



INTERNATIONAL LABOUR ORGANIZATION

**Promotion of workplace cooperation in
the readymade garment (RMG) sector in
Bangladesh -
BGD/14/04/DAN**

DEVELOPMENT COOPERATION
FINAL PROGRESS REPORT (FPR)

Basic Information	
Countries covered:	Bangladesh
Donor:	Government of Denmark
Budget:	US\$ 355,766 (DKK 2.4 Million)
TC Symbol:	BGD/14/04/DAN
Administrative unit:	CO-Dhaka
P&B Outcome:	Outcome 14: Freedom of association and collective bargaining
DWCP outcome:	DWCP Outcomes 4,5,10 and 11
Start date:	April 2015
End date:	February 2016, Actual Closure June 2016

Reporting Information	
Report prepared by:	Ravi Samithadasa, Project Coordinator
Report reviewed by:	Technical Officer, Fundamentals Unit, ILO Geneva, <i>I have reviewed the classifications and agree they are a fair and accurate reflection of progress</i> Reviewer initials:
Report approved by:	Srinivas Baki Reddy, Country Director, <i>I have reviewed the classifications and agree they are a fair and accurate reflection of progress</i> Approver initials:

Instructions
<p>This is the standardized format for final progress reporting. It is completed at the end of every development cooperation intervention to provide an overview of progress and achievements. The Final Progress Report (FPR) is an opportunity to reflect on implementation and draw lessons learned, making an initial self-assessment on the efficiency, effectiveness, sustainability and relevance of the intervention.</p> <p>FPRs should not only include the final status of outputs and immediate objectives, but also explain which factors contributed to or hindered the achievement of results, explain how the intervention was managed, identify what could have been done differently and what methods or strategies can be replicated in other development cooperation activities.</p> <p>Completing the FPR should be an inclusive process of consultation among stakeholders, implementing partners and constituents. Self-assessments in the FPR should flow from the involvement of constituents in monitoring and evaluation and be based on wrap-up workshops held at the close of an intervention.</p> <p>FPRs must be submitted as per the schedule outlined in the Approval Minute. All reports should be sent in electronic copy (Word format) to PARDEV for onwards submission to the donor^a. Please delete this instruction box before finalizing the document.</p> <p>Please note this is the format for final reports only. Interim reports must use a different template.</p>

^a In some Approval Minutes the responsibility for submitting DCPRs directly to donors is delegated to the ILO responsible official if the funding agreement has been signed locally. However, these DCPRs must still be copied to PARDEV in electronic format.

Summary

In 2011, an ILO diagnostic process revealed that fundamental and serious gaps exist in relation to freedom of association and collective bargaining in the country's garment sector. These gaps relate to workers' rights to form and join their organization, to strike and to be free from anti-union discrimination, the right of the organizations to organize their activities free of interference, and the right to collective bargaining.

Lack of institutional mechanisms supporting the legislative framework of 2006 BLA as amended in 2013 and a complete mistrust between workers and employers, leading to a more adversarial approach to pursue rights and obligations, are considered to be some of the root causes of the gaps to effective application of the freedom of association and collective bargaining rights.

The proposed project sought to continue supporting further national efforts in tackling these root causes by building on the solid foundation laid through the on-going two projects which were to phase out at end-February and end-August 2015 respectively

The project on "Promotion of workplace cooperation in the readymade garment (RMG) sector in Bangladesh" contributes to better application of labour rights in the RMG industry by a) building institutional mechanisms dispute prevention and solution and b) creating and/or developing further the conditions for improved labour relations at the workplace as a way of building trust among workers and employers.

To this effect, two key immediate objectives were perused through the project. These being Immediate Objective 1: Workers and employers in the RMG sector have a better institutional environment for dispute prevention and settlement; and Immediate Objective 2: Workers, employers, and their representatives in the RMG sector are better equipped to improve workplace labour relations, including collective bargaining.

The direct recipients of the project deliverables were employers, workers and their organizations in a selected number of garment factories, mainly in Dhaka, Ashuliya and Gazipur, their representatives, and the MOLE officials from the Directorate of Labour (DL) and the Department of Inspection for Factories and Establishments (DIFE).

The three areas were selected on grounds that they had a higher concentration of RMG sector factories. Among the workers and their representatives, women and younger workers, who represent significant percentage of the workforce, particularly benefited from the project.

