Implementation of a Pilot of an Employment Injury Scheme (EIS) in Bangladesh

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ILO Technical Office(s): Global Employment Injury Programme (GEIP) in ENTERPRISE Department and Public Finance, Actuarial and Statistical Service (PFACTS) in SOCPRO Department

Project duration: 15 August 2021- June 2023; (Government TAPP: July 2022- December 2023)

Donor: Embassy of the Kingdom of the Netherlands in Bangladesh

Budget: USD 1,398,311

Name of consultant: Arafat Hosen Khan, Independent Evaluator

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Key Words: EIS, Social Protection, Bangladesh, Asia **Use the ILO Thesaurus**

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Executive Summary

Background and Project Information

The report presents the findings of the Internal Mid-Term Evaluation of the project titled Implementation of a Pilot of an Employment Injury Scheme (EIS) in Bangladesh. The project is implemented by the International Labour Organization (ILO) into two phases. Phase I (Aug 21 – Jun 23) is funded by the Embassy of the Kingdom of the Netherlands, and phase II (Jul 23 – Dec 26) to be continued based on the progress of Phase I. The project aims to provide support to the Government of Bangladesh, and social partners to introduce an Employment Injury Scheme (EIS) in the Ready-Made Garments (RMG) sector.

Evaluation Background

Purpose, scope and clients of the evaluation

The primary goal of this evaluation is to assess the current status of EIS-Pilot by encouraging stakeholder's accountability, and to identify and disseminate lessons learned among ILO units and the key stakeholders and develop the following phase (Phase-II) for strategic improvement. According to the revised donor agreement, the project would terminate in June 2023, the evaluation covered the project time from 15 August 2021 to November 14, 2022, considering this as mid-line. Main clients of this report are the ILO constituents in Bangladesh at the national level, ILO ROAP, ILO EVAL, the donor, ILO Decent Work Technical team in New Delhi, and ILO Bangladesh.

The Evaluation Questions

The evaluation questions to be answered with respect to the evaluation criteria are as specified in the Terms of Reference (TOR). Evaluation criteria to be applied related to relevance, coherence, effectiveness, efficiency, impact, and sustainability. The TOR elaborated the key evaluation questions for each criterion. The evaluation includes the key outputs, results, lessons, and good practices emerging from the implementation of the project from August 2021 to November 2022. Besides laying out the strengths and weaknesses, the evaluation emphasizes on the expectations and outcomes of the EIS Project, incorporating views of stakeholders in its coverage.

Methodology of the Evaluation

The evaluation followed ILO policy guidelines for result-based evaluation (2020) and applied a mixed method approach, including Key Informant Interview (KII) and data triangulation from desk review. A total of 22 relevant stakeholders were interviewed through KII, of which 5 were female. The evaluators conducted an extensive desk review, completed a field mission, analysed data, held a validation workshop combined with debriefing to the project team. The draft findings were sent to stakeholders for feedback and incorporated in the final report.

Main Findings
Relevance
The general approach of the project is highly relevant to the stakeholders' needs and priorities. The concept of EIS creates a win-win position for the tripartite stakeholders, as it will reduce the vulnerabilities of workers during contingency as well as individual liability of employers for work-related accidents. The overall strategy of the project was well-reflective of gender equality, non-discrimination, inclusion of people with disabilities, and complies with ILO Employment Injury Benefits Convention, 1964 (No. 121).

Coherence
The project aligns well with the Government's National Social Security Strategy (2015) and its Action plans (phase I and II) on comprehensive and sustainable social protection for all. It is consistent with ILO's Programme and Budget (2022-23), Decent Work Country Programme (2022-26), and UNSDCF (2022-26), focusing on a gender-and shock-responsive, universal, and resilient social protection system in Bangladesh. Besides these, it plays an important role to achieve the Sustainable Development Goals (SDGs) 1.3 and 8.8, both nationally and globally. The project has been successful in leveraging partnerships with other ILO's DC projects such as Trade for Decent Work (TfDW), Better Work Programme (BWB), Social Dialogue Component of RMG Programme and GIZ's SoSI and Surokkha project. In addition, the project is contributing towards Government of Bangladesh's 'Roadmap for Decent work' for ILO Governing Body and 'National Action Plan for Decent Work' for EU.

Effectiveness
The project successfully contributed to the first two outcomes from August 2021 to November 2022 by meeting the majority of the objectives specified for each output level. The initial goal was to improve the relevant stakeholders' understanding and capacity to implement the EIS Pilot, which is one of the primary focuses of this internal assessment. The approved of Technical Working Group (TWG) of EIS, tripartite endorsement of the EIS framework, and notice by MoLE to permit "Central Fund" to cooperate with EIS-Pilot all were achieved by the project within considered timeline.

The Employers' declaration in Geneva on May 31, 2022, pledging to support the EIS-Pilot, can be considered a milestone event for Outcome 2, which focuses on operationalizing the Pilot. On June 21, 2022, the Ministry of Labour and Employment (MoLE) formally commenced the EIS-Pilot with the support from ILO. In partnership with GIZ, the project has been able to begin developing the EIS-Pilot administrative processes and procedures. Standard Operating Procedures (SOP) and a prototype of management information systems (MIS) have already been created; they are currently undergoing evaluation, before being shared with the tripartite constituents for approval. On the other hand, capacity building of administrative staff is undertaken to ensure that the Pilot

is operational. Another significant accomplishment made possible by the tripartite consultation is the amended Bangladesh Labour Rule 2015, which permits the creation of a Governance Board and a separate account for the EIS-Pilot.

The third outcome of the initiative, which focuses on enhancing the enterprise clinics' capabilities, has seen modest success. There have been produced guidelines for the sustainability framework of the model enterprise clinic. Last but not least, the project has started a few initiatives toward reaching the goal for outcome 4 on the policy level, which may become apparent in the project's upcoming phase.

Efficiency
The distribution of resources has taken into account the significance of the objectives and top priorities. Due to the project's technical character, ILO requires considerable support from the expert level, which justifies the relatively larger budget for project management. Given the costs associated with developing a shared understanding of the relevant stakeholders, operationalizing EIS administration, and enhancing the capabilities of enterprise clinics to address unintentional incidents in factories, the resource allocation between outcomes (1, 2, and 3) appears to be balanced. When qualitatively assessed in terms of its capacity to bring the tripartite constituents on EIS Pilot together, the project is very cost-effective. The project is operating at the policy level, and significant progress was made toward the EIS intervention as evidenced by the completion of the primary deliverables on schedule and under the projected budget. These outcomes support the project's effectiveness.

Impact
With regular tripartite consultation, the project has contributed to the amendment of Bangladesh Labour Rules 2015 by accommodating the required provision which ensures independent governance board of EIS fund management. The formation of Tripartite Technical Committee, Tripartite Working Group (TWG) have high potential in operationalizing the Pilot and make it acceptable to the relevant stakeholders. With collaboration between ILO and GIZ, Standard Operating Procedures (SOPs), MIS, communication campaign materials have been drafted to run the EIS-Pilot smoothly. ILO has also been providing technical support to calculate the appropriate scheme under EIS. However, lasting such impacts, EIS Pilot will require continued technical support from the ILO to fulfil the existing gaps, strengthen the capacity, and ensure the implementation of the governance systems developed during the project.

Sustainability
It is evident from the ongoing first phase that ILO has been able to bring a general level consensus among relevant stakeholders to initiate the EIS Pilot intervention. To institutionalize the Pilot fully and get past its early difficulties, this fledgling program will need strict support over the next three to four years. In short-term, ILO needs to continue facilitating the tripartite consultation to finalize

certain administrative issues. ILO may provide technical support to the EIS administrative unit in building their capacity, SOP and MIS development, ensuring the representation of tripartite stakeholders in the administrative bodies, and operationalize the EIS processes. In the medium term, Government may need assistance from ILO experts to troubleshoot issues with streamlined financial transactions, complaint grievance redress mechanisms, standardise decision-making process, financial transparency, and good governance. In the long run, technical support will be needed to gradually extend the EIS Pilot into a fully institutionalized self-financed National Employment Injury Scheme, supported by national stakeholders and codified into national law and policies. So, phase-II of the project is crucial to ensure a smooth transition of the Pilot to the nationally institutionalized EIS in line with ILO C-121.

