR (see Annex 1):

- 1) Relevance and Validity of Design,
- 2) Effectiveness,
- 3) Efficiency,
- 4) Impact, and
- 5) Sustainability.

Data Collection Worksheet

The *ILO-template* for the Data Collection Worksheet is provided in Annex 4. It describes the way that the chosen data collection methods, data sources, sampling and indicators will support the evaluation questions. The template in Annex 4 consists of a series of elements of which the most important ones are included in Table 1 below for ease of reference, notably: Evaluation Questions and Criteria/Indicators, Sources of Data and Method, while one additional element (stakeholder interviews) is also included because it is an important element in this particular evaluation. For each of the five Evaluation Criteria distinguished, a series of evaluation questions have been identified in the ToR, and these have been adjusted in the Inception Report (cf. Annex 2) on the basis of the documents review, in particular also based on the PRODOC, the Evaluability Assessment and Progress Reports.

Table 1: Data Collection Worksheet: Evaluation Criteria and Questions, and the sources of data, stakeholder interviews and specific methods used.

Evaluation Criteria and Questions	Sources of Data	Stakeholder Interviews	Specific Methods
A. Relevance and Validity of Design			
1.1 How well does the project design (priorities, outcomes, outputs and activities) address the stakeholder needs that were identified?	Government Policies, DWCPs, PRODOC, Evaluability Assessment, Agreement with SDC, SDGs	Project Team MEWOE /MOLE, Social Partners, Donor, DWT-Delhi, HQ	Documents review; Stakeholder Interviews
1.2 To what extent are the project design (priorities, outcomes, outputs and activities) and its underlying theory of change logical and coherent?	PRODOC, Evaluability Assessment,	Project team, DWT, HQ, Donor, Tripartite constituents	Documents review & Interviews
1.3 How responsive was the project design to national sustainable development plans for the SDGs?	PRODOC, Evaluability Assessment, Progress Reports	Project team, DWT, HQ, Donor, Tripartite constituents	Documents review & Interviews

1.4	Will the design need to be modified in the second half of the project?	Progress Reports	Project Team MoEWOE, Social Partners, Donor, DWT-Delhi, HQ	Documents review; Stakeholder Interviews
1.5	To what extent has the project contributed to the implementation of strategies and policy frameworks of the country, ILO and SDC?	Progress Reports, Government Policies, DWCPs	Project Team MoEWOE, Social Partners, Donor, DWT-Delhi, HQ	Documents review; Stakeholder Interviews
1.6	Within the context of ILO goal of gender equality, disability inclusion and other non-discrimination issues as well as national level policies in this regard, to what extent did the project design take into account: <ul style="list-style-type: none"> • Specific gender equality and non-discrimination concerns relevant to the project context; • Concerns relating to inclusion of people with disabilities? 	Government Policies, DWCPs, PRODOC, Evaluability Assessment, Agreement with SDC	Gender Focal Point/Project Team, Tripartite constituents, Donor, DWT-Delhi, DWT-Bangkok	Documents review; Stakeholder Interviews
1.7	To what extent did the problem analysis identify its differential impact on men and women and on other vulnerable groups (like people with disabilities)?	Government Policies, DWCPs, PRODOC, Evaluability Assessment, Agreement with SDC	Gender Focal Point/Project Team, Tripartite constituents, Donor, DWT-Delhi, DWT-Bangkok	Documents review; Stakeholder Interviews
1.8	How appropriate and useful are the indicators described in the project document/revised performance framework in assessing the project's progress?	Government Policies, DWCPs, PRODOC, Evaluability Assessment, Agreement with SDC, Progress reports	M&E Focal point/Project Team, Donor, DWT-Delhi, HQ	Documents review; Stakeholder Interviews
1.9	To what extent did the project design identify and integrate specific targets and indicators to capture: <ul style="list-style-type: none"> • Gender equality and non-discrimination concerns? • Concerns regarding people with disabilities? 	Government Policies, DWCPs, PRODOC, Evaluability Assessment, Agreement with SDC	Gender Focal Point/Project Team, Tripartite constituents, Donor, DWT-Delhi, DWT-Bangkok	Documents review; Stakeholder Interviews
1.10	To what extent did the project strategies, within their overall scope, remain flexible and responsive to emerging concerns with regards to: <ul style="list-style-type: none"> • Gender equality and non-discrimination? • Inclusion of people with disabilities? 	Government Policies, DWCPs, PRODOC, Progress reports	Gender Focal Point/Project Team, Tripartite constituents, Donor, DWT-Delhi, DWT-Bangkok	Documents review; Stakeholder Interviews
B. Effectiveness				
2.1	What progress has the project made towards achieving its planned objectives? What are the reasons/factors behind that progress?	PRODOC, Progress Reports	Project Team MoEWOE, Social Partners, Donor, DWT-Delhi, HQ	Document review; Stakeholder Interviews
2.2	What are the main constraints, problems and areas in need of further attention?	Progress Reports	Project Team MoEWOE, Social	Document review; Stake-

			Partners, Donor, DWT-Delhi, HQ	holder Interviews
2.3	How and how well have stakeholders have been involved in the implementation? How well the national ownership is ensured?	Progress Reports, Policies & Plans of Tripartite+ Constituents	Project Team MoEWOE, Social Partners, NGOs, Other partners, Donor, DWT-Delhi, HQ	Document review; Stakeholder Interviews
2.4	Are stakeholders satisfied with the quality of tools, technical advice, training and other activities, delivered by the project?	---	MoEWOE, Social Partners, NGOs, Other partners, Project Team, Donor, DWT-Delhi, HQ	Stakeholder Interviews
2.5	Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to: <ul style="list-style-type: none"> Gender equality and non-discrimination? Inclusion of people with disabilities? How effective were these measures in advancing gender equality and inclusion of people with disabilities within the context of project's objectives?	Progress reports, Government Policies, Strategies of partners	Gender Focal Point/Project Team, Tripartite constituents, Donor, DWT-Delhi, DWT-Bangkok	Documents review; Stakeholder Interviews
2.6	To what extent were the intervention results monitored and achieved (or not) and what was their contribution (or not) towards: <ul style="list-style-type: none"> Gender equality and non-discrimination? Inclusion of people with disabilities? 	Progress reports, Government Policies, Strategies of partners	Gender Focal Point/Project Team, Tripartite constituents, Donor, DWT-Delhi, DWT-Bangkok	Documents review; Stakeholder Interviews
2.7	To what extent the project results contribute (or not) to the identified SDGs and related targets? Even if the relevant SDGs had not been identified in design, can a plausible contribution to the relevant SDGs and related targets be established?	Progress reports, SDG reporting	Project team, MoEWOE, Social Partners, DWT Delhi, Donor	Document review; Interviews
2.8	A To what extent have intervention results been monitored and reported in terms of their contribution to specific SDGs and targets (explicitly or implicitly)? To what extent did the project increase stakeholders' awareness on SDG targets and indicators relevant to Decent Work Agenda? (explicitly or implicitly)	Progress reports, SDG reporting	Project team, MoEWOE, Social Partners, DWT Delhi, Donor	Document review; Interviews
C. Efficiency				
3.1	Have the resources (including technical expertise, staff, time, information) been used in an efficient manner?	PRODOC, Progress reports, Financial Reports to Donor	Project team, Donor, Tripartite constituents, NGOs, Other partners, DWT-Delhi, HQ	Document review; Interviews; Financial reporting
3.2	Has the project received adequate support from the relevant ILO units, the government and national partners?	Progress reports, Financial Reports to Donor	Project team, Tripartite constituents, Donor, DWT-Delhi & Bangkok, HQ	Document review; Interviews; Financial reporting
3.3	To what extent did the project leverage partnerships (with constituents, national institutions and other UN/development	Progress reports, Financial	Project team, Tripartite constituents, Donor,	Document review; Interviews;

	agencies) that enhance projects relevance and contribution to priority SDG targets and indicators? (explicitly and implicitly)	Reports to Donor	DWT-Delhi & Bangkok, HQ, IOM, UN Women	Financial reporting
3.4	To what extent did the project leverage partnerships with other ILO projects in the region and with Global Programme - Migration and Development (GPMD), SDC, to build linkages?	Progress reports, Financial Reports to Donor, and SDC's GPMD	Project team, Donor, DWT-Delhi & Bangkok, HQ, IOM, UN Women, Other ILO Projects	Document review; Interviews; Financial reporting
3.5	How well has the project management processes work in delivering project outputs and results?	Progress reports	Project team, Tripartite constituents, Donor, DWT-Delhi & Bangkok, HQ	Document review; Interviews;
3.6	To what extent did the project budget factor-in the cost of specific activities, outputs and outcomes to address: <ul style="list-style-type: none"> Gender equality and non-discrimination? Inclusion of people with disabilities? And, to what extent did the project leverage resources (financial, partnerships, expertise) to promote these two issues (bullets).	PRODOC, Progress reports, Financial Reports to Donor	Gender Focal Point/Project Team, Donor, DWT-Delhi, DWT-Bangkok	Documents review; Stakeholder Interviews
D. Sustainability				
4.1	How effective and realistic is the exit strategy of the project?	PRODOC, Progress reports	Project team, MoEWOE, Social Partners, DWT Delhi, HQ, Donor	Documents review; Stakeholder Interviews
4.2	To what extent did the intervention advance strategic gender-related needs that can have a long-term positive bearing on: <ul style="list-style-type: none"> Gender parity within the world of work? Inclusion of women and men with disabilities within the world of work? 	Progress reports, Government Policies, Strategies of partners	Gender Focal Point/Project Team, Tripartite constituents, Donor, DWT-Delhi, DWT-Bangkok	Documents review; Stakeholder Interviews
4.3	To which extent the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (explicitly or implicitly)	Progress reports, SDG reporting	Project team, MoEWOE, Social Partners, DWT Delhi, HQ, Donor	Document review; Stakeholder Interviews
E. Impact				
5.1	What were the intervention's long-term effects in terms of reducing/exacerbating: <ul style="list-style-type: none"> Gender inequalities and gender-based discrimination? Inequalities and exclusion faced by people with disabilities? 	Progress reports, Government Policies, Strategies of partners	Gender Focal Point/Project Team, Tripartite constituents, Donor, DWT-Delhi, DWT-Bangkok	Documents review; Stakeholder Interviews
5.2	To what extent did the project bring lasting changes in norms and policies that favour/promote: <ul style="list-style-type: none"> Gender equality and non-discrimination? Inclusion of people with disabilities? 	Progress reports, Government Policies, Strategies of partners	Gender Focal Point/Project Team, Tripartite constituents, Donor, DWT-Delhi, DWT-Bangkok	Documents review; Stakeholder Interviews
5.3	Has the intervention made a difference to specific SDGs to which the project is linked? If so, how has the intervention made a difference? (explicitly or implicitly)	Progress reports, SDG reporting	Project team, MoEWOE, Social Partners, DWT Delhi, HQ, Donor	Document review; Stakeholder Interviews

2.2 Methodology, Work Plan and Key Deliverables

Methodology

ILO's policy guidelines for evaluation (3rd edition, 2017) provides the basic framework. The evaluation has been carried out according to ILO standard policies and procedures and comply with the United Nations Evaluation Group (UNEG) norms and standards and the OECD/DAC evaluation quality standards.

The methodology used includes:

- Desk review of relevant documents including the project document, work plans, project monitoring plans, progress reports including the Final Progress Report (FPR) of April 2019 covering the entire 2016-2018 Phase, the evaluability assessment, government documents, meeting minutes, policy frameworks, DWCP, UNDAF, draft regulations or laws that relate to the influencing agenda aspects of the project, workshop and mission reports, and other documents/materials/publications that were produced through the project or by relevant stakeholders (see Annex 11).
- Interviews via Skype and E-mail with the Evaluation manager, the Project team in Bangladesh, the ex-CTA, the ex-NPO (gender focal point) and the ex-Migration Specialist in DWT- Delhi. The current Migration Specialist DWT-Delhi was interviewed in person in Dhaka as he was on mission there during the MTE. A list of persons interviewed, and a full mission schedule is included in Annex 3.
- Field visits: Interviews and meetings with representatives of key stakeholders including tripartite constituents, the donor, other international and UN organisations, and implementing partners were held during the mission from 28 April to 6 May 2019. A stakeholder workshop was held in Dhaka on the last day of the mission to present preliminary findings to key stakeholders.

Special mention needs to be made of the fact that the ToR for the MTE (see Annex 1) originally envisaged that the MTE could make use of the results of and information from the so-called '*Qualitative Study*' on project progress; however, this study was only initiated at the end of May 2019 when the Draft Evaluation Report had already been submitted. The study has subsequently been undertaken by the South Asian Network on Economic Modelling (SANEM) based in Dhaka, an organization with whom the project has established a partnership (cf. Annex 9). Finally, the report's *draft* dated 25 July 2019 became available only on 6 August to the MTE, and the entire procedure has delayed the MTE exercise substantially. It should be noted that the SANEM report has not been an independent evaluation like the MTE because the MTE has been undertaken under the responsibility of an Independent Evaluation Manager. To be sure, the report would have been very useful if it had been completed *before* the MTE Mission because then the stakeholders could have been asked during the MTE-interviews about their opinion on the conclusions of this report, and then the MTE could have made an independent judgement of the report's conclusions. *In view of the above the MTE proposes to attach the report as an independent attachment to the present report.*

The methodology includes multiple methods, with analysis of both quantitative and qualitative data, and captures intervention's contributions to the achievement of expected and unexpected outcomes. It also includes examining the intervention's Theory of Change, specifically in the light

of the logical connect between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels (for example the Theory of Change in the DWCP for Bangladesh; see Annex 6 & 10), as well as with the relevant SDGs and related targets. It also involves the study of the Evaluability Assessment of June 2017 and its recommendations. The involvement of key stakeholders is ensured in the implementation as well as in the dissemination processes (e.g. stakeholder workshop, debriefing, the sharing of the draft report, etc.).

The data and information have been collected, presented and analysed with appropriate *gender* disaggregation. The Data Collection Matrix in Table 1 includes for *each* of the five evaluation criteria one or more evaluation questions related to gender as well as to non-discrimination and disability issues.

A plan for a *critical reflection process* and for quality communication and reporting of evaluation outcomes has been implemented as follows:

- The weekend during the mission period was used to critically reflect on the interview notes so far, to peruse newly received documents and to prepare the first draft of the PowerPoint presentation.
- The Project team perused this draft PowerPoint presentation for factual errors and diplomatic/sensitive issues.
- The key stakeholders were invited for a stakeholder workshop where the evaluators presented their preliminary findings after which there was ample opportunity for commenting and discussions.
- The donor also attended the stakeholder workshop, and provided initial comments on the presentation.
- A debriefing with the ILO Project team was held on Monday 6 May 2019 in the afternoon. A debriefing was also scheduled with the Country Director, but he had at the last moment another commitment; the project team will brief him at an appropriate moment.

Limitations

The mission of just over one week from Sunday 28 April until Monday 6 May is relatively short for a project this size, and not all meetings could be conducted within that period, for example with the Ministry of Foreign Affairs (MoFA), the NPC (although he is only procedurally involved), MoLE (although only involved in the PSC), and some other organisations only incidentally involved (e.g. Bangladesh Institute of Labour Studies-BILS, Bangladesh Institute of Development Studies-BIDS, and the Refugee and Migratory Movements Research Unit-RMMRU of the University of Dhaka). However, the main stakeholders were all represented in the final mission schedule (Annex 3), although it is considered an oversight that MoFA was not included in the schedule.

The total number of 'Programme Activities' identified in the updated LogFrame is no less than 80, indicating that it will be challenging, to say the least, for the MTE to evaluate all those activities. This will be mitigated by focusing in principle on those activities that are underlined by the different stakeholders during the interviews and adjusted with the study of project documents.

It should be avoided in future to add reports to the documents to be studied by evaluators which are produced *only after* the MTE has already submitted its draft report. This not only delays the

MTE substantially, but also has the obvious potential to compromise the independence of the exercise.

Key Deliverables

The following key outputs will be delivered:

Deliverable 1: Inception report, by 19 April 2019

The inception report was drafted upon the review of the available documents and Skype briefings/initial discussions with the Evaluation Manager and the Project team. It included among other elements the evaluations questions, data collection methodologies and techniques and evaluation tools. The inception report was approved by the evaluation manager (see Annex 2).

Deliverable 2: Presentation of preliminary findings on Monday 6 May 2019

At the end of the evaluation mission to Bangladesh, the evaluation team presented the preliminary findings of the evaluation at the Stakeholders' Workshop. The project team provided the necessary administrative and logistic support to organize this stakeholder workshop.

Deliverable 3: Draft evaluation report

The present draft evaluation report was prepared in accordance with the EVAL Checklist 5: Preparing the Evaluation report (cf. ToR in Annex 1). This report will be improved by incorporating the evaluation manager's comments. Then the evaluation manager will circulate the draft report to key stakeholders including the project team, ILO officials concerned with this evaluation, the donor and national partners for comments.