The ultimate beneficiaries of the project were RMG employers and workers and the industry itself nationwide. Improvements in the area of labour rights through improved workplace labour relations were intended to enhance the global image of the industry and lead to greater stability, productivity, and competitiveness. At the same time, improved labour relations also served as a critical building block for more efficient and effective labour administration.

The project was seen as a transition and bridging project to that work which was conducted by the ILO prior on rights and disputes to that of the new social dialogue and sound industrial relations project funded by the Danish and Swedish Governments. The report lists out in greater detail the achievements of the results of the project.

SECTION A: RESULTS ANALYSIS (Outputs, Immediate Objectives)

1. Outputs

Immediate Objective 1: Workers and employers in the RMG sector have a better institutional environment for dispute prevention and settlement.

Output weighting	Percent completion	Indicator targets (compare planned against actual)	Analysis of output delivery
Output 1.1: A set of policy and/or procedural recommendations for dispute prevention and resolution is issued			
100%	90%	<p>Planned:</p> <ul style="list-style-type: none"> A model/code of conduct for preventing and resolving industrial disputes to be developed with the DL and DIFE in close consultation with employers' organizations and workers' organizations. Grounding work to be undertaken towards setting up an effective dispute settlement system within the MOLE. The ILO will provide both national and international technical expertise to support the development of procedures required to set up such a system. The ILO will assist the MOLE to incorporate the procedures required to set up an effective dispute settlement system in the Ministry. <p>Actual:</p> <ol style="list-style-type: none"> A model on settling disputes according to the BLA completed which lists out the steps that needs to be initiated by DIFE and DOL. A guideline on the prevention of disputes arising of anti-union discrimination and the process to follow developed. Based on the model proposed, a study completed on the future vision and direction that the DOL intends to take to effectively and efficiently handle disputes. 	<p>The work of the project first lead to complete a study on dispute settlement systems in Bangladesh. This study in its conclusion lists out strategic interventions that needs to be adopted as a model to enable a more and better dispute mitigation mechanism for Bangladesh. This study recommended the following stages of the model to be enhanced:</p> <ol style="list-style-type: none"> Further expanded mapping of legal framework and actors involved. Labour dispute prevention: further support to the helpline at DIFE inclusive of a standard operating procedures. Enhancement of the Ministry's capacities to enforce the law and conciliate disputes through the development of functional and standard operating procedures. Consideration of development of arbitration mechanisms for collective disputes Support to the labour judicial system on its case management and procedure enhancement. Support to ADR mechanisms for individual disputes. <p>These recommendations of the model will now be followed up through the Danish and Swedish funded project on Improving Social Dialogue and Harmonious Industrial relations in the Bangladesh RMG sector.</p> <p>As an initial step towards moving the recommendations, the project undertook the completion of a study on the processes and functions of the DOL and how best it needs to be reorganized to meet the actual needs of the industrial sectors. This study will be converted to a five year strategic plan and organizational development goal for the DoL under the above mentioned Danish and Swedish funded project and all recommendations will be followed through.</p>

			<p>On an operational level, the project supported the development of a guideline to handle anti-union discrimination related disputes for the DOL. The DOL is currently reviewing this process and identifying the adoption of a standard operating procedure that will enable it to be used nationwide and a single and coherent practice.</p> <p>Furthermore the project in coordination with ILO Better work project perused a guideline for the formation of Participation Committees (PC's). This guideline was developed by the Better Work consultants, to which the project facilitated the discussion of this guideline with the ILO's tripartite constituency in June 2016. This facilitation was done by the project to ensure positive feedback to further enhance the procedure and process of both formation and functioning of Participation Committees that in which will pave way for a broader policy document to be introduced in relation to promoting workplace cooperation in Bangladesh. As of the last meeting facilitated by the project the contents and approach has been agreed in principle by the constituents. It will be further perused under the new Danish and Swedish funded project.</p>
Output 1.2: A pool of certified conciliators and mediators is in place, on a pilot basis, in MOLE			
100%	60%	<p>Planned:</p> <ul style="list-style-type: none"> A core cadre of DL to be trained on conciliation and mediation methods linked to its complaints "Supportline". The Supportline will channel potential disputes to be resolved either through processes of conciliation or mediation. To that effect, the ILO will help develop training materials. The trained core cadre will test their skills, as conciliators and mediators, on a pilot basis in the target project locations of Dhaka, Ashuliya and Gazipur. <p>Actual:</p> <ol style="list-style-type: none"> Under the project 05 officials from the labour department and IRI's trained on workplace cooperation and skills on communication, problem identification and identifying common goals and to enhance the application of interest based negotiations IBN. 	<p>In December of 2014, prior to the project being launched the ILO sister project funded by the Norwegian Government carried out an extensive training on interest based negotiations (IBN) for officials from DOL and DIFE. This was for a group of core 25 persons who have linkages on managing the hotline and its complaints.</p> <p>A shift from IBN to Workplace cooperation was foreseen on grounds that at the initial levels problem solving utilizing IBN tools was considered too advanced and not matching stakeholder needs. It was envisaged that with the introduction of workplace cooperation, communication errors could be identified, issues and its roots causes could be analyzed and then common approaches could be identified to solve problems.</p> <p>Based on the new assumption, the project then proceeded to train an additional 5 persons as master trainers on workplace cooperation looking at day to day workplace issues and how by improving communication, problem identification and solving skills and achieving and targeting common goals for mutual cooperation.</p>