Conclusion

Overall, the EIS project succeeded in supporting the tripartite partners to launch the Pilot, alter the labour rules and create ownership of the tripartite constituents through various committees on EIS Pilot, as per the ILO's initial plan, and accomplished the majority of the tasks, moving forward towards the ultimate target. The project can take pride in a number of achievements, such as (1) changing the Labour Rule of 2015, (2) formation of the tripartite committee, (3) enhancing cooperation between national and international stakeholders on labor compliance, (4) deepening employer and worker engagement with brands and buyers on compliance-related issues, and (5) fostering greater trust between employers and NGOs. Since it is a collaborated initiative at the national level, the commitment and positive mind set of all relevant partners are very important to ensure its sustainability.

Lessons Learned and Emerging Good Practices

Lessons Learned

1. **Continuous efforts by ILO and GIZ on EIS issues able to bring consensus on the EIS Pilot.** EIS is highly technical, and the tripartite constituents had very limited knowledge on this, but the project placed a strong emphasis on developing the stakeholders' in-depth understanding of the EIS, including its advantages, significance, and the recommended design based on their suggestions. Following the successful conclusion of the Pilot period, when the fund to pay top-up benefits in accordance with ILO C-121 to the workers suffering from work-related injuries and death comes from international brands, the idea that the employers eventually have to take the financial responsibilities was shared.

2. **EIS is highly technical, and the tripartite constituents had very limited knowledge on this, but the project emphasized in the initial period on building in depth understating of key policymakers and with the tripartite constituents about the objective of the Pilot and how the design of the Pilot reflects their recommendations over the past few years.**

3. **The EIS Pilot Project benefited from collaborating closely within ILO with Trade for Decent Work project and outside ILO with GIZ SOSi (Social Protection) project.** ILO has cooperated with GIZ-SOSi and Surokkha project, offering complementary support in implementing the EIS Pilot, with assistance from ILO-HQ specialists and donor. The project regularly coordinated with the stakeholders and GIZ to prevent any overlap in activity.

Good Practices

1. Joint initiative of ILO and GIZ with the national and social partners has taken the EIS initiative forward.
2. Strengthening the understanding of EIS issues among the core constituents has benefited them to realize its necessity and importance.
3. Regular tripartite consultation helped to make the intervention more transparent and acceptable to all stakeholders.
4. Active engagement of ILO HQ with international brands and buyers ensured their trust in funding EIS Pilot.

Recommendations

Based on the above analysis and conclusions, the evaluator would like to present the following recommendations in following two sections:

For ILO-EIS Project

1. Continued coordination among the govt, employers and workers.
2. Continued technical assistance for making the EIS Pilot operationalize.
3. Initiatives for raising awareness among the general workers at factory-level.
4. Development of joint action plan to ensure the sustainability of model enterprise clinics.
5. Ensure that EIS-Pilot fully complies with ILO Employment Injury Benefits Convention, 1964 (No. 121) considering the country context.

For EIS Pilot Intervention

1. Continue with close coordination between ILO and GIZ for implementing EIS-Pilot.
2. EIS Standard Operating Procedure (SOP) and benefit package need to be finalized with consultation with the tripartite stakeholders. ILO, GIZ can continue their coordination to motivate the participants ensuring the Pilot does not drop off in the middle.
3. A clear mechanism needs to be set so that the notification of RMG accident leading to death sent to DIFE through hotline, and immediately shared with Central Fund.
4. Factory-level data collection guideline and mechanism need to be established to capture the proper information regarding work-related accidents and deaths. Collaboration among the govt and private partners is needed to collect such data. Moreover, MIS needs to be functional to register claim, scheme calculation, and disbursement process.

5. EIS Administration needs technical support from the ILO to expedite operationalization of EIS Pilot.

For EIS-Pilot Donor
1. Ensure continued support for EIS-Pilot until it is institutionalized.
2. Support advocacy for Employment Injury Scheme with Government.

For Brands
1. Ensure continuity until EIS-Pilot is transformed into an institution

Abbreviations and Acronyms

BEF	Bangladesh Employer Federation
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BKMEA	Bangladesh Knitwear Manufacturers and Exporters Association
BMZ	German Federal Ministry of Economic Cooperation and Development
BWB	Better Work Bangladesh Programme
DIFE	Department of Inspection for Factory and Establishment
DWCP	Decent Work Country Programme
EIS	Employment Injury Scheme
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
Government	Government of Bangladesh
IBC	IndustriAll Bangladesh Council
ILO	International Labour Organization
KII	Key Informant Interview
MoLE	Ministry of Labour and Employment
NCCWE	National Coordination Committee on Workers Education
NSSS	National Social Security Strategy
OSH	Occupational Safety and Health
P&B	Programme and Budget
RMG	Ready-Made Garments
TFDW	Trade for Decent Work Project
ToC	Theory of Change
ToR	Terms of Reference
UNSDCF	United Nations Sustainable Development Cooperation Framework

1.   Project Background

Since 2015, the ILO has been supporting the tripartite stakeholders (government, workers, and employers) to address the commitment under Pillar 2 of the Bangladesh Sustainability Compact and National Tripartite Plan of Action since 2015 (NTPA 2013, commitment 13). The German Federal Ministry for Economic Cooperation and Development (BMZ), ILO, and the Government of the People's Republic of Bangladesh, represented by the Ministry of Labour and Employment (MoLE), all signed a Letter of Intent in 2015 to work together on implementing an EIS. Based on all of the research and survey work as well as several stakeholder discussions, ILO has issued "ILO Technical recommendations on feasibility assessment of an Employment Injury Insurance Scheme in Bangladesh".

From 2016, BMZ supported two projects, ILO (2016-2018) and GIZ (2016-ongoing), through which a solid background work on developing different aspects of the feasibility of an EIS scheme in Bangladesh has been achieved. In 2019 and earlier 2020, ILO invested time and energy towards reaching a broad-level consensus on initiating the Pilot of an EIS, while discussions were required to take place on technical details. In September 2019, the Berlin Declaration was signed among MoLE, ILO, DGUV (German Accident Insurance Institution), and GIZ, stating the introduction of a Pilot of an EIS in selected RMG factories. In March 2020, the tripartite constituents agreed that the Pilot of an EIS should commence soon.

As the COVID-19 pandemic brutally affected the global economy and consumption including garment supply chains and RMG factory owners in Bangladesh, the Pilot could not start as planned. In October 2020, a tripartite meeting was organized where the employers confirmed their willingness to remain engaged and support the discussions of the EIS. The employers' representatives highlighted the need for improved protection of the workers and the industry from the consequences of workplace injuries. Representatives of the workers emphasized the importance of initiating the Pilot without further delay. Finally, the Ministry of Labour and Employment formed a Tripartite Technical Committee (on 18 February 2021) and a Technical Working Group (on 30 September 2021) for implementing the EIS Pilot.

As part of this process, The International Labour Organization (ILO) and the Dutch Government signed an Agreement for a project '*Implementation of a Pilot of an Employment Injury Scheme in Bangladesh*' funded by the Embassy of the Kingdom of the Netherlands from mid-August 2021. The Project aim is to provide technical assistance to the Government of Bangladesh, employers, and workers for the design and operationalization of the Employment Injury Scheme (EIS) Pilot from 15 August 2021 to 15 November 2022 (later extended to 30 June 2023). The EIS aims to expand the existing Government initiatives of setting up a Central Fund in 2016 and providing a one-time grant for work-related injuries and occupational diseases. The main specific objectives of the Pilot are twofold. The first one is to strengthen the existing capacity of stakeholders in

delivering medical care and compensation services for temporary incapacity, and the second is to introduce a risk-pooling approach for long-term compensation and health care for workers with permanent incapacity and long-term compensation for family members of deceased workers.

The whole EIS Pilot is considered into two phases: Phase I is of 22.5 months, followed by Phase II of 42 months. Under Phase I, ILO has provided technical assistance to the Government of Bangladesh, Employers, Workers, and Brands, in establishing EIS on a Pilot basis as well as strengthening the administrative capacity of the EIS. Phase-I is contributing to creating a shared understanding and working together with social partners to establish the Pilot (including financial modelling), build capacity for the administrative process, build on the Management Information System (MIS), and initiate the Pilot's implementation including staff recruitment, staff training, and preliminary assessment of the undertaking. These interventions are expected to develop the foundation of the expanded system. These interventions are expected to develop the foundation of the expanded system. The expected outcomes are:

a) knowledge base on the stakeholders in fine-tuning and implementing the Pilot of an EIS is strengthened,
b) Pilot of an EIS is operational,
c) capacity of enterprise clinics in response to the workplace accidents and COVID-19 pandemic strengthened, and
d) policy framing for an EIS developed, and social dialogue conducted.