Deliverable 4: Final evaluation report with evaluation summary

The comments received from key stakeholders will be considered for incorporation into the final report, and a matrix will be provided with explanations why comments were or were not taken into account. The report should not be more than 35 pages (excluding annexes).

Management Arrangements and Quality Assurance

The evaluation manager is responsible for the overall coordination and management of this evaluation. The manager of this evaluation is Ms. Lkhagvademberel Amgalan, National project manager at the ILO Country Office for China and Mongolia. Ms. Pamornrat Pringsulaka, Regional Evaluation Officer at ILO Regional Office for Asia and the Pacific (ROAP) Bangkok will provide support and oversee the evaluation process and quality of the report. The final evaluation report will be approved by the ILO Evaluation Office. As per the project document, SDC has been closely consulted and involved in managing this mid-term evaluation.

The evaluation was conducted by a team of two international and national consultants. The international consultant leads the evaluation team and has final responsibility for above described deliverables. The national consultant (a national of Bangladesh) supports the team leader in conducting a participatory and inclusive evaluation. The international consultant reports to the evaluation manager. The national consultant reports to the international consultant (team leader) and the evaluation manager.

The project team is handling all contractual arrangements with the two evaluators and provide logistic and administrative support to the evaluation throughout the process. The project team provided all the project and non-project documents to be reviewed and ensured they are up-to-date. The project team also prepared a detailed agenda of the evaluation mission (see Annex 3).

Work Plan

This evaluation is taking place between February 2019 and June 2019. The field mission to Bangladesh took place from 28 April to 6 May 2019 (excluding travel dates).

The draft Work Plan of the ToR has been further detailed as follows:

Task	Responsible person	Time frame
Preparation, sharing for feedback, and finalization of the evaluation TOR	Evaluation manager with inputs from the Project team, REO and SDC	Oct- Dec 2018
Approval of the TOR	REO	Jan 2019
Identification and selection of the evaluation consultants (1 international & 1 national)	Evaluation manager	March 2019
Ex-col contracts based on the TOR prepared/signed	Project team	by 15 April 2019
Draft mission itinerary for the evaluators and the list of key stakeholders to be interviewed	Project team	by 10 April 2019
Briefing for evaluators on ILO evaluation policy	Evaluation manager	15 April 2019
Review project documentation; and prepare and submit an inception report to the Evaluation manager	Evaluation team	by 19 April 2019
Approve inception report, including ensuring any necessary adjustments by evaluator	Evaluation manager	by 24 April 2019
Consultations and interviews via Skype with relevant ILO officials/specialists and donor	International consultant (evaluation team leader)	15 - 26 April 2019
Evaluation mission to Bangladesh	Evaluation team	28 April- 6 May 2019
Stakeholders' workshop in Bangladesh	Evaluation team/Project team	5 May 2019
Draft evaluation report prepared and submitted to the Evaluation manager	Evaluation team	26 May 2019
Sharing the draft report with all the concerned stakeholders including the donor for comments	Evaluation manager	27 May 2019
Comments on the draft report collected and consolidated, and sent to the evaluators	Evaluation manager	12 June 2019
Received the delayed SANEM Qualitative Study (refer to section 2.2 on Methodology)		6 August 2019
Finalization and submission of the report to the Evaluation manager	International consultant	9 August 2019
Review of the final report	Evaluation manager/REO	August 2019
Submission of the final report to EVAL	Evaluation manager/REO	August 2019
Approval of the final evaluation report	EVAL	September 2019

3 Overall Findings

The Independent Mid-Term Evaluation (MTE) of the project entitled “Application of Migration Policy for Decent Work of Migrant Workers” is based on the OECD/DAC evaluation criteria, and in the previous chapter five Evaluation Criteria have been identified which will be discussed in depth in the present chapter (Sections 3.1 – 3.5). These criteria have been investigated with the help of the 30 Evaluation Questions identified in Section 2.1 and in particular in Table 1, and these questions are summarized below in bold.

3.1 Relevance and Validity of Design

1) How well does the project design (priorities, outcomes, outputs and activities) address the stakeholder needs that were identified?

The project design (priorities, outcomes, outputs and activities) addressed clearly the identified stakeholder needs, which can be summarized as follows:

- a. to enhance capacity building of the relevant in-country government officials, labour wings in selected migrant recipient countries and manpower recruiting agencies; and
- b. to develop policies and frameworks to enable these actors to function well for better and protected migration.

In fact, the relevance of the project for the people and for the country of Bangladesh has been very high from the beginning as it was intended to address labour migration policies for the large number of Migrant Workers (MW) abroad as well as for the Returnees. Currently there are about 11 million migrant workers abroad, who are mostly low-skilled. In addition, all stakeholders interviewed have indicated explicitly that the focus on Migration Policy is very relevant for Bangladesh at this stage, and most stakeholders also stressed that the relevance is still as valid as before if not even higher.

The Evaluability Assessment (2017: 2) also found that “Overall, the project’s goals and expected outcomes support the needs of migrant workers and the Government of Bangladesh’s (GoB) efforts to improve support services for the potential and existing migrant workers.”

2) To what extent are the project design (priorities, outcomes, outputs and activities) and its underlying theory of change logical and coherent?

The Evaluability Assessment, though being at times a bit superficial, was positive in its findings on the results statement: “The project’s logframe clearly identifies the impacts, outcomes and outputs of the project” and there is a causal link among the inputs, outputs, outcomes and impact. In addition, “...the project has also prepared a performance plan for the lifetime of the project. This performance plan describes year-wise milestone to be achieved. This plan is very simple and easy to follow. These plans together clearly present necessary and sufficient set of performance markers that can be tracked to measure whether results are being achieved in a timely manner.” (2017: 4-5). In fact, the project uses in total four M&E documents:

1. A LogFrame Matrix of 43 pages updated until March 2018 (dated July 2018);
2. A Performance Plan of 9 pages updated in August 2017;

3. An Implementation Plan (Gantt Chart) of 6 pages updated in July 2018; and
4. An M&E Plan of 37 pages updated in May 2017.

These documents are quite detailed and systematic, but it would have been better to update them simultaneously; as it stands now it provides for confusing reading because of the widely varying periods and updates involved. The original LogFrame of the PRODOC has a column added on 'Progress until March 2018' when the yearly Progress Report was produced, but on the whole covers the entire period from April 2016 to December 2021 and therefore does not provide information separately on progress in the period covered by the MTE (April 2016-December 2018). The Performance Plan could have been useful as it provides milestones for each project year, but it is not recently updated (e.g. the end year is still 2020 instead of 2021). The Implementation Plan is a Gantt chart for the full period of the project (2016-2021) indicating for each of the 80 Activities by quarter when they are planned to be undertaken. Lastly, the M&E Plan indicates in detail how and who will collect the data needed to monitor the project's progress.

An important drawback of the way the project came about was the disjoint between, on the one hand, the PRODOC and the TAPP which both cover the full five years period (2016-2020), and, on the other hand, the Agreement between SDC and ILO which was split into two phases for administrative reasons (2016-2018 and 2019-2021). For several reasons it would have been better if the two periods coincided. Firstly, the Log Frame covers the full five-year period, and at present it is difficult to establish what should have been achieved until December 2018. Secondly, with the CTA leaving in July 2018, there was a project period remaining of only 6 months as the new SDC Agreement was in development. Such a period is not enough within the ILO recruitment rules and regulations to start a procedure to hire a new CTA.

The PRODOC (its Annex K) includes a Theory of Change (ToC) which is a summary representation of how the project is expected to bring about change. The image depicts a number of elements (in hexagons) of a 'desired state' for migration in Bangladesh: a well-regulated system, supplying skilled workers who work in decent conditions overseas and are able to make a contribution to Bangladesh both in terms of their earnings (as remittances) and of their skills and capacities they bring home to invest in Bangladesh's development. There are a number of *pathways of change* identified in the ToC. The first relates to the central place that legislation, rules and the implementation of those rules have for the whole system. The second pathway relates to the way skills are reflected in the overall migration system. The third pathway is about protection of workers. Supporting these three major pathways are a host of other interventions and supporting activities, but they are all oriented towards the objective of achieving decent work for migrant workers, while overseas and on their return, through the development of sustainable capacity in the governmental and non-governmental institutions of Bangladesh responsible for migration. Overall, the three pathways of legislation, skills and protection form a logical and coherent framework for the project. However, after its design in 2017 the ToC has not been used anymore, and for example the Evaluability Assessment does not even mention it.

The new DWCP for Bangladesh (2017-2020) also has explicit Theories of Change (ToC), in fact it has no less than 8 ToC's, one for each of the eight Outcomes. Migrant Workers are covered under DWCP Outcome 4.2: 'Laws and Policies for protection of migrant workers, domestic

workers, child labourers and indigenous workers developed and implemented' (see Annex 6 and 10). This relates mainly to the legislative component of the project.

In conclusion, the project design and its underlying theory of change provided a logical and coherent framework but in the course of time this got diluted because of the disjoint in periods of the PRODOC/TAPP and the SDC-ILO Agreements, as well as because of a lack of simultaneous and coordinated updating of the various M&E tools.

3) How responsive was the project design to national sustainable development plans for the SDGs?

The project design was clearly very responsive to national sustainable development plans for the SDGs. The project aligns with the Vision 2021's Goal Three for Bangladesh, "To become a poverty-free middle-income country", with specific objectives for building a skilled workforce (3.9) and to garner higher foreign exchange earnings from the export of skilled and semi-skilled labour (3.10). In addition, it also supported the GoB to achieve its long-term plans, i.e. the Perspective Plan of Bangladesh 2010-2021 and the National Sustainable Development Strategy of Bangladesh 2010-2021, especially in the area of improving the governance of labour migration and support for workers through regulation of recruiting agents, providing training, strengthening labour wings in foreign missions, promoting labour migration in poorer regions of Bangladesh, increasing women's participation, strengthening social protection and improving access to micro-finance. Lastly, the project supported the GoB's efforts to achieve its medium term plan, i.e. the Seventh Five Year Plan 2015-2020 which recognizes international labour migration as an important strategy for poverty reduction and the development of Bangladesh, listing nine specific strategies for increasing the quality and value of labour migration. The project contributes to the following strategies among the nine specific strategies on labour migration:

1. Improving the technical and organizational capacity of the MEWOE and its subordinate bodies,
2. Improve skills training and skills recognition for migrating workers,
3. Improving negotiation and planning capacity to secure more advantageous agreements for Bangladeshi workers,
4. Improved digital data management, and
5. Broad information campaigns to improve understanding and reduce risks for prospective migrants.

Specifically related to the SDGs (2016-2030), the project is assisting Bangladesh's efforts to meet these SDGs, in particular:

- Goal 10 (i.e. Reduce inequality within and among countries) and its Target 10.7 (i.e. Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies) by supporting the country to adopt and implement the new legal and policy framework, strengthen services for migrant workers, ensure effective complaint resolution, capacity building of officials and institutions. The project will be directly contributing to Indicator 10.7.1 by piloting a 'Recruitment Cost Survey' with the National Statistical Office (BBS).
- Goal 8 (i.e. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all and the) and its Target 8.8 (i.e. Protect labour rights and promote safe and secure working environments for all workers, including migrant

workers, in particular women migrants, and those in precarious employment) by supporting the Government to establish service centers at destinations, capacity building of Labour Attachés, improving skills development through upgradation curricula, enhance negotiation capacity to have better bilateral agreements and enhance access to information on ethical recruitment processes and regular migration among aspirant migrant workers.

More indirect contributions are expected from the project on:

- Goal 5 (Achieve gender equality and empower women and girls) and its Target 5.1 on End all forms of discrimination against all women and girls everywhere, and
- Goal 17 and its Target 18 on data by migratory status: By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

The project is also aligned with the UN Development Framework (UNDAF, 2017-2020). Among the UNDAF three priority areas (aligned to sustainable development pillars), the following indicators are most relevant for the project:

- Outcome 1: “All people have equal rights, access and opportunities”, especially Outcome 1.9: Number of national laws or policies revised to remove discriminatory provisions;
- 3.5 Percentage of employed men and women 15 years and above having employment in the formal or informal sector;
- 3.6 Percentage of overseas migrant by type (skilled or semi-skilled) and disaggregated by gender, region/ district, ethnic group;
- 3.7 Participation rate of youth and adults in formal and non-formal technical, vocational education and training in the previous 12 months, as well as volunteer activities that build soft/life skills, by sex; and
- 3.8 Proportion of people below the lower poverty line benefiting from social protection.

The GoB also plays a clear role at the global level. For example, the Ministry of Foreign Affairs (MoFA) hosted recently, on Saturday 4 May 2019, in Dhaka the Multi-stakeholders Consultation on the implementation of the Global Compact of Migration (GCM), Bangladesh being the co-chair this period along with Spain.

4) Will the design need to be modified in the second half of the project?

Because the Project Design is as such logical and coherent there is no urgent reason to modify it in the second half of the project. Nevertheless, some more concrete adjustments, in particular in terms of the adaptation of the LogFrame to the division in two phases (i.e. the two Agreements between SDC and ILO), will be proposed in the coming Sections.

5) To what extent has the project contributed to the implementation of strategies and policy frameworks of the country, ILO and SDC?

The project has been working to contribute to the implementation of strategies and policy frameworks of Bangladesh but the changing of the legal and policy framework is a long-term process involving many rounds of consultations, and often involving successive projects. For example, in the 8 years since the start of the 2011-2015 phase two Acts have been passed which is quite a decent time to get that done. One of these Acts is the Overseas Employment and

Migrants Act, OEMA 2013, and the other is the WEWB Act 2018. In addition, one policy and action plan (Expatriates' Welfare and Overseas Employment Policy 2016 –EWOEP-) and one rule (Overseas Employment and Migration Management Rule –OEMMR) were adopted but not yet fully implemented. Further, one policy and one rule were developed, i.e. the policy guidelines of the Mandatory Insurance for Bangladeshi Migrant Workers and the Migrant Worker Registration Rule, although both have not yet been adopted.

The project also clearly links to ILO's Programme & Budget (P&B), Decent Work Country Programme (DWCP) and Country Programme Outcome (CPO) of ILO. With regards to P&B, the project links to Outcome 9 of the P&B 2016-17: Promoting fair and effective labour migration policies: "Labour migration governance is strengthened to ensure decent work for migrant workers, meet labour market needs and foster inclusive economic growth and development." The project aligns also to Bangladesh's DWCP 2017-2020, esp. Priority 4, Outcome 4.2: Laws and policies for protection of migrant workers, domestic workers, child labourers and indigenous workers developed and implemented (Annex 6).

The project is also clearly aligned to the Swiss Government's Global Strategy for Migration and Development in Asia and the Middle East 2015-2019, while in the new national programme started in 2018, the topic of 'Migration' is one of three pillars (next to Market/Skills Development and Governance).

6) Within the context of ILO goal of gender equality, disability inclusion and other non-discrimination issues as well as national level policies in this regard, to what extent did the project design take into account:

- **Specific gender equality and non-discrimination concerns relevant to the project context; and**
- **Concerns relating to inclusion of people with disabilities?**

The project design as laid down in the PRODOC did generally take into account specific issues of gender equality. The project aligns with the Government of Bangladesh's intention to increase the percentage of women among migrant workers, and to broaden the range of occupations (particularly higher paying occupations) in which they work overseas.

The two overall project outcomes each specify 'Men and Women migrant workers'. The PRODOC has a separate section on Gender Equality (page 26-27), indicating: "Outputs under both Objectives 1 and 2 of the project aim to create or enhance services to migrant workers and are oriented to ensuring women benefit to at least the same extent as men. One Output of the project - The Government and Stakeholders are able to deliver skills training, assessment and recognition relevant to labour migration (output 2.3) includes activities specifically directed at women. For example, training support for organizations to enable women to access training in occupations that they have not previously accessed (2.3.2) directly benefit women by broadening their skills and therefore, opening up higher paid occupational areas."

The project includes a dedicated Gender Focal Point, meaning that one of the two National Project Officers will allocate "one half of the time" to this responsibility (PRODOC page 27); however, this was later reduced to one quarter of the time although the functions are quite vast as specified in Annex G of the PRODOC:

- 1) Act as a monitor on gender mainstreaming to the CTA
- 2) Strategy and action plan on gender mainstreaming
- 3) Analysis, knowledge development and information activities, including support to the preparation of an issues-paper on gender perspectives
- 4) Support to gender mainstreaming by the partners
- 5) Support to gender mainstreaming efforts of the HQ/Regional Office/UNCT
- 6) Regular monitoring and reporting on gender mainstreaming, including the preparation of reports on gender equality every six months.
- 7) Representation, collaboration and resource base development.

Partly because the gender focal point left the project already in September 2018, a number of these tasks could not be undertaken systematically while the issues-paper on gender perspectives and the six-monthly reports on gender equality did not materialize.