			<p>The intension of these master trainer was that they in turn would enhance the skills of the DOL and DIFE officials to be more sensitive to the needs.</p> <p>However due to reforms still underway within DIFE and DOL, the planned process was not a complete success. It has now been envisaged that as part of the larger reforms processes carried out in the DOL and the DIFE within the next five years these conciliators and arbitrators will be nominated and supported.</p>
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Immediate Objective 2: Workers, employers, and their representatives in the RMG sector are better equipped to improve workplace labour relations, including collective bargaining.

Output weighting	Percent completion	Indicator targets (compare planned against actual)	Analysis of output delivery
Output 2.1: Workers' organizations and employers are equipped to improve labour relations and conduct collective negotiations in each of selected garment factories in target areas.			
100%	95%	<p>Planned:</p> <ul style="list-style-type: none"> On the worker side, workers' organizations to receive training on how to organize workers, how to prepare for labour-management discussion and negotiations, how to communicate their work to workers, and how to enforce agreements reached with the employer Separate training programmes to be delivered to employer representatives who engage in discussions with workers' organizations and conduct collective negotiations. Compliance and welfare officers, human resource managers, and line-level supervisors who represent the employer in collective negotiations, will receive training on skills to work effectively and respectfully with worker representatives Joint training for workers' organizations and employer representatives to be conducted with the view to assist the process of engaging in collective negotiations, such as framing issues for discussion and negotiations, and following through on commitments, decisions, and agreements <p>Actual:</p> <ol style="list-style-type: none"> 169 factories outreached through the project covering 644 persons of which 	<p>During the project implementation period the project carried out a needs analysis with the support of the ILO's Turin Training Centre. Based on this analysis, it was found that rather than conducting training for individual groups, it was best seen by constituents to do joint trainings.</p> <p>Hence a five module approach was designed by ILO's Turin Centre on workplace cooperation to be conducted as joint trainings.</p> <p>A training of trainers was carried out for 28 persons from DOL, DIFE, IRI, BIM and Employers and Workers Organizations.</p> <p>Utilizing these trainers the programme outreached directly 169 companies in the RMG sector inclusive of companies operating in the Export Processing Zones. In effect approximately 644 persons were outreached directly in these companies.</p> <p>The training were carried out with the support of the BEF, BGMEA and BKMEA and BEPZA. These programme will now be sustained on the longer term through the new ILO project funded by the Swedish and Danish Government's on promoting social dialogue and sound industrial relations targeting 500 factories.</p>

		approximately 50% are women participants.	
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Rating of output delivery

CLASSIFICATION ^b	
<input checked="" type="checkbox"/> Highly satisfactory Almost all (>80%) outputs were delivered and the quality (>80% of planned indicator targets met) of outputs was good.	<input type="checkbox"/> Satisfactory The majority (60-80%) of outputs were delivered and the quality (60-80% of planned indicator targets met) of outputs was fair.
<input type="checkbox"/> Unsatisfactory Some (40-60%) outputs were delivered and/or there was a problem with the quality (40-60% of planned indicator targets met) of outputs.	<input type="checkbox"/> Very unsatisfactory Few (<40%) outputs were delivered and/or there was a serious problem with the quality (<40% of planned indicator targets met) of outputs.
<p>Briefly explain the major factors taken into account to justify the output classification and provide any other comments (2000 characters maximum):</p> <p>As can be seen from the reported results and achievements of the project outputs has been achieved to its maximum. Certain targets of workers and companies outreach exceeds the set goals of the project significantly. The results will be sustained via the new social dialogue and sound industrial relations project funded by the Danish and Swedish Governments.</p>	