The project is managed by a Project team comprising the Chief Technical Advisor (CTA), National Project Coordinator (NPC), M&E Officer, Admin/Finance Officer, and Project Secretary based in Dhaka, with technical guidance from ILO Country Office Bangladesh, ILO-HQ backstopping unit, Global Program for Employment Injury, and Protection (GEIP), and SOCPRO (PFACTS). The main external partners are MOLE, Central Fund, Ministry of Finance, Employers (BEF. BGMEA, BKMEA), workers (NCCWE, IBC), international Brands and development partners (GIZ).

2.   Evaluation Background

2.1   Purpose, Scope, and Clients of Evaluation

The main objective of the evaluation is to assess the current status of the EIS Pilot by promoting accountability among stakeholders and identify and share learning among ILO staff and the key stakeholders, contributing to the next phase's (Phase-II) strategic improvement. As per the amended donor agreement, the evaluation mainly covered the project period from 15 August 2021 to 14 November 2022, considering this as mid-line and the project will end in June 2023 to complete all the interventions for its first phase. The primary stakeholders are the ILO tripartite constituents at the National level in Bangladeshwhile the secondary stakeholders are the brands.

The primary clients are the ILO EIS Project, ILO Country Office and secondary client is the donor of the project. The users of the evaluation report are all the key stakeholders who were consulted during the evaluation phase. The evaluation ensured inputs from stakeholders and tripartite constituents at the various stages of the evaluation. The evaluation focused on the ILO's contribution in EIS intervention as part of this specific project funded by Netherlands. The specific objectives of the evaluation are:

- Assessing whether project activities contributed towards the ILO's EIS project objectives
- Assessing ILO's EIS project performance based on the pre-defined set of indicators
- Linkages with relevant frameworks and initiatives
- Assessing project's effectiveness and efficiency considering the resources
- Assessing the impact and possible sustainability
- Document lessons learned and good practices, providing a set of recommendations

2.1 Evaluation Framework

The evaluation used a theory-based qualitative evaluation approach, to interview a wide range of stakeholders through Key informant Interviews. The evaluation was carried out according to the ILO's standard policies and procedures. The framework used to evaluate the project is depicted in Figure 1:

FIGURE 1: FRAMEWORK FOR EVALUATION

The evaluation followed ILO policy guidelines for result-based evaluation (2020). The evaluation also complied with evaluation norms, standards and followed ethical safeguards, as specified in the ILO's evaluation policy (2017). ILO adhered to the United Nations system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. Throughout the

evaluation, gender, non-discrimination, social dialogue, and labor standards were considered as cross-cutting issues.

The evaluation applied a mixed method approach, including triangulation to increase the validity and rigor of the evaluation findings, by engaging tripartite constituents, and stakeholders of the project, as much as feasible, at all levels during the data collection and reporting phases.

2.2   Evaluation Methods and Tools

The evaluation was carried out between October to December 2022. The evaluation team used in-depth enquiry using qualitative methods. The methods and tools of evaluation included the following:

- **Document Review:** Primarily reviewed more than 18 documents, such as Prodoc, framework, technical progress report (TPR), project factsheet, updated log-frame & risk matrix, Technical Committee meeting minutes, Mission Report, and other relevant ILO evaluation-related documents shared by the project team.

- **Key Informant Interviews (KIIs):** The evaluator collected data using Key Informant Interviews (KIIs) in a mixed mode approach. KIIs were conducted from mid-November to first week of December, through a field mission in Dhaka and Skype/ Zoom meetings to meet stakeholders. Key Constituents included Government (MoLE, Central Fund), Employers (BEF, BGMEA, BKMEA), Workers (NCCWE, IBC, WRC), Brands (H&M), Development partners (GIZ) and donor (NL Embassy), and internal Representatives like ILO-HQ-GENEVA, ILO-DHAKA Office Team and ILO- EIS Project Team. A list of stakeholders with schedule of interviews is given in Annexure 5.

The Evaluator elaborated the questions according to the categories of stakeholders and triangulated the questions for the same respondents, and across stakeholders, to ensure validity of data, and enable gathering of diverse perspectives.

2.3   Selection of Stakeholders for Interview

Key Informant Interviews were held with the relevant stakeholders. The focal persons and the representatives from relevant institutions who were engaged throughout the consultation and designing process of the EIS Pilot intervention were taken as respondents. The details of stakeholder interview is outlined in Table 1 and the participant list is shared in the annex-04.

TABLE 1 SELECTION OF STAKEHOLDERS FOR INTERVIEWS

Type of Entity		Person Interviewed
Core Constituents		
Government	Ministry of Labour and Employment (MoLE)	01

	Central Fund	01
Employers	BEF	01
	BGMEA	01
	BKMEA	02
Workers	NCCWE	01
	IBC	01
	WRC	01
Others		
Brands		02
Development Partners (GIZ)		02
Donor (The Embassy of the Kingdom of Netherlands)		01
ILO	HQ Geneva	02
	Country Office, Dhaka	04
	EIS Project Team, Dhaka	02
TOTAL		**22 (M-17, F-05)**

2.4   Data Analysis and Limitation

Data Analysis
The Evaluator followed a mixed mode of interviews because some of the stakeholders preferred the virtual interview due to their busy schedules or were not present in Bangladesh. The Evaluator could meet most of the stakeholders and conducted an online validation meeting with stakeholders in Bangladesh on 13th January 2023. The data was organized and analysed according to each evaluation criteria and question. The draft findings were sent for factual checks and feedback from key stakeholders, and the feedback was incorporated into the final report.

Limitations
In two of the KIIs, there were multiple interviewees presented so it followed a group discussion rather than individual KIIs. They contributed in the evaluation process as they are also involved and engaged throughout the process. In one KII, the interviewee informally answered all the questions over the call.

3.   Review of Implementation (August 2021 to November 2022)

During the reporting period, ILO organized several workshops and bilateral consultations with Employers (BEF, BGMEA, and BKMEA), Central Fund, and Workers (NCCWE and IBC) to strengthen their understanding of EIS issues. The project supported the Ministry of Labour and Employment (MOLE) to establish a Tripartite Technical Working Group (TWG) to provide operational support to EIS Pilot and contributed to the development of the ToR of the Technical Working Group (TWG). The project developed a "Framework for a sustainable EIS" through a series of consultations with the tripartite constituents. It has provided support to the MoLE in organizing a residential tripartite workshop to finalize the EIS framework dated 2-4 December 2021. On March 10, 2022, the MoLE, has endorsed the framework in the presence of social partners, as a living document, for the implementation of the EIS Pilot. On 11th March 2022, the MoLE authorized the Central Fund to work on EIS-Pilot. In the last week of May 2022, the MoLE and Employers Organizations (BEF, BGMEA, and BKMEA) visited Geneva and held detailed discussions with ILO Technical Experts on EIS-Pilot and signed Geneva Declaration on 31 May 2022 to ensure their full support to EIS Pilot in the RMG sector in Bangladesh. The EIS Pilot was formally launched on June 21, 2022, in collaboration with the Ministry of Labour and Employment (MoLE) and social partners.

ILO and GIZ jointly undertook a process mapping study to understand the existing compensation process of the Central Fund and identify its current gaps. In addition, a number of bilateral meetings were organized with Central Fund, Employers, and Workers, to discuss and elaborate different dimensions of EIS-Pilot Project – which made it easier for all stakeholders to develop better understanding of EIS-Pilot design and its interventions.

To initiate the operation of the EIS Pilot, ILO Geneva conducted a virtual high-level technical mission with all relevant stakeholders. During this mission, the ILO international experts prepared a set of priority actions to operationalize EIS-Pilot. Another significant milestone for the project is the amendment made in the Bangladesh Labour Rules (BLR) 2015 (in September 2022), allowing Central Fund to have a separate Governance Board and separate account for special purposes including the Pilot of an EIS. This amendment was possible because of clear understanding by the constituents in the tripartite consultation organized in December 2021.

The project has successfully undertaken the preliminary desk review on the legal framework and existing research on Enterprise Clinics to understand the situation of factory-based health facilities. The project has also initiated bilateral discussions with key stakeholders in this regard to understand their ongoing work in this area and to identify key challenges and opportunities. A tripartite-plus consultation has been organized on November 23, 2022, to discuss this subject to develop a roadmap for improving the performance of Enterprise Clinics in a manner affordable for Employers and beneficial for workers at large.