Much less attention was paid to non-discrimination concerns and to the inclusion of people with disabilities; for example, these issues are not mentioned at all in the PRODOC, while in the Final Progress Report (FPR) of April 2019 only one delivery was mentioned under Output 1.1: The project completed a study on 'workers with disabilities' to assess the risks and services for disabled workers which was undertaken jointly with IOM and was, by the way, much appreciated by WEWB and BMET.

7) To what extent did the problem analysis identify its differential impact on men and women and on other vulnerable groups (like people with disabilities)?

The problem analysis as laid down in the PRODOC and as discussed under Evaluation Question 6 above clearly identifies the differential impact on men and women migrant workers, but much less attention was paid to the impact on other vulnerable groups.

For example, not much attention was paid to the ways in which one can reach the potential MW, and it should be noted here that the project did not intend to reach out to any migrant workers as its mandate is to strengthen government and non-government organizations to do so. At the same time, it is revealing to find that of the 1,192 Recruiting Agencies who are members of BAIRA (May 2019) more than **95%** are based in Dhaka, and the remaining ones are in the towns of Chittagong and Sylhet. This leads to the important conclusion that the rural areas are mainly (or almost exclusively) covered by so-called 'Middlemen' or '*Dalal*'. They are also called sometimes 'Service Providers', or even 'Dream-Sellers', but the reality is that many of them are trusted by potential MW in the rural areas especially. How to regularize these middlemen is still somewhat of a puzzle for the MEWOE, while at the same time 'middlemen' are also present in the Destination Countries. It is advisable that the project will pay attention in the next phase to ways in which one can reach these (potential) MW in the rural areas.

8) How appropriate and useful are the indicators described in the project document/revised performance framework in assessing the project's progress?

The Indicators labelled A through N were identified in the Performance Plan (see Annex 7), and this plan also established the corresponding Baselines, End-Targets and Milestones. As indicated in the above it could have been a good benchmark were it not that it has not been updated since August 2017 and still has the end date of the project in 2020.

The Evaluability Assessment of June 2017 found that in most instances the Indicators identified in the Log Frame are specific, measurable, achievable, realistic and time bound (SMART). There were a few indicators that might not have been achievable through the projects' initiatives alone but some of them have been adjusted in the revised Log Frame of August 2017. With the finalization of the Log Frame in August 2017, baseline data at impact and outcome levels were collected, and a baseline report was shared and documented entitled 'Baseline Data for Impact and Outcome Indicator' undertaken by Development Research Initiative (dRi), Dhaka. It provides a detailed Baseline based on both quantitative and qualitative methods, including a survey of 2,500 migrant workers (of which 750 women) spread over the country and undertaken in 2016/2017. The study is quite comprehensive in that it targeted three categories of population groups for the 'Knowledge, Attitude and Perception' (KAP) survey: Migrants about to depart, Households of migrants who migrated in 2016, and Migrants who have recently returned.

Regarding *Risk Management* the Evaluability Assessment (2017: 6-7) found that

"The project's logframe and Prodoc elaborately capture the risks and assumptions and analyse them adequately. The assumptions are divided into four areas: sustainability, development, implementation and management. While the first two address the contextual risks and assumptions, the latter two are institutional and programmatic. The main risk of the project is that the achievement of the project's objectives is dependent of government's willingness and resource allocation. it is important to keep highlighting this issue in two ways. First, the project will need to continuously engage in soft and concrete diplomacy and advocacy with hard evidence with the relevant government decision makers so that the government is on board to make resources available. Second, the project's M&E reports should keep track of resource allocation and frameworks adopted well and prepare management memo for actions if required."

As we will see in the next section the first condition has been met, while we already demonstrated in the above that the second condition leaves somewhat to be desired.

9) To what extent did the project design identify and integrate specific targets and indicators to capture Gender equality and non-discrimination concerns, and Concerns regarding people with disabilities?

The indicators are often sex-disaggregated to identify participation and benefits to women and men, and in some cases specific targets and indicators were identified to capture Gender equality concerns, for example Indicator L (cf. Annex 7): 'Percentage of women migrant workers aware of other occupations in receiving countries increased by 20% by 2020.'

As already indicated in the above concerns of non-discrimination and people with disabilities were not separately considered.

10) To what extent did the project strategies, within their overall scope, remain flexible and responsive to emerging concerns with regards to Gender equality and non-discrimination, and Inclusion of people with disabilities?

The project strategies remained to some extent flexible and responsive to emerging concerns with regards to gender equality issues, and for example an initiative was taken to start working on the reintegration of women workers returned under distressed situation; however, in general,

the project team had limited time and capacity to dedicate to additional tasks as the Log Frame with 80 activities was already demanding for the at times skeleton staff.

As already indicated in the above concerns of non-discrimination and people with disabilities were not separately considered.

3.2 Effectiveness

11) What progress has the project made towards achieving its planned objectives? What are the reasons/factors behind that progress?

Regarding overall progress to date, despite delays in the effective full implementation of the project especially due to staff recruitment/retaining issues, considerable progress is reported in the Final Progress Report on implementation of activities, particularly activities under output 1.1, which contributed to approvals of important regulations to further strengthen and operationalize the legal and policy framework. More in particular the progress that the project has made towards achieving its planned objectives can be analysed as follows for the project's two Outcomes and six Outputs (as identified in the Log Frame):

Outcomes:	Indicators (correspond to the 6 Outputs)	Analysis
1. Men and women migrant workers are better protected.	1.1 Number of new legislations, policies and rules consistent with International Labour Standards and ILO Multilateral Framework adopted by 2021. <ul style="list-style-type: none"> • Baseline: 1 Act in April 2013 • Target: 5 new legislations, rules and policies adopted 	<p>The MTE notes that there has been substantial progress on this indicator, and that the target of 5 has been reached, in particular:</p> <ul style="list-style-type: none"> • Adoption of the Wage Earners Welfare Board (WEWB) Act 2018 • Develop the Overseas Employment and Migration Management Rule (OEMMR) 2017 with BMET • Develop a National Action plan for EWOE Policy 2016 • Attention of the GoB for social protection of the MW through the WEWB Act 2018 and through initiating the process of adopting mandatory insurance schemes
	1.2 Number of MoUs (bilateral and regional) encompass new or renewed) employment contract, improved service support etc signed/agreed upon. <ul style="list-style-type: none"> • Baseline: 0 • Target: 3 MOUs/BLAs 	<p>Progress has been made on this indicator, although the target of 3 MOUs/BLAs has not been reached. Progress on:</p> <ul style="list-style-type: none"> • Capacity Building on negotiation for MoU/BLAs • Support to the international consultations on migration, i.e. the Colombo Process (CP), the Abu Dhabi Dialogue (ADD) and the GCM
2. Public and private institutions contribute to safe migration and decent	2.1 Cost of labour migration for male and female reduced by 10% in two countries <ul style="list-style-type: none"> • Baseline (2013): Mean cost 2013 in BDT: Male 311,301 Female 188,272. 	<p>It has not yet been possible to establish whether this indicator has been achieved; calculating a target decrease of 10% requires more (reliable) data over a longer period of time. Some important preparatory achievements can be noted though:</p>

<p>work for men and women migrants.</p>	<ul style="list-style-type: none"> • Baseline (2017): Average cost = 261157 BDT • Cost of Migration for Female migrants (pre-departure) = 26055 BDT • Cost of Migration for Male (pre-departure) Migrant workers=364602 BDT • For Malaysia: 339251 BDT • Target= 10% decrease 	<ul style="list-style-type: none"> • Developing a Migrant Workers Information Management System (MWIMS) and a Labour Market Information System (LMIS); as part of the MWIMS a Migration Portal on the migrant worker life cycle has been developed with the support of A2i (see Figure 1); • Piloting with BBS on collecting data on migration for SDG Target 10.7;
	<p>2.2 Number of Support services made available for migrant workers at least in two countries by 2021.</p> <ul style="list-style-type: none"> • Baseline= 2 in Oman and UAE, • Target= 2 more sustainably resourced migrant worker resource facilities in additional 2 destination countries by 2021. 	<p>Already one migrant worker resource facility in a destination country (of 2 targeted by 2021) has been established, i.e. the 'Call Center' at the Bangladesh Mission in Jeddah. Whether it is sustainably resourced could not be established within the limited scope of the MTE. In addition, capacity building has been undertaken of Labour Attachés resulting in enhanced institutional capacities for improved service delivery.</p>
	<p>2.3 Increased awareness among migrant workers of support services provided by GoB and recruitment agencies</p> <ul style="list-style-type: none"> • Baseline= 2017 KAP Survey with 2500 Migrant workers (among them 750 women) revealed • Departing migrant workers: 3% have knowledge about the availability of Support Services • Returnee: 18% know about the availability of Support Services • Current migrants: 6% knows about the availability of support services • Target= 25% increase in knowledge 	<p>In view of the extremely low levels of knowledge given as baselines, it is quite likely that the awareness has increased among migrant workers of support services by GoB and recruitment agencies. Whether the increase could reach the target of 25% can, however, not be established within the limited scope of this MTE as this requires more (reliable) data over a longer period of time.</p> <p>Some notable qualitative achievements are as follows:</p> <ul style="list-style-type: none"> • Develop a Guide Book for Returnees to start their own business (with BEF) • International certification (BOESL) • Sensitize the Recruitment Agencies (RA) on fair recruitment (BAIRA) resulting in recruitment licensing and a code of conduct (120 RA were trained);
	<p>2.4 Number of technical inputs requested by Government met.</p> <ul style="list-style-type: none"> • Baseline: 2015: 4 rules being drafted, new policies and legislation required in areas including welfare, complaints, returned workers. • Target: 5 new rules, policies, legislation adopted. 	<p>There seems to be some overlap with indicator 1.1 where the target is "5 new legislations, rules and policies adopted". The additional element in Indicator 2.4 is the <i>advice</i> on 5 other frameworks, policies and plans. This has been achieved in part, see in particular:</p> <ul style="list-style-type: none"> • One policy and action plan (Expatriates' Welfare and Overseas Employment Policy 2016 –EWOEP-) and one rule (Overseas Employment and Migration

Advice on 5 other frameworks / policy / plan documents pertaining to labour migration.	<p>Management Rule –OEMMR) were adopted but not yet fully implemented.</p> <ul style="list-style-type: none"> • One policy and one rule were developed, i.e. the policy guidelines of the Mandatory Insurance for Bangladeshi Migrant Workers and the Migrant Worker Registration Rule, although both have not yet been adopted • Strengthening the Complaint Mechanism of BMET
--	---

In conclusion, the project has been quite effective in achieving most of Outcome 1 and it could be concluded that men and women migrant workers are potentially better protected, in particular as a result of new legislation (Output 1.1) although it depends on the implementation through rules and regulations which are not yet completed according to most stakeholders. Regarding Output 1.2 important preparations have been made to be able to agree upon MOUs/BLAs in the future. Whether public and private institutions are contributing to safe migration and decent work for men and women migrants (Outcome 2) is more difficult to establish as two out of four indicators (2.1 and 2.3) were impossible to assess within the limited scope of this MTE as this requires more (reliable) data over a longer period of time. Good progress has been made on Indicator 2.2 with a new call-center and training of Labour Attachés, and also on Indicator 2.4 with advice given on improved services for migrant workers.

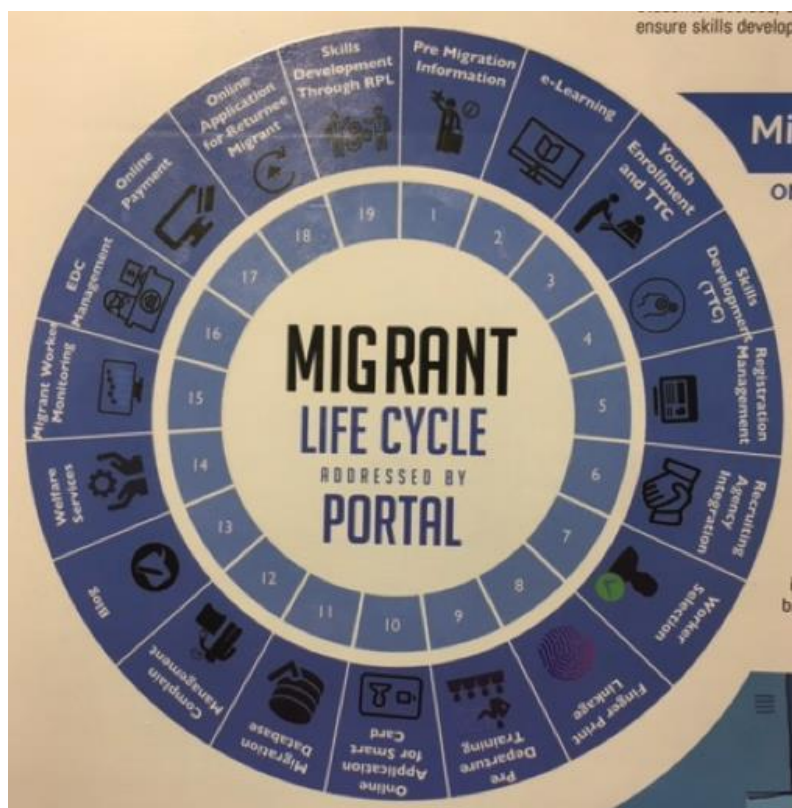
According to the Final Progress Report (FPR) of **April 2019** on the 2016-2018 Phase of the project, *a full 100% of the indicator targets* were even achieved for *each* of the six Outputs. This, of course, depends on the way of calculating especially since there are no clear targets for the 2016-2018 phase, but overall this estimation seems too optimistic for several reasons. Firstly, some activities were not completed or had to be modified, such as:

- a. the classification of skills, whereby an influential lobby from the side of the Recruitment Agencies convinced the Ministry to have another look at it;
- b. the efforts of the MEWOE to reduce the costs of migration by undertaking consultations with the RA are still ongoing;
- c. initiatives by the MEWOE to enhance negotiations between different destination countries on protection of migrant workers are pending.

Secondly, in the latest update available of the LogFrame (done in March 2018, but dated July 2018) out of a total of 80 activities there are 45 activities (56%) reported to have been completed by March 2018, but in a number of cases it is difficult to assess whether this has been done for the full 100% or only partly. Thirdly, of the remaining activities, 3 (4%) were expected to be completed before December 2018, 19 (24%) were 'under implementation', while in 3 cases (4%) no progress was reported and in 10 cases (13%) the activities were scheduled to take place in the 2019-2021 phase. The progress made on these 80 activities is summarized in Annex 8 whereby the in total 35 remaining activities are marked in yellow. It shows for example clearly that much more has been achieved concerning Outputs 1.1 and 1.2 than on Outputs 2.1 through 2.4. Fourthly, in Section 3.3 we will see that almost a quarter of the budget was left unspent, and it is

thus surprising to find here that 100% of the targets could be completed with only about 75% of the budgeted amount.

Figure 1: Migration Portal:
(in development by BMET, A2i, ILO, WEWB, BOESL).



Source: A2i Innovation Brief: Skills 4 Decent Employment (February 2019).

The above-mentioned important achievements have been made possible in particular by several key success factors which include:

- i. The fact that the Project Management Team is located in the MEWOE (like it also was in the 2011-2015 phase) provides excellent opportunities for communication with key government staff;
- ii. There was usually very good participation from the Government when requested for their support;
- iii. The fact that one NPO, being a MEWOE staff on secondment, has detailed knowledge of the way the Ministry works has enhanced progress.
- iv. The project has developed also close relations with several key organisations, such as BEF, BAIRA and NCCWE.

12) What are the main constraints, problems and areas in need of further attention?

The main constraints that the Migration Policy project has faced and the main ways in which the Project Management Team has tried to mitigate their consequences include in particular:

- a. Activities could only start in full in the first quarter of the 2017 after the approval of the Action Plan by the Project Steering Committee (PSC), due to a longer than average approval time taken by the GoB and for this reason it was extended by 9 months from March 2018 to December 2018.

- b. For long periods the project experienced staff shortages due to the delays in the recruitment of staff, and the delays in replacing staff leaving the project:
 - For example, the CTA has been in the project during 60% of the project period of 2 years and 8 months (i.e. 1 year and 7 months).
 - While the first NPO started in April 2016, the second NPO only began in October 2016.
 - The NPO dealing among other things with gender has left in September 2018 and will be replaced about 10 months later in July 2019. It must be noted that this has been mitigated by employing an experienced short-term expert from October 2018.
- c. Relatively frequent staff turnover of key officials in the MEWOE is related to the rules and regulations of the Civil Service in Bangladesh. The changes affected the speed of the implementation progress. Building up relationships with the new Focal Points by providing regular briefings helped to resume the work.
- d. Lack of resources, in particular human resources, of the implementing partners which affect the adaptive capacity to manage the interventions from the project (cf. the stakeholders interviewed). Motivation is needed to stimulate the available human resources for the sustainability of project activities.
- e. The relatively long time it takes for Acts, policies and rules to be definitely adopted due to the multiple rounds of consultations required. To truly build upon the achievements of the 2016-2018 phase and impact at scale, it would be beneficial if the MEWOE and its organizations could accelerate the progress of organizational reform and the setting up of the right mechanisms and systems; while some early successes have been achieved, these need to be expanded upon by providing the tools and resources needed to support the work of the MEWOE and its organizations centrally and at the division and district levels and in the labour wings abroad.
- f. Monitoring and evaluation challenges because not all partners were ready to set baselines and monitor and report progress; in some cases, the senior management as well the tasked staff were too busy to oversee or implement projects. This challenge was to a great extent resolved through ad hoc coordination meetings and follow up of feedback.
- g. The time that had to be devoted by the skeleton staff to designing the 2019-2021 Phase and getting the approval from SDC while completing at the same time the reporting requirements for the 2016-18 Phase.