^b This is a self-assessment

2. Immediate Objectives and Decent Work outcomes

2.1 Immediate Objectives

Indicator	Baseline	Indicator targets (compare planned against actual)
Immediate Objective 1: Workers and employers in the RMG sector have a better institutional environment for dispute prevention and settlement.		
Number of cases successfully mitigated through a pilot labour dispute prevention and settlement system.	Number of cases for 2014 to be established (December 2014/January 2015)	<p>Planned:</p> <p>30% increase of cases in the target locations (December 2015)</p> <p>Actual:</p> <p>The DIFE maintained hotline received over 7,500 calls and over 1,200 calls, of which DIFE records indicate they have settled amicably 35% of the cases. The balance 65% of the cases are being perused.</p>
Immediate Objective 2: Workers, employers, and their representatives in the RMG sector are better equipped to improve workplace labour relations, including collective bargaining.		
Number of good practices on workplace cooperation.	0 (in 2014)	<p>Planned:</p> <p>20 in 2015</p> <p>Actual:</p> <p>Over 169 companies signed up to participate in the workplace cooperation project activities. They are perusing the application as part of their own initiative.</p>
Analysis of immediate objective achievement:		
Overall as per the monitoring matrix the results pertaining to the immediate objectives have been successfully achieved.		

2.2 Decent Work outcomes

CONTRIBUTION TO DECENT WORK OUTCOMES		
DWCP outcome(s) ^c	IRIS/SM CP code (e.g. LBN103) ^d	Brief summary of contribution (2000 characters maximum)
Outcome 4: Country takes effective measures to respond and implement CEACR recommendations	BGD 226	The work of the project on issues pertaining to improving working conditions been met through the DIFE hotline where workers have complained about their working conditions. These have been amicably perused by the DIFE.
Outcome 5: Capacities of labour administration and institutions improved	BGD 226	The guidelines a on anti-union discrimination is followed up by the DOL as part of bringing about a harmonized approach around the country. This work will be further extended through the new social dialogue and sound industrial relations project funded by the Danish and Swedish Governments.

^c Global projects report on their contribution to Global Products under the Outcome-Based Work plans

^d For Global projects this is the Global Product code, e.g. GLO126

Outcome 10: Improved capacity of employers contributes to effective DWCP implementation at country level.	BGD 226	Employer's organizations have successfully helped to carry out the programmes of outreaching over 644 workers in factories through the workplace cooperation trainings.
Outcome 11: Improved capacity of the workers organizations contributes to effective DWCP implementation at country level.	BGD 226	The trade union federations of Bangladesh have successfully helped to carry out the programmes of outreaching over 644 workers in factories through the workplace cooperation trainings.

2.3 Effectiveness analysis

a) Based on the achievement of immediate objectives, explain the likely contribution the intervention will make towards the development objective:

The development objective of the project was to – “improving labour relations, including collective bargaining, in the RMG sector in Bangladesh nationwide. Social partners’ initiatives to provide peer support would be instrumental in bringing the direct effects of the project to the ultimate beneficiaries. The project deliverables will also directly contribute to the national efforts to fulfil the commitments with and expectations from the international trading partners, which help rebuild the partners’ confidence in the Bangladesh RMG industry”. To this effect while the target populations outreached are significantly smaller compared to the overall worker population in other sectors, however the project has been a major catalyst to bring about change within the DIFE and the DOL. The changes brought about has made procedural changes and proposed reform agendas to these labour institutions. Furthermore, the capacity enhancement of workers and employers organizations to outreach and carry out training programmes have been major contributory factors to the change brought about by the project.

b) Describe changes that are expected or have already been observed relating to the project’s ultimate beneficiaries:

The ILO WPC project made major inroads in carrying out the work under the project to convince and initiate the reforms agenda that will establish a more stable dispute settlement system in Bangladesh. This has been its primary achievement. The secondary achievement is the induction of workplace cooperation programme into the Bangladesh industrial relations framework. Based on this it can be observed that leading brands have now commenced their own social dialogue and workplace cooperation programmes, supplementing the ILO initiatives.

c) Describe how the project has contributed to the achievement of national development strategies and other development frameworks such as UNDAF and PRS:

The ILO WPC project fits very closely with the ILO priorities in Bangladesh identified in the Bangladesh Decent Work Country Programme (DWCP) 2012 – 2015/14, particularly *Priority 2: Fundamental principles and rights at work* promoted through effective social dialogue (Outcome 4: Country takes effective measures to respond and implement Committee of Experts on the Application of Conventions and Recommendations (CEACR) recommendations; and Outcome 5: Capacities of labour administration and institutions improved) and *Priority 4: Strong and representative employers and workers organization influencing economic, social and governance policies* (Outcome 10: Improved capacity of employers contributes to effective DWCP

implementation at country level; and Outcome 11: Improved capacity of the workers organizations contributes of effective DWCP implementation at country level). The Project is consistent with the nationally identified priorities within Bangladesh as articulated within the UN Development Assistance Framework (UNDAF) for Bangladesh 2012 – 2015, specifically in promotion of opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity.

- d) Describe any lessons learned relating to the overall effectiveness of the intervention, taking into account the suitability of the technical approach or intervention model deployed. With hindsight, identify anything that would have been done differently to increase the intervention's effectiveness:**

The project was designed by the ILO in consultative collaboration with the DANDA, which provided to the Government of Bangladesh a single grant to be used as a transition programme to initial the primary work of further promoting workplace cooperation and reforms agenda for the DOL. This transition programme then would become the basis for the newly initiated social dialogue and sound industrial relations project funded by the Danish and Swedish Governments.

Hence the ILO WPC project document does not contain neither a strong analysis of the national and legal context in which the project intends to operate nor include any needs assessments or diagnostics to guide the project's design. The overall and specific objectives were well-defined in the PRODOC for the stated transition period. The expected results were clear. The selected activities were relevant for the fulfilment of the stated objectives and results.

Taking this transition model approach into consideration the WPC project developed the logic model and a rudimentary Logframe with indicators (measurements of the results) and analysis of assumptions and risks. For the period of its operation this was deemed sufficient by both the donor and the ILO.

Rating of project effectiveness

CLASSIFICATION ^e	
<input checked="" type="checkbox"/> Highly effective Almost all (>80%) of the immediate objectives were achieved and the intervention will make a substantial contribution to the achievement of the development objective and decent work outcomes.	<input type="checkbox"/> Effective The majority (60-80%) of the immediate objectives were achieved and the intervention will make a contribution to the achievement of the development objective and decent work outcomes.
<input type="checkbox"/> Ineffective Some (40-60%) of the immediate objectives were achieved, which will result in a limited contribution to the achievement of the development objective and decent work outcomes.	<input type="checkbox"/> Very ineffective Few (<40%) of the immediate objectives were achieved, and it is unlikely a contribution will be made to the achievement of the development objective and decent work outcomes.
Briefly explain the major factors taken into account to justify the effectiveness classification and provide any other comments (2000 characters maximum): Based upon an analysis the ILO WPC project in general all of its intended targets. While the exact outputs were not reached the intended goals of initiating major ground work was completed via this project for the successful commencement of the new social dialogue and sound industrial relations project funded by the Danish and Swedish Governments.	

^e This is a self-assessment

SECTION B: IMPLEMENTATION ANALYSIS

1. Factors affecting implementation

Check key reasons for shortfalls in the delivery of outputs and achievement of immediate objectives:

- | | |
|--|--|
| <input type="checkbox"/> Implementing partner (constituents or private entities) performance | <input type="checkbox"/> ILO (Office and staff) performance |
| <input type="checkbox"/> Difficulties in inter-agency coordination | <input type="checkbox"/> Inadequate cost estimates |
| <input type="checkbox"/> Lack of constituent or implementing partner commitment/ownership | <input type="checkbox"/> Inadequate project design |
| <input type="checkbox"/> ILO policy changes | <input type="checkbox"/> Counterpart funding shortfall |
| <input checked="" type="checkbox"/> Budget processing (revision/disbursement etc.) delays | <input type="checkbox"/> Unexpected change in external environment |
| <input type="checkbox"/> Community/political opposition | <input checked="" type="checkbox"/> HR difficulties (recruitment, contracts) |
| <input type="checkbox"/> Other - please specify: | |

a) Explain the major challenges faced during implementation and explain how these were dealt with:

There were no major challenges during this projects implementation. This project was considered a transition phase to the new social dialogue and sound industrial relations project funded by the Danish and Swedish Governments.