While implementing all above activities, the project strictly followed the guiding documents which includes Bangladesh Labour Act 2006, Bangladesh Labour Rules 2015, ILO Employment Injury

Benefits Convention, 1964 (No. 121), the EIS-Pilot Framework, and the relevant Government Notifications.

4. Findings

4.1 Relevance

Evaluation Questions

> 1. *To what extent the project strategies and approaches addressed stakeholders' requirements?*
> 2. *Did the project strategy and interventions well reflect gender equality and non-discrimination, and inclusion of people with disabilities?*

The project strategies and approaches were highly relevant to the stakeholders. All the KIIs with the representatives from Government, Workers, Employers, reflected that they were involved in the EIS Pilot design and consulted throughout the implementation process. The donor and development partners mentioned that ILO kept a close collaboration with them during the designing and implementation of the EIS Pilot. The representatives from tripartite constituents agreed that the EIS Pilot will contribute to a better industrial relation by providing protection to the workers in their contingencies. According to government representatives, through this initiative, firstly, the Government will be able to bring the working age population under a social protection system. Secondly, Government will make a move towards a better monitoring and reporting progress in commitments to the Bangladesh Sustainability Compact. According to employers' representatives, the EIS Pilot project contributes to the social well-being of workers and employers and above all improvement of the country's social security system. It will shift from individual employer liability to collective responsibility for addressing work-related injuries, and deaths. The workers' representatives mentioned that the primary beneficiaries of the EIS Pilot are the workers in the ready-made garment sector, who will be protected and provided long-term benefits in case of work-related injury or death. With this initiative, disabled worker and families of deceased workers would not be the liability to the respective family and society anymore, as they will be having the compensation scheme throughout the contingency. The donor and the development partner from the KIIs mentioned that the EIS Pilot has the potential to be a win-win situation, as social protection and sector competitiveness go hand in hand. Securing workers' social protection is essential and brands are happy to contribute to ensure that through EIS Pilot project.

The project's overall strategy did a good job of reflecting the concerns of gender equality, non-discrimination, and inclusion of individuals with disabilities. Any employee whose health has been hampered by occupational illnesses or accident injuries is eligible to receive periodic benefits under the plan, as are they (for permanent disability) and their family members (for deceased employees). The program's benefits and coverage adhere to ILO C-121 and are the same for all employees, regardless of gender. In this regard, the project is gender neutral because it places a

strong emphasis on the safety and well-being of all RMG employees in case of emergency. Since women make up around 55% of the workforce in the ready-to-wear industry, there will be a higher percentage of female participants in the coverage. The project emphasizes on women makes it a supporter of women's economic rights and empowerment. However, as long as a person is working in an RMG industry, the project does not discriminate against that worker because of any type of impairment. A worker with a disability would enjoy the same protections, privileges, and benefits as regular workers. Additionally, the program is made to safeguard a worker who suffers from a disability as a result of an occupational disease or injury, whether it be temporary or permanent. As a result, people who are at risk for incapacity are given some protection. In the Enterprise Clinic component, specific steps and measures are discussed to enhance healthcare benefits for workers at their factories/enterprises – particularly adding reproductive health services, mental health, and protection against gender-based violence in the service menu of Enterprise Clinics.

4.2   Coherence

Evaluation Questions

> 3. *Does the project align with ILO P&Bs, and DWCP as well as UN global (SDGs), and other country strategies (such as UNSDCF)?*
> 4. *Is the project coherent with government development frameworks and plans (such as NSSS)?*

Document reviews have found that the project is well aligned with the previous as well as current version of ILO's Programme and Budget (P&B), and Decent Work Country Programme (DWCP) and EIS Pilot Project is highly relevant in line with SDG, UNSDCF, ILO's Better Work Programme (BWB), Social Dialogue Component of RMG Programme, Government NSSS on comprehensive and sustainable social protection for all, prioritizing the poorest and most vulnerable people. In addition, Project is contributing towards Government of Bangladesh's 'Roadmap for Decent work' for ILO Governing Body and 'National Action Plan for Decent Work' for EU.

The project is aligned with P&B (2022-23) Outcome 4 with the Output 4.4. "Increased capacity of Member States and enterprises to develop policies and measures that promote the alignment of business practices with decent work and a human-centred approach to the future of work". The project contributed to the formulation of Outcome 2. "By 2026, more people, in particular the most vulnerable and marginalized, have improved access to and utilization of quality, inclusive, gender- and shock-responsive, universal, and resilient social protection, social safety-net and basic social services" of the Decent Work country Programme (DWCP 2022-26) which was taken from UNSDCF (2022-26) Strategic Priority 2: Equitable Human Development and Well Being. Thus, the project also ensured linkages with UNSDCF.

The project plays an important role in assisting the government of Bangladesh to achieve the Sustainable Development Goals (SDGs). It is coherent to 1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage for the poor and the vulnerable; and 8.8 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.

The project found highly relevant to priority needs of the Government of Bangladesh such as National Social Security Strategy (NSSS) 2015, NSSS Action Plan (phase I and II). NSSS was adopted in 2015, which included a contributory National Social Insurance Scheme (NSIS) covering workers suffering from work accidents, old age pension, disability and maternity. The ILO continued working with the MoLE to ensure that implementation of EIS Pilot was incorporated into the Phase 2 Action plan (2021-26) of NSSS. The project closely worked with the UNDP Social Security Policy Support Programme, which supported the Government's Cabinet Division in implementing respective elements of an Action Plan on National Social Security Strategy.

The overall strategy of the project has well-reflected gender equality and non-discrimination, and inclusion of people with disabilities issues. The coverage of the scheme is the same for every worker, whose health has been hampered by occupational illnesses or accident injuries and their family members (for deceased employees). The initiative can be viewed as gender neutral in that regard. However, as long as a worker is working in the RMG industries, the project does not discriminate against them because of their disability in any way. A worker with a disability would be entitled to the same protections, benefits, and rights as any other worker. Additionally, the Pilot offers some protection to people who are at risk for impairment due to work-related injuries.

4.3   Effectiveness

Evaluation Questions

> 5. *To what extent has the project achieved its planned results (especially focusing on outcome 1 & 2)?*
> 6. *How have the key stakeholders, particularly the govt, workers' and employers' organizations been involved in establishing the EIS?*
> 7. *To what extent does project management support the project to achieve certain outputs?*
> 8. *Are there any external factors that may have an influence on tripartite initiatives towards establishing the EIS?*
> 9. *What have been the strengths and weaknesses throughout the project? What can be done differently?*
> 10. *How has the COVID-19 pandemic impacted the project and how did the project overcome the challenges?*

4.3.A. Project Progress Updates:

The following progress under each outcome represent the validity ILO's EIS project as per the developed Theory of Change. Considering August 2021 to November 2022, the project contributed effectively to the first outcome by achieving most of the set targets for each output level. Under Outcome-2, the project has been able to start the designing of the EIS-Pilot administrative issues. On the other hand, the capacity building of administrative staff (output 2) is ongoing to make the Pilot functional (output 3). The project has made some progress under third outcome focusing on strengthening the capacity of the enterprise clinics. Lastly, project has initiated few activities towards achieving the target for outcome 4 on policy level, which may be visible at the next phase of the project. The details on the progress made are given below.

Outcome-1: Knowledge base of the stakeholders in fine-tuning and implementing the Pilot of an EIS strengthened.	
OUTPUT	***PROGRESS/ ACHIEVEMENT***
EIS Tripartite Committee operationalized.	❑ On 18 February 2021, MoLE has formed a Tripartite Technical Committee to provide strategic guidance and operational support for implementing the EIS Pilot. The committee met twice on 6th July 2021, and 5th July 2022) As per the recommendation of tripartite partners, MoLE issued a notification on 11th March 2022 to authorize 'Central Fund' to work with EIS-Pilot. ❑ A technical working group was formed, with assistance of the ILO, to expedite the work of Technical Committee on Piloting an EIS and the ToR of the TWG was approved and issued in the MoLE meeting notice on 30 September 2021.This TWG met in October 2021 for the first time, where important decisions were made by the tripartite stakeholders regarding EIS designing and operationalization process.
Common understanding among the stakeholders on EIS Pilot developed.	❑ A framework for implementing EIS -Pilot was developed and shared with tripartite stakeholders on 2-4 December 2021. Tripartite partners reviewed the design and provided inputs for further improvement. Based on the review, tripartite partners reached a broad-level consensus on the core elements of the EIS-Pilot and finally endorsed it on 10th March 2022. ❑ From April to June 2022, project organized three detailed workshops with Employers (BEF, BGMEA, and BKMEA), Central Fund, and Workers (NCCWE and IBC) separately on EIS basic concept, EIS calculation process, expected roles of CF, and areas for capacity building. These workshops and

	several bilateral meetings helped stakeholders to have a common understanding of EIS.
International brands' commitment to supporting the EIS Pilot extended to include other brands and buyers.	❑ Seven (7) international brands have committed and given their financial contribution to the EIS Pilot. Regular coordination between ILO and those brands is ongoing. ILO is continuing its collaboration with GIZ to connect with more brands.