13) How and how well have stakeholders been involved in the implementation? How well the national ownership is ensured?

The MEWOE has been very closely involved in the implementation of the project from the beginning. This was in particular also facilitated by the fact that the project was a continuation of the 2011-2015 phase, as well as that the Ministry provided again for office space expediting communication between project and key ministry staff. This applies especially to the Ministry itself and to BMET, WEWB and BOESL within the Ministry. ILO's official Government Constituent in Bangladesh, the MOLE, was involved in particular through the participation in the PSC (but not in specific activities). The other tripartite constituents have also been involved in the project: The

EO (BEF) has been quite engaged in different activities and consultations, and the WO (NCCWE) has also been consulted from the beginning, and both EO and WO have participated in workshops, study tours and training activities.

Overall, through a range of actions, the project indicated in the Technical Summary Report (Annex 1 of the FPR 2019) that it has reached 440 institutions which cover the GoB ministries and divisions, NGOs, recruitment agent organizations, Trade Unions, Employers' Organization, universities and research organizations, public and private sector financial organizations, technical training centres (TTCs), District Employment and Manpower Offices (DEMOs) and other local government organizations, labour wings and partner organizations. The number of people reached directly and indirectly, the percentage of women and the various partnerships formed are further detailed and reproduced here in Annex 9.

In how far all these institutional relations have resulted in national ownership among the key stakeholders will be discussed in Section 3.4 under sustainability.

14) Are stakeholders satisfied with the quality of tools, technical advice, training and other activities, delivered by the project?

The key stakeholders interviewed during the field mission of the present MTE are very satisfied with the quality of tools, technical advice, training and other activities delivered by the project. Some stakeholders also have high expectations of the project, and for example, the workers' organisation would prefer the project to play a bigger role in facilitating regional contacts with workers' organisations in other countries (e.g. Lebanon, Malaysia and Jordan), as well as in enhancing awareness of potential migrant workers. Though the latter is a valid request, it has to be noted that this was never intended in the project.

15) Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to Gender equality and non-discrimination, and inclusion of people with disabilities? How effective were these measures in advancing gender equality and inclusion of people with disabilities within the context of project's objectives?

Within the overall strategies, several specific measures were taken by the project to address issues relating to Gender equality, such as:

- Several measures jointly implemented with *UN Women*:
 - Assessment of pre-departure training with BMET to see if it is benefitting women Migrant Workers (MW);
 - Research studies e.g. explore market for women MW in Japan, and the potential access of women MW to semi-skilled jobs;
 - Assessment of pre-departure trainings by TTCs in how far it benefits women MW
 - Some work was also initiated on the reintegration of women workers returned under distressed situation.
- The project appointed a gender focal point: One of the NPO's has dedicated 25% of time to gender issues, which is conform the requirement of SDC. When this NPO left the project, an experienced short-term expert was appointed to continue this work.

- The participation of the project in SDC's Gender Platform could have been more proactive.

Concerning the joint work with UN Women, it has to be said that all the work was subcontracted out as UN Women employs only about 3 staff members who part-time (less than half) work on issues of labour migration.

The effectiveness of such measures in advancing gender equality can be measured at least in part by the number of women reached directly and indirectly as measured by the PMT in the Final Progress Report (FPR) of April 2019. This has been in detail reproduced in Annex 9, and the percentage of women is as follows for the different groups involved in the project:

- 41% of CSO staff/members/functionaries who participated in consultations, research, training, dialogues, etc.;
- 35% of GoB officials who participated in training, dialogues, etc.;
- 19% of workers and their family members reached directly through services provided by the partners and through their participation in research, training, dialogues, open days, complaint logging, etc.;
- 18% of indirect project beneficiaries reached through MEWOE, BMET and WEWB through their services.
- 4% of Recruitment Agents who participated in training, dialogues, etc.

Regarding the partners the percentage of women is quite substantial (41 and 35%) for a country like Bangladesh which is male-dominated; the latter also explains the low percentage among recruiting agents. However, the percentages for direct and indirect beneficiaries (19 and 18%) are still rather on the low side, and the project really needs to make an effort in this respect.

As already indicated in the above concerns of non-discrimination and people with disabilities were not separately considered

16) To what extent were the intervention results monitored and achieved (or not) and what was their contribution (or not) towards Gender equality and non-discrimination, and inclusion of people with disabilities?

Monitoring and Evaluation has been rather intermittent (as shown in the above especially in Section 3.1, under Evaluation Question 2), but the FPR of April 2019 provides an important benchmark, and the figures provided (see previous evaluation question) clearly indicate that extra efforts are needed to increase the percentage of direct and indirect female beneficiaries from what could be called the 2019-Baseline of 19 and 18% women.

As already indicated in the above concerns of non-discrimination and people with disabilities were not separately considered

17) To what extent the project results contribute (or not) to the identified SDGs and related targets? Even if the relevant SDGs had not been identified in design, can a plausible contribution to the relevant SDGs and related targets be established?

The project results did certainly contribute to the identified SDGs and their related targets in the following ways:

- The project has contributed to Goal 10, Target 10.7 by supporting the country to adopt and implement the new legal and policy framework, to strengthen services for migrant workers, to ensure enhanced complaint resolution, and to organise capacity building of officials and institutions.
- In particular, the project is directly contributing to Indicator 10.7.1 by the ongoing piloting of a 'Recruitment Cost Survey' with the National Statistical Office (BBS).
- The project has also contributed to Goal 10, Target 10.7 by supporting the Government to establish service centers at destinations (e.g. in Jeddah: see also the last bullet point), to organise capacity building of Labour Attachés, to improve skills development through the upgradation of curricula, to enhance negotiation capacity concerning BLA/MoUs and to enhance access to information among aspirant migrant workers on ethical recruitment processes and regular migration.
- In particular, the project made an effort to enhance the support services for the migrant workers in the destination countries by establishing a 'Calling Center' at the Bangladesh Mission in Jeddah; this calling center will collect complaints, provide necessary information and suggest solutions of disputes for the migrant workers.

18) To what extent have intervention results been monitored and reported in terms of their contribution to specific SDGs and targets (explicitly or implicitly)? To what extent did the project increase stakeholders' awareness on SDG targets and indicators relevant to Decent Work Agenda? (explicitly or implicitly)

The project has generally increased the awareness of key stakeholders on the contents of and the reporting on the different SDG targets and indicators relevant to the Decent Work Agenda. Regarding ILO's International Labour Conventions and Standards on migration the most relevant ones are:

- C97 Migration for Employment Convention (Revised),
- C143 Migrant Workers (Supplementary Provisions),
- C181 on private recruitment agencies, and
- C189 on domestic workers.

None of these have as yet been ratified by the GoB. Overall, the GoB has ratified 35 Conventions, including 7 out of the 8 Fundamental Conventions, 2 of the 4 Governance Conventions and only 26 out of 177 Technical Conventions. The last ratification dates back to 2014 (Maritime Labour Convention).

Tripartite issues are, in principle, discussed in the Tripartite Consultation Council (TCC) but this council has in the past years been meeting very irregularly, and the BEF has requested the GoB as the Chair to reinvigorate it and have quarterly meetings e.g. to discuss the review of the Labour law, the rules for this law, Minimum wages, etc. The TCC was established in the late 1970s with the ratification of ILO Convention 144, and the three constituents are represented with 20 members each.

The project has managed the practice of knowledge management, lessons dissemination and visibility of project branding with a skeleton staff and without a dedicated communications officer. This has inevitably led to mixed results, but generally the visibility of the project branding and

donor involvement has been managed satisfactorily. In addition, a series of publications has been completed and disseminated through various means (cf. FPR 2019: 30), and the Good Practices Report identified no less than 17 Publications (2019: 7-12; see Annex 11). At the same time, the project's website would benefit from a more dynamic approach and more visual contents. In some instances, innovative means were used, such as forming Facebook Groups with the participants of the Study Tours organized by the project.

3.3 Efficiency

19) Have the resources (including technical expertise, staff, time, information) been used in an efficient manner?

Overall, it was found that the resources (including technical expertise, staff, time, information) have been used in an efficient manner which is based on opinions voiced in the stakeholder interviews and on observations. Of the total budget of 3.47 million USD, a substantial part was not spent, i.e. 23% or just over 810,000 USD which contractually returns to the donor. The different project resources seem to have been allocated strategically to achieve the expected results. The largest part of the expenditures was for actual activities, i.e. subcontracts, seminars and trainings with over 46% (see Table 2) of which by far the largest part was for 'subcontracts' which will be further detailed below. About 30% of the total expenditures was spent for the project team, which is *not a high percentage* for projects of this size implemented by the ILO; of course, this was also due to the late start of the project (due to delayed GoB approval and recruitment) as well as the early departure of key staff as we have seen in the above.

Table 2: Overview of Expenditures for the period of 1 April 2016 to 31 December 2018 by Budget categories.

Categories	Budget categories	%
Project Team	International Professional Staff	12,7%
	National Professional Staff	14,2%
	Local Support Staff	3,2%
Consultants	International and National	6,3%
Project Activities	Subcontracts	39,4%
	Seminars, Training, Grants	6,7%
Operating Expenses	General, Communication, Travel	5,9%
Programme Support Costs	ILO Overhead	11,5%
Total %		100,0%
Total Expenditure Absolute (US\$)		2,667,715
Total Budget Absolute (US\$) incl. interest		3,480,761
Unspent balance		23,4%

Source: Adapted from the data provided by the project team in the Final Progress Report (April 2019).

As Table 2 shows, the largest category of expenditures is for 'Subcontracts' which can be further specified according to Outputs as given in Table 3. It shows firstly that the subcontracts are spread over each of the outputs, and secondly that Outcome 1 (Outputs 1.1 - 1.2) accounts only for one

third of the expenditures on subcontracts and the majority is thus accounted for by Outcome 2. Just two Outputs (2.1 and 1.1) taken together account for two-thirds of these expenditures.

Table 3: Expenditures on ‘Subcontracts’ by Output.

Output	Expenditure in US\$ on Subcontracts	% of total for subcontracts	% of overall project total
1.1	307,154	29,2%	11,5%
1.2	33,307	3,2%	1,2%
2.1	380,892	36,2%	14,3%
2.2	159,814	15,2%	6,0%
2.3	143,703	13,7%	5,4%
2.4	27,171	2,6%	1,0%
Total	1052,041	100,0%	39,4%

Source: Adapted from the data provided by the project team in the Final Progress Report (April 2019).

In order to have a clearer picture of these subcontracts per se, the MTE has made an overview of each subcontract with the relevant details. As Table 4 shows a very large number of subcontracts (i.e. 29) have been implemented in the 2016-2018 project phase, of which 24 were disbursed in in Bangladesh Taka, BDT (Table 4-A), and 5 in USD (Table 4-B). The latter 5 account for the majority of spending on subcontracts (almost 57%) and are the larger ones implemented by A2i/UNDP, IOM, ITC, UN Women and Rapid Asia. Of the 24 subcontracts in BDT, the largest was implemented by Expressions Ltd. dealing with Communications and took up just 4.5% of the total; the second largest was by RMMRU assessing MWIMS and LMIS in Bangladesh (3.6%) and the third largest concerns the Baseline Study by DRI (2.7%).¹

¹ Please note that the amounts in US Dollars calculated for the individual 24 Subcontracts provided in BDT are not always fully correct because an average exchange rate has been used for the three years of the project (2016-2018). Nevertheless, the deviations will only be minor and will not change the overall pattern.

Table 4: The Subcontracts implemented in the Migration Policy project in 2016-2018.

#	Name/Address	Details	Output	Amount in BDT	Amount in USD	%
A. Subcontracts in BDT						
1	Enterprise Development Initiative (EDI)-1	Preparation and training of the Bureau of Manpower Employment and Training (BMET) officials for ISO 9001:2008 surveillance audits and certification	2.3	1,466,250	15,990	1,5%
2	MoEWOE	(a) development of the Welfare Law; and (b) visit to the Philippines to review the existing insurance scheme.	1.1	2,073,888	22,616	2,1%
3	BEF	Labour Migration	1.1	993,000	10,829	1,0%
4	South Asian Network on Economic Modeling (SANEM)	Technical support to strengthen the Complaint Mechanism for Migrant Workers	1.1	2,046,866	22,321	2,1%
5	Dnet-1	Service contract for Design and Development of an Integrated Complaint Mechanism for Migrant Workers	1.1	2,245,166	24,484	2,3%
6	Refugee and Migratory Movements Research Unit (RMMRU)	An assessment into Migrant worker information system and Labour market information system in Bangladesh	2.1	3,481,755	37,969	3,6%
7	Enterprise Development Initiative (EDI)-2	Transformation of certification of BMET under Quality Management System (QMS) from ISO 9001:2008 to ISO 9001:2015	2.3	1,466,250	15,990	1,5%
8	Expressions Ltd.-1	Communication	1.1, 2.2	4,346,100	47,394	4,5%
9	BMET	Implementation of initiatives to enhance Bangladeshi migrant worker's skills level for international labour markets	2.3	1,734,765	18,918	1,8%
10	WEWB	Strengthening services for Bangladeshi migrant workers	1.1	2,305,336	25,140	2,4%
11	Development Research Initiative (DRI)	Baseline and KAP Survey for every output of the project	All 6 outputs	2,627,664	28,655	2,7%
12	BAIRA	Identification and introduction of sustainable approaches for improved recruitment services	2.2	1,400,000	15,267	1,5%
13	MoEWOE	Support the implementation of initiatives to Strengthen labour migration governance	1.1, 1.2, 2.2	2,261,438	24,661	2,3%
14	BBS	Support the implementation of initiatives to enhance the database collection on labour migration at household level and also calculate cost of migration from Bangladesh to one country of destination (planned for Saudi Arabia)	2.1 2.2	1,515,302	16,524	1,6%
15	United Certification Services Limited (UNICERT)	Support to the BOESL to prepare and apply for ISO 9001:2015 certification.	2.3	860,000	9,378	0,9%
16	MoEWOE	Int. Migrants Day 2017 and Child care centre	1.1	445,197	4,855	0,5%
17	Systech Digital Limited	To develop an accessible database of Recruitment Agents (RA)	2.2	1,020,000	11,123	1,1%
18	Dnet-2	To develop database system for Labour Attache (LA)	2.1	2,320,461	25,305	2,4%
19	BRAC Institute of Languages (BIL)	To update and translate existing language manuals/materials in BMET	2.3	1,748,670	19,069	1,8%
20	BISR	TVET certification of courses offered by RA	2.2	1,648,525	17,977	1,7%
21	Dnet-3	Training for capacity building on Complaint Mechanism	1.1	1,478,563	16,124	1,5%
22	Expressions Ltd.-2	Development of communication products for BAIRA	2.2	1,914,566	20,878	2,0%
23	MoEWOE	Int. Migrants Day 2018	1.1	300,000	3,272	0,3%
24	Expressions Ltd.-3	IMD 2018 stall design and installation	2.2	45,080	492	0,0%
SUBTOTAL				41,744,842	455,229	43,3%
B. Subcontracts in USD						
1	UNWOMEN	Implementation Agreement between ILO & UNWOMEN	2.3		76,462	7,3%
2	IOM	UN Agency to UN Agency Contribution Agreement between ILO and IOM	1.1 2.1		175,000	16,6%
3	ITC-ILO	Facilitating training activities under Migration project	1.1, 1.2 2.2, 2.4		109,380	10,4%
4	UNDP/a2i	Database development on labour migration and labour market information	2.1		225,958	21,5%
5	Rapid Asia	To provide support to the BBS to apply the ILO KNOMAD methodology to carry out the survey	2.2		10,012	1,0%
SUBTOTAL					596,812	56,7%
OVERALL TOTAL					1,052,041	100,0%

Source: Adapted based on data provided by the project team. Please note that the amounts in US Dollars calculated for the individual 24 Subcontracts provided in BDT (Table 4-A) are not always fully correct because an average exchange rate has been used for the three years of the project (2016-2018). Nevertheless, the deviations will only be minor and will not change the overall pattern.

Looking at the total expenditures per year, the level was quite low in the first year, i.e. 2016 (see Table 5), especially as a result of the fact that the approval from the GoB took longer than expected. Expenditures increased substantially in 2017, in which most staff positions were filled most of the year. However, the majority of expenditures was done in 2018 (56 %).