The minor challenges incurred was that of HR and budgets. The HR challenges occurred that project team members leaving for better opportunities and the project team managing multiple project budgets and its subsequent delays in revisions. Yet these did not have a significant impact on the target achievement.

b) Describe any lessons learned relating to challenges faced during implementation:

There are no major lessons learnt from the process, due to this project acting as transition project.

2. Risk management

There was no risk assessment for the project document in its original design. The following is based on the assumption that was created during the time of its implementation.

Key Assumptions	Risk level		Describe any mitigation measures applied
	Start of project	End of project	
That the Bangladesh tripartite partners are adequately committed to respecting and promoting workers' and employers' rights, labour compliance, and respect for international labour standards	High	Mid	Consultations with the implementation partners individually to mitigate delays and continue implementation.
That at the national and sectoral levels there will be a supportive climate	High	Low	National level and sectoral dialogue was high on commitment and enabled the project to move ahead

and the political will to make advancements in these areas			with activities and commitments.
That there will be the political will to strengthen relevant state institutions mandated to uphold and enforce labour laws and standards	High	Low	Consultations with the implementation partners individually to mitigate delays and continue implementation.
That there will be sufficient institutional capacity to sustain the project outcomes in the future	High	High	All tripartite institutional capacity development needs to continue for future project implementation. During the project implementation adequate arrangements were made to reach project objectives.

- a) Provide an overview of how assumptions and related risk levels changed throughout the lifetime of the intervention. Describe the relevance of originally-identified assumptions and highlight any new assumptions identified during implementation:**

There was only a minor risk assessment for the project document in its original design. This was due to the fact that this project was transition project.

- b) Explain the intervention's approach to risk management and how effective the risk monitoring system and mitigation measures proved to be:**

No major impediments were faced to create risk financial, technical or reputational for the ILO.

- c) Describe any lessons learned related to risk management:**

None to report of.

3. Management and Institutional arrangements

a) Describe the adequacy of management arrangements:

The Project was administered through the ILO WPC Project in Bangladesh, and was overseen by the Project Coordinator, reporting to the ILO Country Director. The WPC Project in Bangladesh was represented by a small team composed of the National Project Coordinator and the Administrative Assistant. Content-specific expertise was delivered by Short-Term external experts (national and international). The Governance and Tripartism Department/DECLARATION provided the technical backstopping for the project. The project collaborated with a number of social and civil society partners which assisted the ILO in facilitating and organizing trainings for the tripartite partners and beneficiaries, conducting educational outreach programmes. The project has also engaged numerous international and national experts to elaborate project training materials and guides, some who held relevant, senior level positions within the government.

b) Explain the role that partners, including ILO constituents, played during implementation. Identify any alternative arrangements that may have helped increase the effectiveness, efficiency or inclusiveness of the intervention:

The ILO WPC project received the high level of support from the ILO Country Office in Dhaka. The project management team and project experts (national and international) were perceived by all tripartite constituents, factory managers and workers as devoted and highly professional as well as deeply experienced in the matters of the project.

c) Describe any lessons learned related to management and institutional arrangements:

No major lessons to be learnt from the project experience.

Rating of project implementation

CLASSIFICATION ^f

<input type="checkbox"/> Highly efficient Almost all (>80%) outputs were of expected quality and delivered within the budget and schedule set out in the original implementation plan.	<input checked="" type="checkbox"/> Efficient The majority (60-80%) of outputs were of expected quality and delivered within the budget and schedule set out in the original implementation plan.
<input type="checkbox"/> Inefficient Some (40-60%) outputs were delivered within the budget and schedule set out in the original implementation plan.	<input type="checkbox"/> Very inefficient Few (<40%) outputs were delivered within the budget and schedule set out in the original implementation plan.

^f This is a self-assessment

Briefly explain the major factors taken into account to justify the implementation classification and provide any other comments (2000 characters maximum):

That the ILO had balanced its use of national, ILO and international experts strategically during this transition project initiation. The results have paved way for the new social dialogue and sound industrial relations project funded by the Danish and Swedish Governments.

SECTION C: SUSTAINABILITY ANALYSIS

a) Analyze the sustainability of results, taking into consideration the institutional and technical capacities and commitment of constituents and partners:

Sustainability was intended to be addressed through identification of major reforms required for building of institutional capacity of social partners and induction of primary tools; training of trainers to pass on learning gained in the project to a wider group of stakeholders; production of high quality guidelines and preparing policy recommendations for improvement of labour dispute settlement that is in compliance with BLA and BLR and ILS.