Outcome 2: Pilot of an EIS is operational.	
OUTPUT	*PROGRESS/ ACHIEVEMENT*
Administrative processes and procedures of EIS-Pilot are designed.	❑ At International Labour Conference, senior Employer representatives (BEF, BGMEA, and BKMEA) signed 'Geneva Declaration of Intent' on 31st May 2022, to support EIS-Pilot and to inaugurate it by July 2022. The Government of Bangladesh also echoed with the Employers. On 21st June 2022, the Ministry of Labour and Employment (MoLE) in collaboration with the ILO officially launched the EIS-Pilot. ❑ Considering the recommendations from the tripartite partners, the Government of Bangladesh (GOVERNMENT) issued an amended gazette of BLR 2015 on September 1, 2022, allowing the establishment of a separate Governance Board for EIS-Pilot, and opening a separate account for EIS-Pilot. On 12th October 2022, the MoLE issued a notification constituting an 11-members Governance Board for the purpose of managing the EIS fund. ❑ Currently the project is working on the development of MIS, website, communication campaign, and Standard Operating Procedures (SOPs) for different functions of EIS-Pilot in collaboration with GIZ. The EIS website structure is being finalized and will be uploaded for the public soon.
Capacity for the administration of EIS-Pilot developed.	❑ From the 3rd to the 7th of July 2022, a high-level technical mission from Geneva has been conducted to expedite operationalizing the EIS-Pilot scheme. During this mission, experts from ILO Geneva met virtually with all the key stakeholders and shared suggestions and recommendations regarding the EIS administrative process. Regular coordination among the tripartite partners is ongoing to address recommendations. ❑ ILO-GIZ has conducted a process mapping study of Central Fund to understand the existing compensation process (claims

	receipt, verification, processing, approvals, and disbursement of benefits, etc), and identify current gaps. Based on the findings, they consulted with the national social partners with a few suggestions to make the process smooth. ❑ Regular consultation with experts/ technical specialists and previously organized workshops also helped to strengthen the capacity for the administration of EIS-Pilot. The project has plans to continue such practice.
Administrative processes and procedures of the EIS-Pilot are functioning and strengthened.	❑ The MoLE has formed the tripartite Governance Board of EIS dated 12 October 2022. The board has organized one meeting and it was proposed that the tripartite Governance Board will be expanded to ensure representative from most representative associations from the workers and employers. ❑ As per the recommendations of workers and employers, Government has agreed to include an External Advisor in Central Fund to roll out operations of EIS-Pilot. An EIS Special Unit has been formed and oriented. ❑ DIFE has agreed to use its hotline for EIS-Pilot.

Outcome 3: Capacity of enterprise clinics in response to the COVID-19 pandemic strengthened.	
OUTPUT	*PROGRESS/ ACHIEVEMENT*
Capacity of enterprise clinics in response to the COVID-19 pandemic strengthened.	❑ Plan for model Enterprise Clinic developed. ❑ On 23rd November 2022, ILO organized a tripartite consultation on factory-based health facilities to identify key challenges, and opportunities for joint working.
Sustainability plan of the model enterprise clinics drafted.	❑ Plan for sustainability framework for Enterprise Clinics developed.

Outcome 4: Policy framing for an EIS developed, and social dialogue conducted.	
OUTPUT	*PROGRESS/ ACHIEVEMENT*
A sound domestic framing for the implementation of the Pilot ensured	❑ In parallel to the discussion with constituents on Piloting EIS in the RMG industry, discussions on a framework for a sustainable EIS have been raised. These discussions will be further reinforced in collaboration with the Ministry of Labour & Employment (MoLE) and Cabinet Division – as part of larger national Social Security Reforms agenda.

4.3.B. Stakeholders' Engagement:

The project strategies and approaches completely addressed stakeholders' requirements. All the KIIs from Government, Workers, Employers, donor and development partners mentioned that they were involved in the EIS Pilot design and implementation in collaboration with ILO. The relevant institutions had designated focal points to coordinate with ILO throughout the process. The ILO undertook the activities in regular consultation with tripartite participation in order to take the EIS intervention forward. The progress towards establishing the EIS in Bangladesh as a Pilot basis finally happened because of ILO's continuous effort and coordination among the national, social and development partners. Most of the KIIs mentioned that during COVID-19 pandemic, ILO managed the project coordination very well, thus made them satisfied on ILO's contribution in stakeholder's engagement.

4.3.C. Role of ILO (Project Team and ILO Management):

The ILO Geneva always had close ties and good collaboration ILO Dhaka Office. All of the relevant stakeholders have ensured that after the RANA Plaza incident ILO has been working on this issue and the country office had the full support from the HQ whenever they needed. The project has adopted an innovative way of working where ILO Technical Specialists in Geneva, ILO Country Office in Dhaka and GIZ Social Protection Team in Dhaka worked closely as one-team to design and implement the Pilot EIS. Though it is a decentralized project, it is working efficiently with active political and technical support and guidance coming from Geneva. The CTA and the project's national team along with GIZ Team, ensures more thorough and continued relations with national constituents developing a conductive environment towards positive change. This connection is so far proving very useful and the work at the field level ensures sustainability and enables ILO to influence and make national stakeholders move. ILO's other team like Better Work Programme, Trade for Decent Work, and RMG Programme provided time-to-time assistance to roll out the intervention smoothly, especially during the tripartite consultation initiatives, knowledge product development (policy brief,) etc.

4.3.D. Contribution of External Factors:

The KII respondents mentioned that the joint effort from ILO and GIZ worked out successfully to initiate the intervention forward, thus forming the tripartite committee, and funnelling down the objectives in a round-table discussion. However, the intervention is in its early stage, so it is too early to comment whether there will be any external factors that may have an influence on tripartite initiatives towards the Pilot.

4.3.E. Project Strengths and Weakness

The project has a lot of strong points from ILO side, stated by the respondents, such as:

- ***Tripartite constituents' agreement*** on EIS designing and launching.

- A *team of technical and operational personnel* with regular guidance from the HQ level.
- *Strengthened coordination* among the national and social partners. Major milestone has been set by MoLE with the inclusion of EIS-Pilot in the roadmap submitted to the ILO Governing Body.
- Development of standardized protocols and guidelines in *collaboration with GIZ*, and ILO's technical experts, contributing to the capacity development of relevant agencies and ministry (i.e., Central Fund).

On the other hand, there were some issues taken as the weak sides of this project, such as:
- As the concept of EIS is new in Bangladesh, it took considerably long time for the stakeholders to understand the basic concepts and approaches on EIS and to come to an agreement so that the EIS Pilot project could begin.
- In interviews with employers, it has been occasionally said that not all the information on ILO's EIS Pilot intervention was fully disclosed to them, leading to information gaps between the tripartite parties.
- Workers' representatives have stated that ILO could have adopted a far stronger stance with the tripartite parties, when discussing on certain administrative issues regarding transparency and relevant representations.

4.3.F. Impact of COVID-19:

The KII findings revealed that COVID-19 slowed down ILO's regular flow of activities. But ILO tried at best to reorganize relevant stakeholder's thoughts about EIS intervention. During this time, ILO continued the overall coordination process mainly through virtual meetings, consultations, etc. among the key constituents. On the other hand, this COVID-19 somehow created an impact on employers, workers, and the government to understand the importance of maintaining the safety and security of the workers in all terms. This eventually helped them come to an agreement on the necessity of EIS in Bangladesh.

4.4   Efficiency

Evaluation Questions

11. *Have resources (e.g., funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results?*
12. *Do the results achieved, justify the costs? If not, how could they be allocated more effectively?*
13. *How did the project leverage the resources (financial, partnership, expertise) to promote gender equality and non-discrimination, and inclusion of people with disabilities?*

The budget allocated for the ILO on EIS Phase I was USD 1.39 million, among which USD 1,188,564 (80% of total project value) was disbursed as the first instalment. This 1st instalment includes USD 24,964 for outcome 1, USD 1,17,000 for outcome 2, USD 85,000 for outcome 3 and USD 8,500 for outcome 4. Budget allocation has been done considering the importance of the outcomes from the beginning of the project. The budgetary expenditure from **August 16, 2022, to 31 December, 2022** equals USD 915,165 i.e., the budget utilization rate constitutes 77 per cent. The tables below show the budget allocation according to project expenditures per outcome, project management and oversight, and programme support costs and provision for contingency.