Table 5: Expenditures by year from 2016 to 2018.

Project Year	Expenditures (US\$)	%
2016	198,470	7.4%
2017	962,415	36.1%
2018	1,506,830	56.5%
TOTAL	2,667,715	100,0%

Source: Same as for Table 2.

On the whole, the project managed the finances well, with clear yearly Technical and Financial Progress Reports to the donor.

20) Has the project received adequate support from the relevant ILO units, the government and national partners?

The project has certainly received adequate support from the Government, in particular from the MEWOE and its departments/bureaus, but also from MoLE, BBS and others. The MEWOE has also provided a contribution in kind through making available office space. The social partners (WO & EO) have participated in specific activities (e.g. study tours, training, workshops), while CSOs and other national partners provided their support when consulted.

The project has received substantial support from the regional Labour Migration Specialist in ILO-DWT in Delhi especially related to the contents and quality assurance of research and other reports, as well as to the regional dialogue fora (CP, ADD, GCM). The ILO HQ-Department of Partnership and Development Cooperation (PARDEV) provided support for efficient implementation of the project activities and was involved in the early stages related to the design and approval of the project, and again when the 2019-2021 phase was designed and approved. In addition, support from the ILO Labour Migration Branch (MIGRANT), the Bureau for Workers' Activities (ACTRAV) and the Regional Office for Asia and the Pacific's (ROAP) was provided for specific activities.

21) To what extent did the project leverage partnerships (with constituents, national institutions and other UN/development agencies) that enhance projects relevance and contribution to priority SDG targets and indicators? (explicitly and implicitly)

The project leveraged partnerships with different stakeholders that enhanced projects relevance and contribution to priority SDG targets and indicators. The work with BBS on SDG Target 10.7.1 has already been mentioned in the above as have several partnerships with government organisations on SDGs (see above under Evaluation Questions 17 and 18).

The project also leveraged partnerships with other UN agencies, such as the joint activities undertaken with UN Women and IOM also in the framework of the One UN approach and UNDAF. For example, jointly with IOM the ILO published in 2018 the study entitled 'The Mapping and

Scoping of Services for The Migrant Workers of Bangladesh at Various Stages of Labour Migration Cycle'. At the same time, it needs to be recognized that there is a certain dose of competition between IOM and ILO, and this works through at the government level especially because the IOM is more closely working with the Ministry of Foreign Affairs (MoFA) and ILO more with MEWOE. MoFA has a full Cabinet Minister who happens to be a former IOM Director, while the MEWOE is headed by a State Minister. The MoFA was at times (particularly in 2015-2016) not so positive regarding the Migration Policy project because they were not sufficiently brought on board, and this changed with the start of the previous CTA in November 2016. This remains an area of attention for the coming years.

22) To what extent did the project leverage partnerships with other ILO projects in the region and with Global Programme - Migration and Development (GPMD), SDC, to build linkages?

The project has made strategic use of coordination and collaboration with selected other, related initiatives to increase its effectiveness, such as:

- ✓ With the DFID funded Work in Freedom (WiF) project implemented by ILO in seven (sending and receiving) countries with the CTA being based in Delhi. This project is in fact complementary to the Migration Policy project: while WiF is more oriented towards the grassroots and deals especially with female migration, the Migration Policy project is more policy oriented. The two WiF staff members in Dhaka share office space in the MEWOE with the Migration Policy project, facilitating the technical inputs of WiF to activities of the Migration Policy project, such as the training of labour attaches, and the training to recruiting agents who are members in BAIRA on legal issues.
- ✓ A few skills related activities are implemented jointly with the EU-funded Skills21 project and the GAC-funded B-SEP project which are both implemented by the ILO.

Another important forum is the so-called '*Migration Working Group*' chaired by SDC jointly with ILO and IOM. It is important because next to these three organisations the participants include also GIZ, UNDP, UN Women, EU, World Bank, Danish Embassy, UN RC, USAID and DFID. They held their fifth Meeting on 8 November 2018, and the topics discussed at that meeting were the GCM, the regulatory framework on labour migration and areas of joint advocacy, apart from the overall area of coordination of interventions. This would also be the forum to enhance the partnership with SDC's Global Programme on Migration and Development (GPMD) as well as the links with other SDC-funded projects on counter trafficking (Winrock) and Return & Reintegration (BRAC).

The project also contributed to Global and Regional Dialogues in different ways. For example, the Labour Migration specialist of DWT-India was especially involved in the Global Compact on Migration (GCM) and the Global Forum on Migration and Development (GFMD), both coordinated by MoFA, as well as in the Colombo Process (CP) and the Abu Dhabi Dialogue (ADD), both coordinated by MEWOE. In addition, the previous CTA did several presentations in the framework of the CP of which one Working Group dealing with recruitment was co-chaired by Bangladesh.

23) How well have the project management processes worked in delivering project outputs and results?

In itself the project management processes have worked well in delivering project outputs and results, but the problem was that roughly the first and the last half year of the project period the Project Management Team (PMT) had to work with a skeleton staff. The PMT led by a CTA has been working with the GoB appointed NPC, a Joint Secretary of the MEWOE who in practice provided advice on rules and procedures within the GoB upon request. Located within the premises of the MEWOE, the PMT has developed close relations with the various units and staff of the MEWOE.

The primary project governance structure was the Project Steering Committee (PSC) which was established from the outset to provide overall policy direction to the project and oversight of its activities. The PSC, chaired by the Secretary of MEWOE, is supposed to meet at least twice a year, however, there have been so far only two PSC meetings (7 March 2017 and 4 April 2018), mainly due to the changing of and the generally very busy schedule of Secretaries. The 20-member body includes among others MEWOE, BMET, MoLE, MoFA, Ministry of Planning, Ministry of Finance (ERD), Ministry of Education, BEF, NCCWE, BAIRA, SDC, IOM, UN Women and the ILO. Some stakeholders also found that not enough time is reserved in these meetings for discussions among the members on the immediate and more distant future directions of the project (perhaps less content and more dialogue).

The coordination at the technical and operational level among implementation partners was maintained through a second project governance structure, the Project Coordination Committee (PCC) which is chaired by the Director General (DG) of BMET. It includes representatives of MEWOE, BMET, IOM, UN Women, and the ILO. Only three PCC meetings have taken place during the entire 2016-2018 period. Since the PCC does *not* include all the partners who were actually involved in the implementation (e.g. BEF, NCCWE, BAIRA and SDC), some fragmentation in the actual coordination process occurred, and this was mitigated by the PMT by convening separate ad hoc meetings. In sum, the MTE found that this PSC/PCC structure is not sufficiently efficient and needs to be revisited and streamlined in such a way that at least every half year a PSC as well as a PCC meeting will be held.

Concerning reporting, regular progress tracking was conducted on a monthly and quarterly basis to be able to report on the GoB requirements: the monthly and quarterly reports needed for the Implementation Monitoring and Evaluation Division (IMED) and the quarterly reports for ERD. Internal reports for the ILO's Decent Work Country Programme (DWCP) and the Programme & Budget (P&B) were also prepared. Annual Progress and Financial Reports were submitted in time to the donor (SDC).

24) To what extent did the project budget factor-in the cost of specific activities, outputs and outcomes to address:

- a. Gender equality and non-discrimination?**
- b. Inclusion of people with disabilities?**

And, to what extent did the project leverage resources (financial, partnerships, expertise) to promote these two issues (bullets).

Resources dedicated to outputs aimed specifically at women specific actions and mainstreaming of gender amount to a total of almost US\$ 480,000, or about 7% of the project budget. In particular Output 2.3 includes activities specifically directed at women, such as:

- Training support for organizations to enable women to access training in at least semi-skilled occupations;
- Research on alternative occupations and destinations for female MW to reduce their vulnerabilities; and
- Sensitizing trainers on gender and communication skills.

In addition, the project leveraged resources (financial, partnerships, expertise) to promote gender equality as already indicated by engaging in partnership with UN Women and by employing an experienced short-term labour migration/gender expert at times when there was no gender focal point.

Although it always depends on the precise way of calculating, the MTE considers 7% to be rather on the low side to dedicate exclusively to gender equality issues, and it is advisable that more financial resources are reserved for gender-responsive activities in the 2019-2021 Phase.

As already indicated in the above concerns of non-discrimination and people with disabilities were not separately considered.

3.4 Sustainability

25) How effective and realistic is the exit strategy of the project?

The exit strategy of the project is based on implementation in a phased manner:

- The 2016-2018 phase in particular supported the Government of Bangladesh in the area of reform of the legal and policy framework for labour migration governance and concentrated on the development of an Action Plan to implement the policy framework; it also concentrated on the background researches for different IT based systems for MW.
- The 2019-2021 phase will build on this foundation and mostly work on capacity building of the institutions to make the newly developed system effective for ensuring sustainability.

The MTE finds that this could indeed be effective and realistic if the Rules developed or required for the different Acts are actually implemented. The main risk would be that three years may not be a very long time for such legal and procedural changes, let alone the attitudinal changes required among all stakeholders as well as the migrant workers themselves and their families and communities. Another condition is the sustained active participation of key stakeholders and implementing partners.

It is advised to follow the Good Practice established by the B-SEP project funded by GAC and implemented by the ILO of organizing a “*Sustainability Workshop*” to be chaired by the Secretary of the Ministry about 4 to 5 months before the project ends. The long preparation time required to organize such a workshop will make stakeholders aware of the sustainability issues involved. It is also noted that the Conference on Labour Migration Governance organized by the PMT on 12/13 March 2019 comes close to such a format although this had more the character of

brainstorming sessions with a huge number of issues being raised by different stakeholders, which was important at this stage of the project.

A certain degree of Ownership has also developed within the MEWOE which was enhanced not in the least by the fact that from the beginning most interventions were designed jointly with this and other Ministries. An important initiative was taken by the MEWOE to establish a 'Social Dialogue' with all the relevant stakeholders on the MoUs and BLAs. The efforts of the MEWOE on the reduction of the cost of migration were continued by taking several consultations with the Recruitment Agencies. Several initiatives were taken by the MEWOE to enhance negotiations between different destination countries on protection of migrant workers. The project contributions should be seen as evidence of 'ownership' on the side of the Ministry. In addition, the Ministry clearly is aware that the urgent task ahead now is the implementation of rules; the publication of the Rules was postponed several times, but the Ministry of Finance has now indicated that this should take place within a couple of months. It may have been an oversight in the mission schedule not to visit the MoFA, but it would be important in the next phase for the PMT to monitor this Ministry's perception of the project and to try to enhance its involvement. Among the social partners (i.e. BEF and NCCWE), a feeling of ownership of the project is developing and suggestions are put forward by both organisations to enhance its impact. Among the other implementing partners and stakeholders, feelings of ownership are more restricted to the specific activities in which they are involved directly.

Sustainability can also be looked at in more detail for specific outputs, and for example in the case of the crucial MWIMS and LMIS sustainability would be enhanced by:

- a. aligning the efforts to the Bangladesh's Vision of Digital Bangladesh by 2021,
- b. following the due procedures of the government to ensure that developments in this area are part of the annual development plans of the government, and
- c. institutional technical capacity building of both public and private stakeholders to ensure knowledge transfer takes place.

26) To what extent did the intervention advance strategic gender-related needs that can have a long-term positive bearing on Gender parity within the world of work, and inclusion of women and men with disabilities within the world of work?

In the above the MTE found that gender mainstreaming has generally taken place and that a few strategic gender-related needs with a potential long-term positive bearing on Gender parity have also been implemented in the project (research alternative occupations, sensitizing trainers, etc.). However, it was found that the efforts in this respect should be considerably stepped up in the 2019-2021 Phase.

As already indicated in the above concerns of non-discrimination and people with disabilities were not separately considered.

27) To which extent the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (explicitly or implicitly)

Generally, the project's knowledge and experience on SDGs and relevant targets seem to have been transferred to the national partners, but substantial efforts are still needed in the 2019-2021 phase especially on reporting on the progress of SDGs and their respective targets. The work

with BBS is crucial in this respect and needs to be taken up again as soon as possible (since it has been pending since December 2018). A lot will depend on the capacity to follow up and report on Project results, which differs substantially among the various national partners and stakeholders involved, and this needs to be monitored closely by the project.

3.5 Impact

Evaluation Questions 28 and 29 will be discussed jointly as below.

28) What were the intervention's long-term effects in terms of reducing/exacerbating Gender inequalities and gender-based discrimination, and inequalities and exclusion faced by people with disabilities?

29) To what extent did the project bring lasting changes in norms and policies that favour/promote Gender equality and non-discrimination, and inclusion of people with disabilities?

In terms of general impact, the project has made very clear contributions to the development of the long-term policy framework on labour migration with the 2017 Rules for the 2013 OEMA Act, the new WEWB Act of 2018, and the Action plan of the EWOE Policy. This has built a foundation needed to arrive at a direct impact on men and women migrant workers to benefit from safe migration and decent work and, thereby, to contribute to the sustainable economic and social development of Bangladesh. Several activities are also potentially having a more direct impact on the lives of the men and women migrant workers, such as:

- Strengthening the Complaint mechanism,
- Sensitize the Recruitment Agencies on fair recruitment,
- Enhancing institutional capacities for improved service delivery,
- Developing a Management Information System (MMIS), and
- Pre-Departure training (which is recommended to be further enhanced and supplemented with Pre-Decision Training).

Significant changes took place in the area of institutional strengthening, support services and national level data on migration. The legal mandate of the MEOWE to provide welfare services including to the returned migrants was established. The WEWB Act 2018 was adopted to enhance and expand the social protection of migrant workers and their family members. The awareness about the importance of having national level data on labour migration was acknowledged. The recruitment agencies association, BAIRA, indicated that they and their members are interested to ensure ethical recruitment, although when the RAs were approached about certification for ethical recruitment by IOM only 2 out of the about 1,200 agencies expressed an interest to pursue it. The Government has shown its commitment to ensure social security for the migrant workers by initiating the process of adopting mandatory insurance schemes. Special attention was also given towards skills development, skill upgradation and certification, so that the national objective of increasing the share of skilled migrant workers can be achieved. The background research on data integration and migration information management systems enhanced the interest among the policy makers to develop an integrated system. This will all ultimately have an impact on the ultimate beneficiaries, including on the women migrant workers (see for example Annex 9).

As already indicated in the above concerns of non-discrimination and people with disabilities were not separately considered.

30) Has the intervention made a difference to specific SDGs to which the project is linked?

If so, how has the intervention made a difference? (explicitly or implicitly)

As discussed under Evaluation Question 27 under Sustainability, the project's knowledge and experience on SDGs and relevant targets have been transferred to the national partners (for example to BBS), but substantial efforts are still needed in the 2019-2021 phase especially on reporting on the progress of SDGs and their respective targets.

4 Conclusion and Recommendations

4.1 Conclusions

The *Relevance and Validity of Design* of the Migration Policy project are actually two different criteria. The *relevance* for the people and for the country of Bangladesh has been very high from the beginning as it was intended to address labour migration policies for the large number of Migrant Workers (MW) abroad as well as for the Returnees. In addition, all stakeholders interviewed have indicated explicitly that the focus on Migration Policy is very relevant for Bangladesh at this stage, and most stakeholders also stressed that the relevance is still as valid as before if not even higher. The *project design* and its underlying theory of change provided a logical and coherent framework but in the course of time this got diluted because of the disjoint in periods of the PRODOC/TAPP and the SDC-ILO Agreements, as well as because of a lack of simultaneous and coordinated updating of the various M&E tools. As a result, the Log Frame covers the full five-year period, and at present it is difficult to establish what should have been achieved until December 2018.

The project design was very responsive to national sustainable development plans for the SDGs. The project aligns with the Vision 2021's Goal Three for Bangladesh, "To become a poverty-free middle-income country" and it also supported the GoB to achieve its long-term plans, including the Seventh Five Year Plan 2015-2020. The project is assisting Bangladesh's efforts to meet the SDGs (2016-2030), in particular Goal 10 (Target 10.7) and Goal 8 (Target 8.8), and also some more indirect contributions to Goal 5 and Goal 17. The project is also aligned with the UN Development Framework (UNDAF, 2017-2020). The GoB also plays a clear role at the global level, for example, the Ministry of Foreign Affairs (MoFA) hosted recently the Multi-stakeholders Consultation on the implementation of the Global Compact of Migration (GCM).

The project has been working to contribute to the implementation of strategies and policy frameworks of Bangladesh, but the changing of the legal and policy framework is a long-term process involving many rounds of consultations. In the 8 years since the start of the first SDC-funded phase in 2011 two Acts have been passed which is quite a decent time to get that done. The project is also clearly aligned to ILO's Programme & Budget (P&B) and Decent Work Country Programme (DWCP), as well as to the Swiss Government's Global Strategy for Migration and Development in Asia and the Middle East 2015-2019; in addition, in SDC's new national programme started in 2018, the topic of 'Migration' is one of only three pillars.