The WPC project was reasonably successful in training of trainers and production of policy guidelines. The project formed a pool of 28 master trainers and co-trainers at factory level for conducting future trainings programs in the RMG factories and equipped them both in terms of substance of workplace cooperation and facilitation methodology. The policy guidelines are to be taken forward by the DOL to enhance their reforms agenda to meet consistently the needs of employers and workers.

b) Describe the intervention's exit strategy and specify agreements in place with constituents and implementing partners to ensure the continuity of project benefits:

The WPC project's exit strategy was to create the transition between previous projects of the ILO in the sphere of ILS and rights and attempt to further effectiveness on resolving labour disputes. This transition was then to be taken up under the new social dialogue and sound industrial relations project funded by the Danish and Swedish Governments.

The new social dialogue and sound industrial relations project funded by the Danish and Swedish Governments was signed of as of September 2015, and is to commenced work as of July 2016 after formal documents and agreements were signed with the Bangladesh Government.

c) Describe any major internal or external factors that may affect the sustainability of project results in the future:

None to report of. All risks and influencing factors have been considered well under the new social dialogue and sound industrial relations project funded by the Danish and Swedish Governments, and will be promptly followed through.

Rating of project sustainability

CLASSIFICATION ^g



Highly likely

All factors influencing project sustainability have been clearly identified. The sustainability of results has been ensured and there is a firm commitment from constituents and partners to maintain an ongoing flow of project benefits.



Likely

Factors influencing project sustainability have been identified. The sustainability of results is likely and there is an understanding with constituents and partners to maintain an ongoing flow of project benefits.

^g This is a self-assessment

**Not likely**

Some factors influencing project sustainability have been identified. There is no consensus among constituents and partners about concrete actions needing to be taken to ensure project sustainability.

**Very unlikely**

Factors influencing project sustainability have not been identified. The commitment of constituents and partners maintain an ongoing flow of project benefits is unknown.

Briefly explain the major factors taken into account to justify the sustainability classification and provide any other comments (2000 characters maximum):

Based on the commitments agreed by the constituents it's highly likely that these will be sustained under the new social dialogue and sound industrial relations project funded by the Danish and Swedish Governments.

SECTION D: MONITORING, EVALUATION AND KNOWLEDGE SHARING

M&E self-assessment:	YES	NO
Progress was regularly reported both internally (within the ILO) and externally (to donors and partners) against the logical framework	<input checked="" type="checkbox"/>	<input type="checkbox"/>
A progress monitoring system was supported by data collection and analysis	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cost effectiveness of activities and outputs was monitored	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Constituents were able to use M&E for discussion and decision-making in their own organizations	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Baselines and data were adequate to document progress towards results	<input checked="" type="checkbox"/>	<input type="checkbox"/>

a) Reflect on the approach to performance measurement and describe mechanisms in place for monitoring and evaluation:

The Project utilized existing M&E systems of the ILO to monitor the progress in achievement of anticipated results. Due to the transition nature of the project all work concluded under the project was carried out with rigorous consultation with the ILO constituency.

b) Outline efforts made to involve a broad range of stakeholders in M&E, including the role played by constituents and implementing partners:

All programme activities were discussed in greater detail with the constituents both individually and collectively. The consensus of each constituent has led to the new social dialogue and sound industrial relations project funded by the Danish and Swedish Governments to take up the continuation of the project activities in more integrated and nationally owned process.

c) If any evaluations were carried out, briefly describe how findings and recommendations were addressed by the intervention:

While no direct evaluation was undertaken for this project. The extensive discussions with the employers, workers and government has paved way to integrate actual requirements of each party. Extensive discussion as facilitated by ACTEMP and ACTRAV colleagues in Delhi and Geneva to facilitate the new project operational model sustaining results of the WPC project.

d) Describe the approach to knowledge sharing and how key achievements and success stories generated by the intervention will be captured and communicated:

Knowledge products developed under the project will be integrated the new social dialogue and sound industrial relations project funded by the Danish and Swedish Governments which is the successor project. It is intended that impact of these tools will be showcased as good practices and documented adequately in future project interventions, such that project end beneficiaries will integrate such knowledge within their daily work practices.

ANNEXES