TABLE 2: OUTCOME-WISE BUDGET ALLOCATION AND EXPENDITURE

	1st installment in USD (Phase-I)	Total Expenditure in USD (15 Aug.21 to 31 Dec.22)	Burn Rate (%) of 1st installment
Outcome-1	24,964	20,460	82%
Outcome-2	117,000	22,261	19%
Outcome-3	85,000	65,981	78%
Outcome-4	8,500	-	-
Project Management & Oversight	790,134	701,179	67%
Programme Support Costs, Contingency Provision	162,966	105,284	65%
TOTAL	**1,188,564**	**915,165**	**77%**

From ILO part, the project is technical in nature, and during phase-I, the main aim is to provide support in designing the first-ever social insurance scheme in Bangladesh. That is why ILO needed the national and international expertise, which justifies the high portion of budget allocated for project management. On the other hand, the compensatory amount of EIS Pilot scheme is being funded separately by the brands which is not included here. Overall, the use of the available resources was scrupulous, and the ILO tried to do its best to achieve cost efficiency. In reviewing the financial documents, from August 15, 2021, to December 31, 2022, the ILO EIS-Pilot Project spent 77% of the allocated budget as a whole. Under outcome 1, the expenditure rate is 82%, to strengthen the knowledge base of the stakeholders on EIS. About 19% of the budget under outcome 2 has been spent to start the administrative process of the EIS Pilot. The expense rate for outcome 3 is 78% which was focused on strengthening the capacity of enterprise clinics. Finally, the allocated USD 8,500 under Outcome 4 has been kept for 2023.

Throughout the reporting period, the project has successfully used its staff and resources to achieve the planned results. In August 2021, ILO started the project operations with two staff members, and rest of the team (including CTA) joined in 2022. The project team has been technically backstopped by the ILO-HQ unit in Geneva and supported by the country office management in

Dhaka. The willingness, experience, and expertise of the government as well as social partners were the key strengths to move forward the project. The project has maintained a close collaboration with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and developed a joint work plan of activities to support in the establishment of EIS-Pilot. The project also benefited from collaborating with IO's other DC project such as Trade for Decent Work, Better Work Programme (BWB), Social Dialogue Component of RMG Programme. Due to COVID-19, there were minimum number of face-to-face meetings, workshops, and travels. Most of the coordination took place through online meetings. All these factors enabled the project to keep the expenditure in 2021 at minimum. With the savings from 2021, the project, without exceeding total approved budget, has gone with a no cost extension till 30 June 2023.

As the project is mainly focused on the advocacy and policy level rather than the beneficiary level, the value for money of its outcomes cannot be estimated quantitatively. However, the efficiency of the project can be validated as it has been able to complete most of the major deliverables within the estimated budget and reflect a few significant achievements, especially under outcome 1 and outcome 2.

4.5   Impact

Evaluation Questions

> 14. *Is there any change taking place in the national/ country policies during the project period? How has the project contributed there?*
> 15. *What are the strategies taken by the project to ensure the continuation of initiated interventions after the project support ends, considering certain issues on gender equality, non-discrimination, and inclusion of people with disabilities?*
> 16. *How COVID-19 adaptation plan contribute to increasing the project impact?*

During the project period some real changes in the national/ country-level policies have been made with ILO's consultation and advice from legal experts. The first and foremost change made was in the Labour Rules, 2015 to accommodate EIS, allowing the establishment of Governance Board, and opening a separate account for EIS-Pilot. All the KII respondents confirmed that without ILO's positive and tripartite consultation approach, EIS would not have started at this stage or rolled down to where it is now. One of the KII respondents has pointed out that ILO has been also providing the technical assistance to calculate the appropriate EIS scheme based on the actuarial analysis of collected/ sampled data from the HQ level actuarial experts.

From the designing phase, ILO takes into account the issues of gender equality, and inclusion of people with disabilities, because of the nature of the project. Under this intervention, any workers suffered from work-related injuries, or the family of the deceased workers will be covered regardless of their gender and disability status. Currently, the ILO project is assisting in the

selection of factories from where EIS Pilot phase data will be collected considering disability and gender-disaggregated data. This information will be shared to stimulate expert thinking on how to move towards a sustainable EIS in Bangladesh.

Most of the KII findings have shown that the COVID-19 pandemic has escalated the need for adequate protection for the workers, and indirectly, for the families who depend on them. From the project side, the ILO continued the overall coordination process virtually to engage the constituents in this EIS intervention and keep them updated with the latest progress and planning as per their suggestions.

4.6   Sustainability

Evaluation Questions

> 17. *How effective has the project been in establishing national/local level ownership among the stakeholders?*
> 18. *To what extent the project outputs/benefits will be sustained?*
> 19. *Considering potential risks, what measures should be taken to increase sustainability?*

It is evident from the ongoing first phase that ILO has been able to bring a general level consensus among relevant stakeholders to initiate the EIS Pilot intervention. The successful launching of the EIS-Pilot by one of the highest officials (Advisor to Prime Minister on Industry and Investment, Mr Salman F. Rehman) and subsequent fast-track actions by Government (MoLE) and social partners indicate their full commitment and ownership of EIS-Pilot. This was further confirmed when the largest RMG Sector Employer, BGMEA, proudly presented EIS-Pilot in their flagship event 'Bangladesh Apparel Summit: Made in Bangladesh' on 13-17 November 2022. The work on the enterprise model clinic is important, confirmed by Government, Employers, and Workers during the evaluation. A considerable amount of the project fund will be used in the enterprise clinic model which may support sustaining the part of the EIS initiative as a preventive measure.

However, this nascent initiative will require rigorous support in next 3-4 years to fully institutionalize and to overcome its teething problems. In short-term, main support will be required from ILO to government and social partners, to bring EIS Special Unit staff on-board, their training and capacity development, supporting them to develop SOPs, and putting all necessary procedures in motion. In medium-term, ILO's technical experts will support to trouble-shoot problems relating to smooth financial transactions, streamlining decision-making processes, complaint redress mechanism, ensuring financial transparency and good governance. Lastly, in medium-to-long term, expert support will be required to gradually expand EIS Pilot towards a fully institutionalized National Employment Injury Insurance Programme – with contribution from national stakeholders and fully enshrined in national legislation and policies. Secondly, ILO's assistance will be required for identifying and implementing strategies to expand the scheme coverage from RMG Industry

to all other sectors in a phased manner. For this purpose, Phase II of this Project will be very important to ensure smooth transition from Pilot to institutionalization of EIS.

The project has been carefully designed to address the anticipated risks, building on the experience gained to date as well as the ongoing participation of all stakeholders. Already ILO and GIZ are working on the capacity development of relevant staff, onboarded EIS special unit with approval from the constituents, and maintaining regular coordination with constituents, and brands. Continuation of such consultation and advocacy among the stakeholders is an important part for addressing the concerns about lack of awareness and commitment. The EIS Pilot also need the technical assistance from the expert level to make it functional. To ensure continuity of ILO's support in EIS Pilot, resource support from the donor needs to be ensured without interruption. As EIS has been well informed to all the relevant stakeholders, from being endorsed by the Prime Minister and reflected the same in the countries social safety net plan (Bangladesh National Social Security Strategy (NSSS) 2015), ministry of Labour and Employment has taken as a part of the central fund, and the amendment of the labour Rules (Bangladesh Labour Rules, 2015), to the workers and employees, where the employers have signed on the Geneva declaration, and the workers representative have shown their highest interest in sustaining the project goals. Political buy-in is present here, and all foundational works of EIS has already been done and now needs to be channelized and developed to make it fully sustainable.

On the other hand, the EIS Pilot has been launched recently and intends to deliver a full-scale EIS, owned by the government and the social partners. It is too early to comment on the potential risks, and its measurements. Some potential risks associated including- a) lack of capacity (technical and managerial) to implement the Pilot, b) lack of funding opportunity for EIS scheme, c) lack of human resources to deliver the EIS scheme within specified time, d) lack of support for and participation in the Pilot by the RMG industry, e) lack of ownership from the govt part and lastly, f) failure to reflects on the learning from the Pilot to move towards a sustainable EIS. From KIIs of different stakeholders, everyone has suggested that the sustainability of the EIS Pilot intervention will be dependent on many factors which includes ensuring funds upon the Pilot being completed, technical assistance from the expert level during implementation and expansion phase. Ensuring accountability, transparency and good governance is one of the keys to sustain the EIS project.