The project design as laid down in the PRODOC did generally take into account specific issues of gender equality. The two overall project outcomes each specify 'Men and Women migrant workers' and the PRODOC has a separate section on Gender Equality. The PMT includes a dedicated Gender Focal Point, although the functions are quite vast for an NPO to dedicate only 25% of time to gender. Partly because the gender focal point left the project already in September 2018, a number of these tasks could not be undertaken systematically. Much less attention was paid to non-discrimination concerns and to the inclusion of people with disabilities; for example, these issues are not mentioned at all in the PRODOC, while in the Final Progress Report (FPR) of April 2019 only one delivery was mentioned under Output 1.1. In addition, more attention will

be needed to the ways in which one can reach the potential MW in *the rural areas*. Significantly, 95% of the Recruiting Agencies who are members of BAIRA are based in Dhaka, leading to an important role for middlemen in the rest of the country.

The Indicators in the Performance Plan labelled A through N (see Annex 7) are generally SMART and often sex-disaggregated. However, this plan could have been a good benchmark were it not that it has not been updated since August 2017. A comprehensive Baseline study was undertaken, including a survey of 2,500 migrant workers (of which 750 women) spread over the country. With respect to Risk Management, it was found that the project's Log Frame and PRODOC elaborately captured the risks and assumptions and analysed them adequately. The main risk of the project was found to be that the achievement of the project's objectives is dependent of the sustained government's commitment and resource allocation.

In terms of *Effectiveness*, considerable progress is reported despite delays in the effective full implementation of the project especially due to staff recruitment/retaining issues. Progress was especially substantial under output 1.1, which contributed to approvals of important regulations to further strengthen and operationalize the legal and policy framework. A number of more specific important achievements are listed in Section 3.2. Several key success factors were identified by the MTE, including the fact that the PMT is located in the MEWOE, the usually very good participation from the Government when requested for their support, and the fact that one NPO is a MEWOE staff on secondment.

The Final Progress Report (FPR) on the 2016-18 Phase of the project reported that a full 100% of the indicator targets were even achieved but this estimation was found to be too optimistic (see e.g. Annex 8). The main constraints identified by the MTE include: a longer than average project approval time taken by the GoB; long periods in which the project was operated with skeleton staff; relatively frequent staff turnover of key officials in the MEWOE; lack of resources on the side of implementing partners; and the relatively long time it takes for Acts, policies and rules to be definitely adopted.

The MEWOE has been very closely involved in the implementation of the project from the beginning. This was in particular also facilitated by the fact that the project was a continuation of the 2011-2015 phase, as well as that the Ministry provided again for office space expediting communication between project and key ministry staff. The other tripartite constituents (BEF and NCCWE) have also been involved in the project in different activities and consultations. Overall, through a range of actions, the project has reached about 440 institutions (see also Annex 9). The key stakeholders interviewed during the field mission of the present MTE are generally very satisfied with the quality of tools, technical advice, training and other activities delivered by the project. Several specific measures were taken by the project to address issues relating to Gender equality and these have been listed in Section 3.2. The effectiveness of such measures leaves somewhat to be desired in terms of the number of female beneficiaries reached which remains below 20%, and the project really needs to make an effort in this respect.

The project results did certainly contribute to the identified SDGs and their related targets in particular to Goal 10: the revised legal and policy framework, the strengthened services for migrant workers, the enhanced complaint resolution, the piloting of a 'Recruitment Cost Survey'

with the BBS, the capacity building of Labour Attachés, the enhanced negotiation capacity concerning BLA/MoUs, and the establishment of a 'Calling Center' at the Bangladesh Mission in Jeddah. The project has generally increased the awareness of key stakeholders on the contents of and the reporting on the different SDG targets and indicators relevant to the Decent Work Agenda. Regarding ILO's International Labour Conventions on migration the four most relevant ones have as yet not been ratified by the GoB. Overall, the GoB has ratified 35 Conventions.

The project has managed the practice of knowledge management, lessons dissemination and visibility of project branding with a skeleton staff and without a dedicated communications officer relatively well, although the project's website would benefit from a more dynamic approach and more visual contents.

With respect of *Efficiency*, the MTE has found that the resources have been used in a relatively efficient manner which is based on opinions voiced in the stakeholder interviews and on observations. Of the total budget of 3.47 million USD, a substantial part was not spent (23%) and returns to the donor. The largest part of the expenditures was for actual activities, i.e. subcontracts, seminars and trainings with over 46% (see Table 2). About 30% of the total expenditures was spent for the project team, which is *not a high percentage* for projects of this size implemented by the ILO. The largest category of expenditures is for 'Subcontracts' (35%) which were spread over each of the six outputs and included 24 national subcontracts (in BDT) and 5 international ones (in USD) which accounted for some 57% of all subcontracts (see Table 4 for a detailed overview). Looking at the total expenditures per project year, the level was quite low in the first year, i.e. 2016 (see Table 5), especially because the approval from the GoB took longer than expected. Expenditures increased substantially in 2017, but the majority was done in 2018 (56 %). On the whole, the project managed the finances well, with clear yearly Technical and Financial Progress Reports to the donor.

The project has certainly received adequate support from the Government, in particular from the MEWOE and its departments/bureaus, but also from MoLE, BBS and the other tripartite partners. The project has also received substantial support from the regional Labour Migration Specialist in ILO-DWT in Delhi, while PARDEV and MIGRANT in Geneva and ROAP in Bangkok provided support for specific activities. The project leveraged partnerships with other UN agencies, such as IOM and UN Women, and has made strategic use of coordination and collaboration with selected other, related initiatives to increase its effectiveness, such as the DFID funded Work in Freedom (WiF) project implemented by ILO in seven countries and the skills projects implemented by the ILO (the EU-funded Skills21 and the GAC-funded B-SEP). An important forum for donor coordination is the so-called '*Migration Working Group*' chaired by SDC jointly with ILO and IOM. They held their fifth Meeting in November 2018. The project also contributed to Global and Regional Dialogues such as the GCM and GFMD (MoFA) and the CP and the ADD (MEWOE). Bangladesh is co-chairing the CP Working Group dealing with recruitment.

In itself the project management processes have worked well in delivering project outputs and results, but the problem was that roughly the first and the last half year of the project period the Project Management Team (PMT) had to work with a skeleton staff. The primary project governance structure was the Project Steering Committee (PSC) and the Project Coordination Committee (PCC) but these committees have met only twice and thrice respectively during the

entire project period. The MTE found that this is not sufficiently efficient and that at least every half year a PSC as well as a PCC meeting should be held. Concerning reporting, the GoB requires monthly and quarterly updates, the ILO requires regular reporting on DWCP and P&B, while the donor requires annual Progress and Financial Reports, which were all mainly submitted in time. Resources dedicated to outputs aimed specifically at women specific actions and mainstreaming of gender amount to a total of almost US\$ 480,000, or about 7% of the project budget, which the MTE considers to be rather on the low side.

In terms of *Sustainability*, the exit strategy of the project is based on implementation in a phased manner whereby the 2016-2018 phase in particular supported the Government of Bangladesh in the area of reform of the legal and policy framework, and the 2019-2021 phase will build on this foundation. The MTE finds that this could indeed be effective and realistic if the Rules developed or required for the different Acts are actually implemented. It is advised to follow the Good Practice established by the B-SEP project funded by GAC and implemented by the ILO of organizing a “*Sustainability Workshop*” about 4 to 5 months before the project ends.

A certain degree of Ownership has developed within the MEWOE which was enhanced not in the least by the fact that from the beginning most interventions were designed jointly with this and other Ministries. An important initiative was taken by the MEWOE to establish a ‘Social Dialogue’ with all the relevant stakeholders on the MoUs and BLAs. Such and other project contributions should be seen as evidence of ‘ownership’ on the side of the Ministry. In addition, the Ministry clearly is aware that the urgent task ahead now is the implementation of rules and is taking responsibility for the publication thereof. Among the social partners a feeling of ownership is developing, and suggestions are put forward by both organisations to enhance its impact. Among the other implementing partners and stakeholders, feelings of ownership are more restricted to the specific activities in which they are involved directly. Gender mainstreaming has generally taken place, however, it was found that the efforts in this respect should be considerably stepped up in the 2019-2021 Phase, as is the case with subjects related to non-discrimination and people with disabilities. The project’s knowledge and experience on SDGs and relevant targets seem to have been transferred to the national partners, but substantial efforts are still needed in the 2019-2021 phase especially on reporting on the progress of SDGs and their respective targets.

In terms of general *Impact*, the project has made very clear contributions to the development of the long-term policy framework on labour migration with the Rules for the 2013 OEMA Act, the new WEWB Act of 2018, and the Action plan of the EWOE Policy. This has built a foundation needed to arrive at a direct impact on men and women migrant workers to benefit from safe migration and decent work and, thereby, to contribute to the sustainable economic and social development of Bangladesh. Section 3.5 also identified several activities which potentially could have a more direct impact on the lives of the men and women migrant workers.

Significant changes took place in the area of institutional strengthening, support services and national level data on migration. The legal mandate of the MEOWE to provide welfare services including to the returned migrants was established. The WEWB Act 2018 was adopted to enhance and expand the social protection of migrant workers and their family members. The awareness about the importance of having national level data on labour migration was acknowledged. The recruitment agencies association, BAIRA, indicated that they and their members are interested to

ensure ethical recruitment, although most members did not respond to a specific request to that effect. The Government has shown its commitment to ensure social security for the migrant workers by initiating the process of adopting mandatory insurance schemes. Special attention was also given towards skills development, skill upgradation and certification, so that the national objective of increasing the share of skilled migrant workers can be achieved. The background research on data integration and migration information management systems enhanced the interest among the policy makers to develop an integrated system.

The **Overarching Conclusion** of the MTE is that the project certainly remains highly relevant for Bangladesh as well as for the donor and other international frameworks (including SDGs and GCM), and that its design was valid and logical but lacked subsequently in coordinated monitoring. In terms of effectiveness it is concluded that a series of important achievements were made especially related to Outcome 1 and its Output 1.1, while partial progress is made on outputs 1.2, 2.2 and 2.4 (while progress on 2.1 and 2.3 could not be assessed). The project has provided value for money with subcontracts and other activities accounting for the largest budget category (46%) and with project staff for just 30%, although it was less efficient that almost a quarter could not be spent. Conducting regular PSC/PCC meetings should be given full attention, while concerning the gender dimension it must be underlined that the project should step up its efforts in the next phase. In terms of sustainability, the phased exit plan could indeed work provided the necessary acts and rules are developed and actually implemented and this could be enhanced if the emerging ownership at the MEWOE can be sustained. According to the MTE's findings, the majority of the achievements would not have been possible without the project. There has been a clear impact on men and women migrant workers in several areas, such as strengthened complaint mechanism, sensitized RA on fair recruitment, enhanced institutional capacities for improved service delivery, and improved Pre-Departure training.

4.2 Recommendations

The recommendations will be presented in this section according to the five Evaluation Criteria distinguished throughout this report.

Relevance and Validity of Design

- 1) Continue activities on legal and policy reform related to labour migration issues** as it is no less relevant now than it was at the inception of the Migration Policy project. Make also sure there is clear alignment between the interventions in a possible next phase and the developing priorities of the forthcoming GoB's 8th Five-Year plan.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO/PMT, MEWOE, MoFA, ERD, other National Stakeholders, SDC, PSC	Medium	2019-2020	Part of ongoing investments.

- 2) Adjust the Log Frame for the next Phase (2019-2021)** as it was designed for five years and it is difficult to extract the specific targets, milestones and indicators for this phase.

Responsible Unit	Priority	Time Implication	Resource Implication
------------------	----------	------------------	----------------------

ILO/PMT, MEWEOE/BMET/NPC, SDC	High	1 st half of 2019	Part of ongoing investments.
-------------------------------	------	------------------------------	------------------------------

Effectiveness

- 3) **Work together with the MEWEOE and its organizations and selected partners to truly build upon the achievements of the previous phases (2011-2015 and 2016-2018), to enhance the implementation of the laws and rules and to accelerate the progress of organizational reform** and the setting up of the right mechanisms and systems as well as tools and resources needed to support the work of the Ministry centrally and at the division and district levels and in the labour wings abroad.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO/PMT, MEWEOE, BMET, BOESL, WEWB, NPC, SDC, PSC	High	2019 - 2020	Part of ongoing investments.

- 4) **More attention needs to be paid to the inclusion of the Ministry of Foreign Affairs (MoFA) in selected activities and consultations** especially also because MoFA has such a close relationship with IOM, and ILO and IOM need to continue to work on sustaining their cooperation.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO/PMT, MEWEOE, BMET, NPC, MoFA, SDC, IOM	High	2019 - 2020	Part of ongoing investments.

- 5) **Continue to closely involve the social partners and explore capacity building for the different trade union platforms** especially the NCCWE (which due to its status as a Committee cannot be as such contracted by the ILO).

Responsible Unit	Priority	Time Implication	Resource Implication
ILO/PMT, NCCWE, BEF, MEWEOE, BMET, MOLE, SDC, PSC	Medium	2019 - 2020	Part of ongoing investments.

- 6) **Undertake a *quantitative* study on effectiveness and efficiency of the project at the end of 2020 or beginning of 2021 so that it can feed into the final evaluation in a *timely* manner**, in particular make sure that the study is fully completed and agreed upon among the key stakeholders **before** the Final Independent Evaluation starts.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO/PMT, SDC, MEWEOE, PSC	Medium	2020-2021	Make resources available in the present budget in cooperation with the donor.

Efficiency

- 7) **Review and streamline the project management arrangements through the PSC and PCC** in such a way that at least **every half year** a PSC as well as a PCC meeting will be held. Reorganize the structure of the meetings in order to enhance discussion and dialogue among the stakeholders.

Responsible Unit	Priority	Time Implication	Resource Implication
------------------	----------	------------------	----------------------

ILO/PMT, MWEOE, BMET, NPC, PSC, PCC, SDC	VERY HIGH	2019	Part of ongoing investments.
--	-----------	------	------------------------------

- 8) **Maintain attention for the complementarity among donor and other development partner interventions in the labour migration area in order to avoid overlap and gaps**, in particular, through the Migration Working Group and through maintaining relations with other projects in this area.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO/PMT, SDC, Other donors, Other (ILO) projects on migration	Medium	2019-2021	Part of ongoing investments.

- 9) **Improve the project's website through a more dynamic approach and by including more visual contents.**

Responsible Unit	Priority	Time Implication	Resource Implication
ILO/PMT, BMET, SDC	High	1 st half of 2019	Part of ongoing investments.

- 10) **Investigate ways in which one can reach the (potential) Migrant Workers in the rural areas and explore the role of the middlemen or 'Dala'** thereby for example through piloting the regularization of middlemen through registration at the UPAZILA levels.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO/PMT, MWEOE, BMET, NPC, NCCWE, BEF, BAIRA, SDC	Medium	Start in 2019	Part of ongoing investments.

Sustainability and Impact

- 11) **Monitor and update continuously the phased exit plan** in order to keep track of the development and implementation of the required acts and rules and organize a 'Sustainability Workshop' well before the end of the project (following the example of the ILO B-SEP programme in Dhaka).

Responsible Unit	Priority	Time Implication	Resource Implication
ILO/PMT, MWEOE, BMET, NPC, PSC, PCC, SDC	Medium	2019-2021	Part of ongoing investments.

- 12) **Enhance attention and specific budget lines for issues related to gender equality, non-discrimination and disability inclusion** (including of returnees). Play a more pro-active role in SDC's Gender Platform and start preparing the six-monthly reports on gender equality (included in the ToR for the Gender focal Point). For disability inclusion involve the Bangladesh Business and Disability Network (BBDN) and selected NGOs.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO/PMT, SDC, BBDN, selected NGOs, PSC, PCC	High	Start in 2019	Part of ongoing investments.

5 Lessons Learned and Good Practices

This chapter compiles two lessons learned (LL) and three good practices (GP) from the experience gained by evaluating the B-SEP project in the present report, namely:

Lessons learned

LL1: The ILO should be more alert on the early recruitment, the retaining and the (temporary) replacement of project staff in order to avoid having to return substantial parts of the budget to the donor.

LL2: The project period agreed in the Project Document (PRODOC) and in the Technical Assistance Project Proposal (TAPP) of the Government of Bangladesh should be exactly the same as those relating to the Agreement(s) between ILO and the donor.

Good practices:

GP1: The close working relationships with the main partner-Ministry, the MEWOE, form a Good Practice to be replicated elsewhere under certain conditions.

GP2: The contributions of the project to the Sustainable Development Goals (SDGs) constitute a good practice to be elaborated in other (ILO) projects as well.

GP3: The long-term commitment of donors and partners is a very good practice leading to incremental results.

These Lessons Learned and Good Practices will be discussed in detail in the following two sections (5.1 and 5.2).