5. Conclusions

Overall, as per ILO's initial plan, the ILO's EIS project completed most of the activities, making progress towards the ultimate objective, and was successful in providing support to the tripartite parties to amend the labour law and comply with the tripartite committee. The project can highlight a number of accomplishments including (1) amendment of the Labour Rule 2015, (2) notifying the tripartite committees, (3) strengthening cooperation among national and international stakeholders on labour compliance, (4) deepening the employer and worker engagement with the

brands and buyers on issues related to compliance and (5) increasing trust between employers and trade unions.

The constituents are committed to ensuring the safety, dignity and well-being of the workers by law. An accountable, and transparent good governance system is one of the main key factors to sustain the EIS. This EIS is a collaborated initiative at the national level to achieve social and economic stability among the workers during the contingency period. Hence the commitment and positive mind set of all relevant partners are very important to ensure its sustainability.

6.   Lessons Learned and Emerging Good Practices

6.1 Lessons learned

The project emphasized to build the in-depth understating of the constituents on the EIS such as its benefits, importance, and the proposed design based on their recommendations. The concept that the employers have to eventually take the financial responsibilities upon successful completion of the Pilot period, during which the fund to pay top up benefits in line with ILO C-121 to the workers suffering from work-related injuries and death comes from international brands, was shared in consultations.

In assistance from ILO-HQ experts and donor, ILO has worked with GIZ- SOSi and Surokkha project, providing complimentary support in implementing the EIS Pilot. In order to avoid any overlap in activities, the project maintained regular coordination with the stakeholders and GIZ. The MoLE established the Technical Working Committee and Technical Working Group to Pilot an EIS as a result of regular coordination and consultation. Positive signs included the committee's establishment, ToR finalization of the committee, and nominations from national constituencies. As a result, the project was created to guarantee an increased understanding of the subject among the stakeholders, the capacity building of the host agency for the implementation of the Pilot, and the gradual support of a policy framework for a sustainable EIS in the nation.

The initiative benefited from close cooperation with the Trade for Decent Work project within the ILO as well as the GIZ SOSi and Surokkha project outside the ILO. Trade for Decent Work and the GIZ initiative, which represented a shared objective of the EU and GIZ, jointly funded the workshop that the MoLE organized on EIS framework agreement. The management of CO-Dhaka, especially the Country Director, gave the project direction to guarantee a successful implementation. From the technical side, ILO HQ-GEIP Specialist has been providing continuous guidance on technical and policy issues and addressing queries from constituents by providing clarification.

6.2 Good Practice

Some good practices are documented from the evaluation which are explained in the Annex. Firstly, the *collective initiative* of ILO and GIZ with the national and social partners has made this possible to take the EIS initiative forward. Secondly, *strengthening the understanding of EIS issues* among the core constituents has benefited them to realize its benefits. As a result, they came forward to take this intervention. Thirdly, the tripartite committee (government, employers, and workers) often sit together on EIS issues and conclude to establish relevant and common decisions such as agreement on the EIS framework and its core elements, the inclusion of the EIS special unit, amendment of the Labor Rule 2015. Continuation of such *tripartite consultation and agreement* will help to make the intervention more transparent and acceptable to all stakeholders. The Government, employers, workers, and brands may remain supportive as a result of continuing these practices resulting to establish the first contributory social scheme in this country.

7. Recommendations

Based on the above analysis and conclusions, the evaluator would like to present the following recommendations in following two sections:

For ILO-EIS Project

1. **Continued coordination among the govt, employers and workers:** The tripartite stakeholders are playing a crucial role to facilitate the implementation of EIS as a Pilot for the RMG workers. Their level of understanding and agreement on each of the elements to implement EIS depends on the available information provided to them. To avoid and minimize any information gap regarding EIS, ILO needs to continue regular coordination and bilateral discussion with govt, the employers and workers. ILO should maintain close relations with MoLE and increase the frequency of meetings for Technical Committee, TWG, and Governance Board whereby decisions on operationalizing the scheme needs to be guaranteed.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, Donor, MoLE	High	Long-Term	High

2. **Continued technical assistance for making the EIS Pilot operationalize:** Still, there is a lot to do for making the EIS Pilot functional in a realistic way. The project needs to continue advisory support on how the EIS Pilot may transparently run through the administrative wings. Experts from the ILO can provide technical assistance to the MoLE, Central Fund, EIS Special Unit and the social partners in appropriate EIS calculation mechanisms, setting rules and regulations for effective implementation with legal requirements, capacity building of staff, identifying potential cases for compensation, and successful disbursement.

Responsible Unit	Priority	Time Implication	Resource Implication

ILO, Donor	High	Long-Term	High

3. **Initiatives for raising awareness among the general workers at factory-level:**
Communication at the factory level to workers and employers about the Pilot and related
entitlements is an important issue to make them aware. As part of joint workplan, GIZ is
mainly working on the awareness of the factory-level workers. ILO can contribute in
developing communication materials and knowledge products, together with GIZ. MoLE
should take the lead in facilitating the process in future, with ILO and other relevant
stakeholders.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, GIZ, MoLE, BEF, BGMEA, BKMEA, Donor	High	Long-Term	Medium

4. **Development of joint action plan to ensure the sustainability of model enterprise
clinics:** Based on the agreement among the relevant constituents, ILO can facilitate the
process of drafting and finalizing an action plan to be considered for the sustainable
enterprise clinics at the factories. This plan will strengthen linkages between enterprise-
based clinics, Department for Inspection of Factories and Establishment (DIFE) and private
telemedicine counseling services and community clinics, as well as private health service
providers in general.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, MoLE, DIFE, BEF, BGMEA, BKMEA, Private clinics, Telemedicine service provider	Medium	Long-Term	Medium

5. **Ensure that EIS-Pilot fully complies with ILO Employment Injury Benefits
Convention, 1964 (No. 121):** The EIS-Pilot needs to be fully aligned with principles and
approaches enshrined in the ILO Employment Injury Benefits Convention, 1964 (No. 121),
considering the country context and side by side, there should be efforts afoot to advocate
with Government of Bangladesh to ratify this Convention to ensure regular follow-up and
reporting on this programme from ILO's supervisory mechanism.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, MoLE, CF, BEF, BGMEA, BKMEA, NCCWE, IBC	High	Long-Term	Medium

For EIS Pilot Intervention

1. Continue with close coordination between ILO and GIZ for implementing EIS-Pilot. The existing mechanism is not only contributing towards efficacy of the project but also ensuring cost-effectiveness by joint implementation of actions.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, GIZ	High	Long-Term	Medium

2. EIS Standard Operating Procedure (SOP) and benefit package need to be finalized with consultation with the tripartite stakeholders. ILO, GIZ can continue their coordination to motivate the participants ensuring the Pilot does not drop off in the middle.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, GIZ, EIS Special Unit, Government, Employers, Workers	High	Long-Term	High

3. A clear mechanism needs to be set so that the notification of RMG accident leading to death sent to DIFE through hotline, and immediately shared with Central Fund. Also, information from other source needs to be validated through communicating across the associations (both employers and workers).

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, GIZ, EIS Special Unit, Government, Employers, Workers	High	Long-Term	High

4. Factory-level data collection guideline and mechanism need to be established to capture the proper information regarding work-related accidents and deaths. Collaboration among the govt and private partners is needed to collect such data. Moreover, MIS needs to be functional to register claim, scheme calculation, and disbursement process.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, GIZ, EIS Special Unit, Government, Employers, Workers	High	Long-Term	High

5. EIS Administration needs technical support from the ILO to expedite operationalization of EIS Pilot.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO	High	Long-Term	High

For EIS-Pilot Donor

1. **Ensure continued support for EIS-Pilot until it is institutionalized:** As a major part of this important programme has produced positive results in terms of broader tripartite agreements and operationalization of EIS-Pilot, it will be important to continue providing financial support for EIS-Pilot Project in ILO so that technical assistance can continue until a nationally owned contributory Employment Injury Scheme is fully established in Bangladesh.