5.1 Lessons Learned

One of the purposes of evaluations in the ILO is to improve project or programme performance and promote organizational learning. Evaluations are expected to generate lessons that can be applied elsewhere to improve programme or project performance, outcome, or impact. The ILO/EVAL Templates are used below for the two identified Lessons Learned (LL).

LL1: The ILO should be more alert on the early recruitment, the retaining and the (temporary) replacement of project staff in order to avoid having to return substantial parts of the budget to the donor.

ILO Lesson Learned Template

Project Title: Independent Mid-Term Evaluation of Application of Migration Policy for Decent Work of Migrant Workers

Project TC/SYMBOL: BGD/15/01/SDC

Name of Evaluator: Theo van der Loop

Date: 9 August 2019

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.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<i>Due to late recruitment and early departure of key project staff the project could not be implemented as planned and a quarter of the budget had to be returned to the donor. In addition, the DTA leaving half a year before the end of the project phase was not replaced with temporary short-term staff. The ILO, in particular the project, the ILO CO Dhaka and the ILO-HQ, should be much more alert on such issues in order to avoid having to return substantial parts of the budget to the donor.</i>
Context and any related preconditions	<i>Instead of keeping positions vacant employ temporary (short-term) experts, even if only half a year left which is too short to recruit a new CTA, but ample time to hire short-term experts.</i>
Targeted users / Beneficiaries	<i>ILO PMT, ILO Country Office in Dhaka, ILO DWT/ Delhi, ROAP/Bangkok, HQ Geneva and SDC.</i>
Challenges /negative lessons - Causal factors	<i>Negative lessons are that the project could not be fully implemented and that a substantial part of the budget had to be returned to the donor.</i>
Success / Positive Issues - Causal factors	<i>A more complete implementation of the project would have been possible with the addition of short-term experts.</i>
ILO Administrative Issues (staff, resources, design, implementation)	<i>See above.</i>

LL2: The project period agreed in the Project Document (PRODOC) and in the Technical Assistance Project Proposal (TAPP) of the Government of Bangladesh should be exactly the same as those relating to the Agreement(s) between ILO and the donor.

ILO Lesson Learned Template

Project Title: Independent Mid-Term Evaluation of Application of Migration Policy for Decent Work of Migrant Workers

Project TC/SYMBOL: BGD/15/01/SDC

Name of Evaluator: Theo van der Loop

Date: 9 August 2019

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.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<i>The project period agreed in the Project Document (PRODOC) and in the Technical Assistance Project Proposal (TAPP) of the Government of Bangladesh should be exactly the same as those relating to the Agreement(s) between ILO and the donor and the latter should not be split up in separate phases.</i>
Context and any related preconditions	<i>For several reasons it is better if the two periods coincide. Firstly, the Log Frame covers the full five-year period, and at present it is difficult to establish what should have been achieved until December 2018. Secondly, with the CTA leaving in July 2018, there was a project period remaining of only 6 months as the new SDC Agreement was in development. Such a period is not enough within the ILO recruitment rules and regulations to start a procedure to hire a new CTA.</i>
Targeted users / Beneficiaries	<i>ILO/PMT, ILO Country Office in Dhaka, ILO DWT/Delhi, ROAP/Bangkok, HQ Geneva, GAC and key national stakeholders.</i>
Challenges /negative lessons - Causal factors	<i>Negative lessons are that the Log Frame is not targeted to the PRODOC and TAPP and not to the SDC Agreements, and that recruitment of CTA may be hindered (See above under Context). The Mid-Term Evaluation did not have the targets for the period 2016-2018 at its disposal as the Log Frame covered the entire 2016-2020 period.</i>
Success / Positive Issues - Causal factors	<i>See above under Context.</i>
ILO Administrative Issues (staff, resources, design, implementation)	<i>See above under Challenges.</i>

5.2 Good Practices

ILO evaluation sees lessons learned and emerging good practices as part of a continuum, beginning with the objective of assessing what has been learned, and then identifying successful practices from those lessons which are worthy of replication. The ILO/EVAL Templates are used

below. There are three Good Practices (GP) that emerged from the B-SEP Project that could well be replicated under certain conditions in other projects and/or countries.

GP1: The close working relationships with the main partner-Ministry, the MEWOE, form a Good Practice to be replicated elsewhere under certain conditions.

ILO Emerging Good Practice Template

Project Title: Independent Mid-Term Evaluation of Application of Migration Policy for Decent Work of Migrant Workers

Project TC/SYMBOL: BGD/15/01/SDC

Name of Evaluator: Theo van der Loop

Date: 9 August 2019

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p><i>Close working relationships with the main partner-Ministry, the MEWOE, are characterised by:</i></p> <ul style="list-style-type: none"> • <i>Setting up the project office inside the Ministry premises itself which is generously made available by the Ministry; and</i> • <i>Employing a project staff member who is seconded from the Ministry for a period of several years (after which employment in the Ministry can continue).</i> <p><i>This forms a Good Practice to be replicated elsewhere under certain conditions.</i></p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p><i>Under certain circumstances this can be replicated but it involves several issues:</i></p> <ul style="list-style-type: none"> • <i>Ministry is willing to make sufficient office space available;</i> • <i>Ministry will allow separate security measures for ILO Project office and staff;</i> • <i>ILO Country Director agrees, and ILO project staff is willing.</i>
Establish a clear cause-effect relationship	<i>Such close working relationships with the ky ministry clearly have enhanced efficiency and effectiveness.</i>
Indicate measurable impact and targeted beneficiaries	<i>See the previous box.</i>
Potential for replication and by whom	<i>See above under Relevant conditions.</i>
Upward links to higher ILO Goals (DWCPs, CPOs or ILO's Strategic Program Framework)	<i>This Good Practice (GP) is linked to efficiency and effectiveness.</i>
Other documents or relevant comments	<i>Not applicable.</i>

GP2: The contributions of the project to the Sustainable Development Goals (SDGs) constitute a good practice to be elaborated in other (ILO) projects as well.

ILO Emerging Good Practice Template

Project Title: Independent Mid-Term Evaluation of Application of Migration Policy for Decent Work of Migrant Workers

Project TC/SYMBOL: BGD/15/01/SDC

Name of Evaluator: Theo van der Loop

Date: 9 August 2019

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p><i>The contributions of the project to the SDGs and their related targets constitute a good practice to be elaborated in other (ILO) projects as well and include the following contributions to the Goal 10:</i></p> <ul style="list-style-type: none"> • <i>the revised legal and policy framework,</i> • <i>the strengthened services for migrant workers,</i> • <i>the enhanced complaint resolution,</i> • <i>the piloting of a ‘Recruitment Cost Survey’ with the BBS,</i> • <i>the capacity building of Labour Attachés,</i> • <i>the enhanced negotiation capacity concerning BLA/MoUs, and</i> • <i>the establishment of a ‘Calling Center’ at the Bangladesh Mission in Jeddah.</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p><i>The project is directly contributing to Indicator 10.7.1 by the ongoing piloting of a ‘Recruitment Cost Survey’ with the National Statistical Office (BBS).</i></p>
Establish a clear cause-effect relationship	<p><i>The project has generally increased the awareness of key stakeholders on the contents of and the reporting on the different SDG targets and indicators relevant to the Decent Work Agenda.</i></p>
Indicate measurable impact and targeted beneficiaries	<p><i>See above under Brief Summary.</i></p>
Potential for replication and by whom	<p><i>This good practice can be replicated in other projects on labour migration.</i></p>
Upward links to higher ILO Goals (DWCPs, CPOs or ILO’s Strategic Program Framework)	<p><i>The contribution of the ILO to the progress in SDGs is currently high on the Agenda of the Governing Board.</i></p>
Other documents or relevant comments	<p><i>Not applicable.</i></p>

GP3: The long-term commitment of donors and partners is a very good practice leading to incremental results.

ILO Emerging Good Practice Template

Project Title: Independent Mid-Term Evaluation of Application of Migration Policy for Decent Work of Migrant Workers

Project TC/SYMBOL: BGD/15/01/SDC

Name of Evaluator: Theo van der Loop

Date: 9 August 2019

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<i>The long-term commitment of donors and partners is a very good practice leading to incremental results. Having started the MEWOE/SDC/ILO partnership on Migration Policy issues in 2011, successive phases have built on previous phases: the foundation laid in 2011-2015 was used in the 2016-2018 Phase and the same is expected from the next phase (2019-2021).</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<i>Certain Acts passed in one phase required adaptation of the related Rules and this is a time-consuming process involving multiple rounds of consultations within the GoB and outside and are more efficiently and effectively supported through long-term project commitments.</i>
Establish a clear cause-effect relationship	<i>See previous box.</i>
Indicate measurable impact and targeted beneficiaries	<i>Breaks in the continuity of the support can easily lead to delays in the development of the Rules to be adapted.</i>
Potential for replication and by whom	<i>There is potential for replication in many partnerships and projects.</i>
Upward links to higher ILO Goals (DWCPs, CPOs or ILO's Strategic Program Framework)	<i>Not applicable.</i>
Other documents or relevant comments	<i>Mid-term and final evaluation reports of the first phase (2011-2015), PRODOC for 2016-2020 phase and Evaluability assessment.</i>

Annex 1 Terms of Reference (TOR)

The final version of the ToR can be provided as a separate document.

Annex 2 Inception Report

The final version of the Inception Report (dated 17 April 2019) can be provided as a separate document.

Annex 3 List of Persons Interviewed and Program of Field Visits

This Annex includes the following three elements:

- 1) List of Persons interviewed
- 2) Mission schedule
- 3) Stakeholder Workshop

1) List of Persons interviewed

- Ministry of Expatriates' Welfare & Overseas Employment (MoEWOE):
 - Bureau of Manpower, Employment and Training (BMET)
 - Wage Earners' Welfare Board (WEWB)
 - Bangladesh Overseas Employment and Services Limited (BOESL)
- Ministry of Labour and Employment (MOLE)
- Ministry of Foreign Affairs (MoFA)
- Employers' Organizations in Bangladesh: BEF
- Workers' Organizations in Bangladesh: NCCWE
- Planning Commission (SEID)
- Bangladesh Bureau of Statistics (BBS)
- Bangladesh Association of International Recruiting Agencies: BAIRA
- IOM
- UN Women
- Selected CSOs
- Donor: Swiss Agency for Development and Cooperation (SDC).
- ILO: Country Office in Dhaka (CO-Dhaka); DWT in Delhi, DWT/ROAP in Bangkok; DWT/ROAS in Jordan and HQ Geneva.

2) Mission schedule

Programme schedule of the Mission to Bangladesh: 27 April – 7 May 2019.

<i>Date</i>	<i>Time</i>	<i>Programme</i>	<i>Venue/Location</i>	<i>Remarks</i>
27.04.2019 (Saturday)		Arrival	Hotel Lakeshore, Gulshan, Dhaka	
28.04.2019 (Sunday)	8:30-9:30	Meeting with the Swiss Agency for Development and Cooperation (SDC)	SDC, Embassy of Switzerland Bay's Edgewater, 8th Floor, Plot 12 North Avenue, Gulshan 2, Dhaka	Done
	11:00-12:00	Meeting with Country Director, ILO CO-Dhaka	ILO Country Office for Bangladesh	Done

			Block-F, Plot 17/B&C, Sher-E-Bangla Nagar Administrative Zone, Dhaka	
	12:00-12:30	Security Briefing by Security Focal Person	ILO Country Office for Bangladesh Block-F, Plot 17/B&C, Sher-E-Bangla Nagar Administrative Zone, Dhaka	Done
	13:00-14:00	Lunch break		
	14:00-15:00	Meeting with Wage Earners' Welfare Board (WEWB)	8 th Floor, Probashi Kallyan Bhaban, 71-72 Old Elephant Road, Eskaton Garden, Ramna, Dhaka- 1000	Done
	15:00-16:00	Meeting with Bangladesh Overseas Employment and Services Limited (BOESL)	3 rd Floor, Probashi Kallyan Bhaban, 71-72 Old Elephant Road, Eskaton Garden, Ramna, Dhaka- 1000	Done
	16:00-16:30	Briefing with WIF project	7 th Floor, Project office, Probashi Kallyan Bhaban, 71-72 Old Elephant Road, Eskaton Garden, Ramna, Dhaka	Done
29.04.2019 (Monday)	9:00-10:00	Meeting with Migration project	7 th Floor, Project office, Probashi Kallyan Bhaban, 71-72 Old Elephant Road, Eskaton Garden, Ramna, Dhaka	Done
	10:00-10:30	Meeting with the Ministry of Expatriates' Welfare and Overseas Employment (MoEWOE)	5 th Floor, Probashi Kallyan Bhaban, 71-72 Old Elephant Road, Eskaton Garden, Ramna, Dhaka- 1000	Done
	11:00-12:30	Meeting with Bureau of Manpower, Employment and Training (BMET)	Bureau of Manpower, Employment and Training (BMET) 89/2 Kakrail, Dhaka	Done
	13:00-14:00	Lunch break		
	14:00-15:00	Meeting with Migration project- cont.	7 th Floor, Project office, Probashi Kallyan Bhaban, 71-72 Old Elephant Road, Eskaton Garden, Ramna, Dhaka	Done
	15:30-16:30	Meeting with Bangladesh Association of	Bangladesh Association of International Recruiting Agencies (BAIRA)	Done

		International Recruiting Agencies (BAIRA)	BAIRA Bhaban, 130, New Eskaton Road, Dhaka	
30.04.2019 <i>(Tuesday)</i>	8:00-9:00	Skype meeting with Deepa Bharathi, Former CTA of the project	Hotel Lakeshore	Done
	10:30-12:30	Meeting with Bangladesh Employers Federation (BEF)	Bangladesh Employers Federation Chamber Building, 122-124, Motijheel CA, Dhaka	Done
	13:00-14:00	Lunch break		
	14:30-16:30	Meeting with National Coordination Committee on Workers Education (NCCWE)	Migration project office, Eskaton	Done
01.05.2019 <i>(Wednesday)</i>	The morning slot is free now as meeting with SDC has been moved to the first day on 28 th April.			
	12:30-13:30	Lunch break		
	14:00-15:00	Meeting with UN Women	UN Women Bangladesh House # CES (A) 11A, Road # 113, Gulshan-2, Dhaka	Done
	15:30-16:30	Meeting with IOM	International Organization for Migration (IOM) House # 13A, Road # 136 Gulshan-1, Dhaka	Done
02.05.2019 <i>(Thursday)</i>	10:30-11:00	Skype meeting with Max Tunon, Former Technical backstopping officer	Hotel Lakeshore	Done
	12:00-13:30	Meeting with a2i	ILO Country Office for Bangladesh Block-F, Plot 17/B&C, Sher-E-Bangla Nagar Administrative Zone, Dhaka	Done
	13:30-14:00	Lunch break		
	14:30-15:30	Meeting with SEID (Planning Commission)	Socio-Economic Infrastructure Division (SEID) Planning Commission	Done

		Mr. Prodip Kr. Mahottam	Sher-e-Bangla Nagar, Dhaka	
03.05.2019 (Friday)	Study of notes, reflection and the development of power point for stakeholder workshop			
04.05.2019 (Saturday)	10:00-11:30	Focused Group Discussion with Civil Society Organizations: See Note at end of Table *)	Ovibashi Karmi Unnayan Program (OKUP) Swadagar Garden (4th Floor), 466, Nayapara, Dania Post Office Road, Jatrabari, Dhaka-1236	Done
05.05.2019 (Sunday)	10:00-11:00	Ministry of Labour and Employment (MoLE)	Bangladesh Secretariat, Abdul Gani Road, Dhaka	Done
	12:00-13:00	Meeting with CTA, Skills-21	ILO Country Office for Bangladesh Block-F, Plot 17/B&C, Sher-E-Bangla Nagar Administrative Zone, Dhaka	Done
	13:00-14:00	Lunch break		
	14:00-15:00	Meeting with CTA, BSEP	BSEP project, IDB Bhaban, Agargaon	Done
	15:30-16:30	Meeting with BBS: Mr. Kabir U Ahmed	Bangladesh Bureau of Statistics (BBS) 1st Floor, Room-202, Block-A Parishankhyan Bhaban E-27/A, Agargaon, Dhaka	Done
06.05.2019 (Monday)	9:30-13:00	Stakeholder Consultation	Conference Room, WEWB	Done
	13:00-14:00	Lunch break		
	14:00-16:00	Debriefing with Migration project team including CTA	7 th Floor, Project office, Probashi Kallyan Bhaban, 71-72 Old Elephant Road, Eskaton Garden, Ramna, Dhaka	Done
07.05.2019 (Tuesday)		Departure from hotel	Hotel Lakeshore, Gulshan, Dhaka	

*) The following nine CSOs were invited for the Focused Group Discussion on Saturday 4 May 2019 (and the five ones with an asterisk actually attended):

1. Programme Head, Migration Programme, BRAC
2. Chairman, Bangladeshi Ovhibashi Mohila Sramik Association (BOMSA)*
3. Executive Director, Bangladesh Nari Sramik Kendra-BNSK (Women workers Center)
4. Executive Director, Ovibashi Karmi Unnayan Program (OKUP)*
5. Director, Programme, Refugee and Migratory Movements Research Unit (RMMRU)

6. Chairman, Warbe Development Foundation*
7. Executive Director, Kormojibi Nari*
8. Director, Migration, Awaj Foundation*
9. Executive Director, Ain o Salish Kendra (ASK).

3) Stakeholder Workshop on MTE

Dhaka, Monday 6 May 2019

Venue: Conference Room, WEWB (Lift-9), Probashi Kallyan Bhaban, MoEWOE

Annex 4 ILO Template for Data Collection Worksheet

Inception Report – Template for filling in form

ANNEX I - DATA COLLECTION PLAN WORKSHEET FOR THE INCEPTION REPORT							
Evaluation Questions	Indicator	Sources of Data?	Method?	Who Will Collect?	How Often?	Cost?	Who will analyze?
1							
2							
3							
4							
5							
6							

Several elements of the template are left out of Table 1 in the text of the report, because they provide the same answer for each evaluation question in this particular assignment, such as:

- Who Will Collect? The evaluators will collect all the data.
- How Often? During the interviews scheduled (cf. Chapter 4).
- Cost? The cost of the evaluation is a given total in this case and cannot be distributed among evaluation questions.
- Who will analyse? The evaluators will analyse all the data collected.

Annex 5 Recommendations of the Evaluability Assessment of 2017

The Evaluability Assessment of June 2017 made its Recommendations in the following quotes:

a) Achievement of outcomes and outputs

In our evaluability assessment, we determine the external data sources and methodology of data collection for outcome and output level indicators. The methodologies include training needs assessment and designing such assessments, designing KAP (knowledge, attitude and practice) survey among direct beneficiaries along the two main outcomes of the project and, methodology of implementing the KAP survey and report the results following the logframe and performance plan. For outcomes and outputs evaluation, data sources will be the direct beneficiaries of the project (e.g. relevant in-country government officials, labour wings of the migrant recipient countries, manpower agencies and civil society organizations that would receive training and/or support from the project). *[The authors present the brief design of evaluation of outcomes and outputs in tables occupying more than 4 pages which can be found in the EA's report itself]*. The detailed design has been incorporated in the project's M&E plan. The project office will be responsible for collecting data for tracking the progress of achievement of outcomes and outputs. For periodical surveys (e.g. training needs assessment and KAP surveys), external consultants may be hired to assist the project team.

b) Monitoring activities and outputs

Monitoring activities and outputs will need to be conducted based on project generated data. For this, the project will need to devise the methodology of capturing data generated by the project. This includes developing the detailed data collection methodology including specifying the sources of data generated by the project and ways to record them and report them. Some examples of potential data have been mentioned below.

- If complaint redresses system is developed and made operational by 2021
- If participation of 25% of the migrating workers in social security schemes ensured by 2021?
- If support services made available to approximately 35000 migrant workers by 2021?
- If migrant workers' perception of labour market information availability increased by 50% over the baseline of 2016, by 2021?

Detailed data generation processes according to activities of the project have been laid out in the performance plan developed for this project.

c) Impact evaluation of the project

The expected impact from this project is 'Men and Women migrant workers will benefit from safe migration and decent work' and the impact will be assessed by the following indicators

- By 2020 a reduction in the actual average cost of recruitment for men and women, compared to figures in 2013
- Reduced incidence of negative impacts, such as sexual violence and extremely hazardous working condition

The sources of data for these impact level indicators will be records of recruiting agencies and data received from migrant workers as collated by the project's M&E unit and the Final Evaluation. On the other hand, yearly reports would be produced to compare with Baseline data and end line data collected through the independent impact assessment.

Annex 6 Summary of DWCP for Bangladesh 2017-2020

Priorities and outcomes

Priority 1: Effective employment policies to enhance employability through skill development including for green growth.

Priority 2: Promotion of safe and clean working environment for all workers and in compliance with core international labour standards.

Priority 3: Promotion of fundamental principles and rights at work through social dialogue and tripartism.

Priority 4: Promotion of social protection for all workers and vulnerable groups including protection against climate change.

Outcomes - Employment and skills

1.1 Bangladesh jobs strategy formulated for skills development and job creation with higher productivity and in green industries especially for young men and women.

1.2 Accessibility of TVET system enhanced in alignment with the National Skills Development Policy especially for women, disadvantaged groups, people with disabilities and ethnic groups and in view of introducing skills in emerging technologies relating to climate resilient green growth.

Outcomes - Compliance

2.1 International labour standards (ILS) especially the eight core conventions are promoted and constituents' capacity enhanced for their better implementation.

2.2 Implementation of policies, laws and programmes promoted to ensure occupational safety for improving working conditions and to ensure a just transition to a climate resilient and green economy through the application of ILO guidelines, which in turn would facilitate a just transition towards environmentally sustainable economies and societies for all.

Outcomes - Social dialogue

3.1 Employers' and Workers' organizations' capacity developed to strengthen freedom of association, collective bargaining and sound industrial relations.

3.2 Capacity of labour administration enhanced leading to good governance in the labour market.

Outcomes - Social protection

4.1 Employment injury social protection schemes for selected sectors developed and implemented.

4.2 Laws and policies for protection of migrant workers, domestic workers, child labourers and indigenous workers developed and implemented.

Annex 7 Indicators of the Performance Plan

IMPACT

- A. Average actual cost of recruitment
- B. Availability of support Services

OUTCOME 1:

- C. Five pieces of legislation, policies and rules consistent with International Labour Standards and ILO Multilateral Framework are adopted.
- D. 10 technical inputs requested by Government met.
- E. Increase in number of men and women migrant workers participating in social security
- F. Increase number of services (baseline 4) by 50% and include services for disabled/sick workers and legal aid.
- G. Number of complaints addressed. Baseline is established in 2016; the target is an increase in rate of reporting by 25%
- H. Three new and renewed MoUs and bilateral agreements incorporate additional rights and protections for Bangladeshi migrants including employment contract and complaints

OUTCOME 2:

- I. Existence of strategy and implementation of planned elements within the timeframe (for an integrated migrant worker information and management system incorporating occupational classifications)
- J. Migrant worker perception of labour market information availability increases by 50% over baseline of 2013 (Same measure as Impact)
- K. Increased awareness of services available and reduction of impediments for effective service delivery.
- L. Percentage of women migrant workers aware of other occupations in receiving countries increased by 20% by 2020
- M. Increase the percentage of all departing migrant workers receiving briefing to 100%
- N. Sustainably resourced migrant worker support facilities established in two countries

Annex 8 Summarized Progress on the Programme Activities

The progress made on the 80 Programme Activities identified in the updated (43-page) LogFrame until March 2018 is summarized in the below Table. Out of these 80 activities 35 were stated not to have been completed (yet) and these are marked in yellow.

Activities	Progress to date (untill March 2018)
1.1.1	One complaints system research report; and One policy overview report
1.1.2	...
1.1.3	Four consultations done
1.1.4	One comparable assessment report
1.1.5	Two consultations
1.1.6	Comments provided to research reports and complaint system development
1.1.7	Training materials being produced by ITC ILO; 1 training to be held before Dec 2018
1.1.8	Registration rules developed and submitted to MOEWOE
1.1.9	Three trainings held
1.1.10	One recruitment classification rule submitted to MOEWOE, provided technical assistance to Twi discussions on the rules.
1.1.11	3 consultations held to discuss RA code of conduct, ILO Principles & Operational Guidelines.
1.1.12	1 Migrant workers welfare rule submitted to MOEWOE, provided TA to two discussions on the rules.
1.1.13	Two consultations held; and Two reports of consultations with recommendations held
1.1.14	One consultation will be held by Dec 2018
1.1.15	Three consultations will be held by Dec 2018; and One report from consultation
1.1.16	One new resource tool for migrants and returnees
1.1.17	One labour migration rule prepared and adopted.
1.1.18	Two trainings organised to stakeholders for effective dissemination.
1.1.19	One scoping study done.
1.1.20	Two consultations done; and One report with recommendations prepared
1.1.21	One CAP prepared; and Two consultations done
1.1.22	Two exchange visits held; Two reports from missions held.; and One inter-ministerial sharing on the missions shared
1.1.23	Four meetings held
1.1.24	One assessment of previous job fairs held, done; and Three consultations organised with returnees and employers
1.1.25	One research report done
1.1.26	Two peer exchange reports- Sri Lanka and Philippines
1.1.27	...
1.1.28	Under implementation
1.1.29	Two translations done
1.2.1	One Minimum standards report ; and One good practices research report
1.2.2	One assessment guide
1.2.3	One Training materials set produced
1.2.4	Two joint committee meetings
1.2.5	...
1.2.6	One training provided to MOEWOE, WEWB, BOESL; One training provided to BMET; and Training package developed as per activity 1.2.3
1.2.7.	Inputs provided to 2 DW contracts for UAE & Lebanon

1.2.8	Two training of trainers done
1.2.9	1 technical paper prepared for GFMD 2016; 1 technical presentation supported in RT 1.1 in GFMD 2016; 3 OESPAAA meetings attended & Fair recruit. Discussed 1 national discussion on GCM supported including 1 report co developed with IOM 2 Bangladesh inputs in reg. AP GCM consultation supported 3 Colombo process TWG ethical recruitment discussions supported technically
2.1.1	One needs and gaps report
2.1.2	One field survey report
2.1.3	One comparability report done
2.1.4	Under implementation
2.1.5	To be undertaken in phase III
2.1.6	4 multi stakeholder consultations organised by RMMRU
2.1.7	Under implementation
2.1.8	Under implementation
2.1.9	Under implementation
2.1.10	Under implementation
2.1.11	Under implementation to develop materials
2.1.12	One multi stakeholder consultation by IOM; and Four by RMMRU
2.1.13	One research report by IOM
2.1.14	One submission- IOM
2.1.15	Next phase
2.1.16	Next phase
2.1.17	Next phase
2.1.18	Next phase
2.2.1	Can be done only after RA rule is adopted
2.2.2	Under implementation
2.2.3	Under implementation
2.2.4	TVET registration available; and Monitoring quality of courses by RA under implementation
2.2.5	Under implementation
2.2.6	Under implementation
2.2.7	Under implementation; 2 committees set up to guide survey; and 1 training workshop on ILO KNOMAD methodology held.
2.2.8	Under implementation
2.2.9	Under implementation
2.2.10	Two training of trainers done
2.3.1	Two reports- one for new markets and one with additional occupations developed
2.3.2	One workshop held
2.3.3	1 review report assessing the pre departure orientations being imparted
2.3.4	Under implementation
2.3.5	Under implementation
2.3.6	Under implementation
2.3.7	1 mapping report prepared
2.3.8	8 new manuals developed
2.3.9	1 course on caregivers being translated to Mandarin, Cantonese for bilateral accreditation Mutual recognition discussion with South Korea held
2.3.10	BMET received ISO Accreditation; BOESL training ongoing; and TTCs to be done in new phase.
2.3.11	New phase work
2.3.12	New phase work
2.4.1	One session held on ICRMW obligations with labour attaches in February 2018 / Under implementation
2.4.2	Next phase

Annex 9 The number of persons reached by the project and the partnerships forged

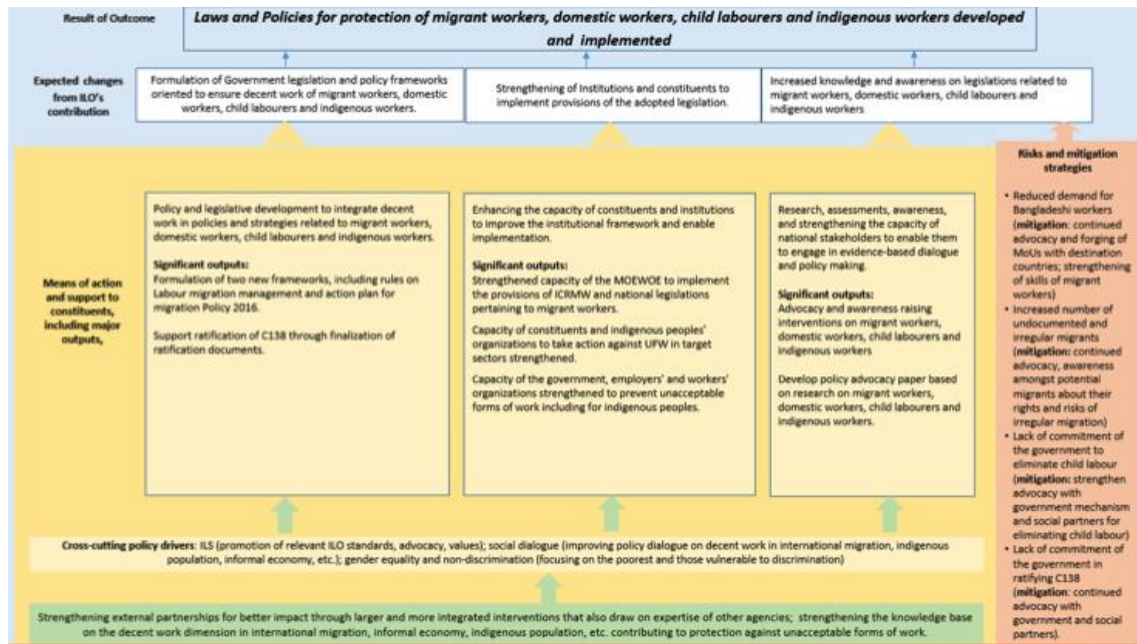
The number of people reached directly and indirectly by the project, the percentage of women and the various partnerships formed are reported by the PMT in the Technical Summary Report (Annex 1 of the FPR 2019) as follows:

- ❖ The number of the GoB officials who participated in training, dialogues, etc directly organized by the project stands at 612 of which 210 (34%) are women
- ❖ The number of Recruitment Agents, including those who participated in training, dialogues, etc directly organized by the project is 138 of which 5 (4%) are women.
- ❖ The number of CSO staff/members/functionaries who participated in consultations, research, training, dialogues, etc directly organized by the project is 498 of which 205 (41%) are women. This number includes the international organizations and development partners too.
- ❖ The number of workers and their family members reached directly through services provided by the partners and through their participation in research, training, dialogues, open days, complaint logging, etc directly organized by the project stands at 108,272 of which 20,066 (19%) are women.
- ❖ The number of persons reached through mass communication activities of the partners is estimated to be 232,660. Gender disaggregated data for this category is not available.
- ❖ The number of indirect project beneficiaries reached through MEWOE, BMET and WEWB through their services for which technical advice was given, including, the law, system and procedure improvement, pre-departure training, etc. is estimated at 922,014 of which the estimated number of women is 168,101 (=18%).

In the course of implementation following partnerships were established by the ILO: South Asian Network on Economic Modeling (SANEM), a social enterprise dNet, BRAC Institute of Languages (BIL), Bangladesh Rural Advancement Committee (BRAC), Refugee and Migratory Movements Research Unit (RMMRU), South Asian Regional Trade Union Council (SARTUC), Bangladesh Institute of Social Research (BISR), Development Research Initiatives (dRI), EDI Bangladesh, Expressions Ltd., Rapid Asia and Systech Digital.

Annex 10 Theory of Change related to Migrant Workers

Theory of Change for DWCP Outcome 4.2: Laws and Policies for protection of migrant workers, domestic workers, child labourers and indigenous workers developed and implemented:



Annex 11 Selection of Documents Consulted

List of documents consulted:

Terms of Reference for Independent Mid-Term Evaluation: See Annex 1.

ILO (2017): Project Document (PRODOC) including Annexes A through K.

First Agreement and Amendment with SDC dated March 2016 and September 2017 respectively.

Grant Agreements: (1) First Agreement with SDC was from March 2016 and was amended in September 2017. (2) Second Agreement with SDC was from December 2018.

Minutes of the annual Project Steering Committee (PSC)

Minutes of the quarterly Project Coordination Committee (PCC)

ILO's DWCP 2013-2017.

ILO's DWCP 2018-2022.

Evaluability Assessment. June 2017.

M&E Plan (draft) dated 27 May 2017.

Wajid Hasan Shah (2019): Documenting good practices and lessons learnt from the ILO Application of Migration Policy for decent Work of Migrant Workers Project. Dhaka, March 2019.

Development Research Initiative - dRi (2017): Baseline Data for Impact and Outcome Indicator. Dhaka.

Annual Progress Reports.

Yearly financial overviews of expenditures.

Work plans / Implementation Plan

ILO Website.

South Asian Network on Economic Modelling (SANEM): Qualitative Study for Evaluation of Application of Migration Policy for Decent Work for Migrant Workers. Dhaka, Bangladesh. Draft dated 25 July 2019.

Other relevant documents and publications.

Annex 12 Qualitative study report

The final report of the Qualitative Study for Evaluation of Application of Migration Policy for Decent Work for Migrant Workers (South Asian Network on Economic Modelling (SANEM), September 2019) can be provided as a separate document.