Responsible Unit	Priority	Time Implication	Resource Implication
Netherlands Embassy	High	Short-term	Medium

2. **Support advocacy for Employment Injury Scheme with Government:** The Government of Netherlands is part of European Union (EU) where most of readymade garments from Bangladesh are exported and where there is a strong emphasis on compliance with labour and social standards – through trade agreements and other means (including new Human Rights Due Diligence instrument). Therefore, Netherlands Embassy may go beyond financial support to EIS-Pilot by lending it advocacy support and persuading the Government of Bangladesh to fully institutionalize Employment Injury Scheme – along with other forms of Social Security for workers.

Responsible Unit	Priority	Time Implication	Resource Implication
Netherlands Embassy, ILO, MoLE	Medium	Long-Term	Medium

For Brands

1. **Ensure continuity until EIS-Pilot is transformed into an institution:** EIS-Pilot is passing through a crucial stage of its inception and operationalization. It will require continued support from Brands in terms of financial contribution (during Pilot period) and ethical support in persuading member factories to fully understand and subscribe to the EIS-Pilot. Once EIS is institutionalized, it will be a win-win situation for all stakeholders with reduced accountability for Brands and their member factories.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, GIZ, Brands, BGMEA, BKMEA, Factories	Medium	Long-Term	Medium

Terms of Reference

National Consultant to conduct EIS Project's Internal Evaluation

1. Key Facts

Project	Implementation of a Pilot of an Employment Injury Scheme (EIS) in Bangladesh - Phase-I
Project Code	BGD/20/01/NLD
Project Period	15 August 2021 to 30 June 2023
Administrative Unit	ILO Country Office for Bangladesh (CO-Dhaka)
Technical Unit	Global Programme Employment Injury Insurance and Protection, (GEIP/ENTERPRISE)
Type of Evaluation	Internal Evaluation
Considering Timeline for Evaluation	15 August 2021 to 14 November 2022 (as per donor agreement)
Type of Contract	External Consultant (National)
Contract Duration	40 working days over the period of three months (tentatively the assignment will be started from October 2022 but the date will be finalized after completion of recruitment process).

2. Background

Since 2015, the ILO has been supporting the tripartite constituents (government, workers, and employers) to introduce an Employment Injury Scheme (EIS) to address the commitment under Pillar 2 of the Bangladesh Sustainability Compact and National Tripartite Plan of Action (NTPA 2013, commitment 13). In 2015, a Letter of Intent was signed among the ILO, the German Federal Ministry of Economic Cooperation and Development (BMZ), and the Government of the People's Republic of Bangladesh represented by the Ministry of Labour and Employment (MoLE) to cooperate in introducing an EIS. ILO has published "Technical recommendation on feasibility of an Employment Injury Scheme in Bangladesh" based on all the research and survey works and a series of consultations with the stakeholders. From 2016, BMZ supported two projects, with ILO (2016-2018) and GIZ (2016-ongoing), through which a solid background work on developing different aspects of the feasibility of an EIS scheme in Bangladesh has been achieved. In 2019 and the early months of 2020, the ILO invested time and energy towards reaching a broad level consensus on initiating the Pilot of an EIS, while discussions were required to take place on technical details. In September 2019, the Berlin Declaration was signed among the MoLE, the ILO, DGUV (German Accident Insurance

Institution), and GIZ, stating the introduction of a Pilot of an EIS in selected RMG factories. The tripartite constituents reached an agreement in March 2020 that the Pilot of an EIS would commence soon. As the COVID-19 pandemic tremendously affected the global economy and consumption including garment supply chains and RMG factory owners in Bangladesh the Pilot could not start as planned. In October 2020, a tripartite meeting had been organized where the employers confirmed their willingness to remain engaged and support the discussions of the EIS. The employers' representatives highlight the need of improved protection of the workers and the industry from the consequences of workplace accidents and occupational diseases. The workers' representatives emphasized the importance of initiating the Pilot without further delay. Finally, the Ministry of Labour and Employment has formed a tripartite technical committee (on 18 February 2021) and a technical working group (on 30 September 2021) for implementing the EIS Pilot.

Over the period of 15 August 2021 to 30 June 2023, the International Labour Organization (ILO), with financial support from the Government of the Netherlands, will be providing technical support to the Government of Bangladesh, Employers, and Workers for operationalizing the Employment Injury Scheme (EIS) Pilot. The EIS aims to expand the existing Government initiatives of setting up a Central Fund in 2016 and providing a one-time grant for work-related injuries and occupational diseases. The main objective of the Pilot is twofold. The first objective is to strengthen the existing capacity of stakeholders in delivering medical care and compensation services for temporary incapacity, and the second is to introduce a risk-pooling approach for long-term compensation and health care for workers with permanent incapacity and long-term compensation for family members of deceased workers.

The whole EIS Pilot is considered into two phases: Phase I of 22.5 months, continued by Phase II of 42 months. Under Phase I, ILO intends to provide technical assistance to the Government of Bangladesh in establishing EIS on a Pilot basis as well as strengthening the administrative capacity on the EIS. Phase-I is contributing to create a common understanding and working together with social partners to establish the Pilot, capacity building for the administrative process, building on the Management Information System (MIS), and initiate the Pilot's implementation including staff recruitment, staff training, and preliminary assessment of the implementation. These interventions are expected to develop the foundation of the expanded system. The expected outcomes are:

> *a) knowledge base of the stakeholders in fine-tuning and implementing the Pilot of an EIS strengthened,*
> *b) Pilot of an EIS is operational,*
> *c) capacity of enterprise clinics in response to the COVID-19 pandemic strengthened, and*
> *d) policy framing for an EIS developed and social dialogue conducted.*

The project is managed by the Chief Technical Advisor (CTA) and National Project Coordinator (NPC) based in Dhaka, with technical guidance from ILO Country Office Bangladesh, ILO-HQ backstopping unit, Global Program for Employment Injury, and Protection (GEIP), and SOCPRO. The main partners

are MOLE, Central Fund, Ministry of Finance, Employers (BEF. BGMEA, BKMEA), and the workers (NCCWE, IBC).

Key Achievements

- On 30 September 2021, the government has formed a Technical Working Group for implementing the EIS Pilot.
- A framework for implementation of EIS-Pilot was developed – based on actuarial analyses – and shared with tripartite stakeholders on 2-4 December 2021. Tripartite partners reviewed the design and provided inputs for improvement.
- A Tripartite Technical Committee and a Technical Working Group are established by Ministry of Labour & Employment (MoLE) to provide strategic guidance and operational support respectively.
- Tripartite partners endorsed the Framework for EIS-Pilot on 10th March 2022.
- MoLE issued a notification on 11th March 2022 to authorize 'Central Fund' to work with EIS-Pilot.
- In line with agreement in tripartite workshop in Dec 2021, the tripartite partners recommended a set of amendments in 'Bangladesh Labour Rules' allowing 'Central Fund' to open a separate account for EIS-Pilot and keep all funds in one account.
- In April 2022, Project organized detailed workshop with Employers (BEF, BGMEA and BKMEA) to explain EIS-Pilot calculations.
- In May 2022, Project organized detailed workshop with 'Central Fund' to explain their role in EIS-Pilot and identify areas for capacity building.
- On 31st May 2022, senior Employer representatives (BEF, BGMEA and BKMEA) signed 'Geneva Declaration of Intent' to support EIS-Pilot and to inaugurate it by July 2022.
- On 6th June 2022, the Government of Bangladesh also echoed with the Employers and ensured commitment for rolling out EIS-Pilot in Bangladesh by July 2022.
- On 9th June 2022, the Project had a detailed workshop with Workers (NCCWE and IBC) in Workers Resource Centre (WRC) and explained EIS-Pilot – along with Unemployment Insurance. Workers expressed full support for these initiatives.
- On 21st June 2022, the Ministry of Labour and Employment (MoLE) in collaboration with the ILO officially launched the EIS-Pilot.
- From 3rd to 7th July 2022, a high-level technical mission from Geneva has been conducted to expedite operationalizing EIS-Pilot scheme. During this mission, experts from ILO Geneva met virtually with all the key stakeholders and shared suggestions and recommendations regarding the EIS administrative process.

Link to SDGs, DWCPs, and P&B Outcomes

2030 agenda for Sustainable Development	*SDG 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.* *SDG 8.8: 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.*
ILO Programme and Budget P&B (2022-23)	*Output 4.4: Increased capacity of Member States and enterprises to develop policies and measures that promote the alignment of business practices with decent work and a human-centred approach to the future of work.*
ILO Decent Work Country Programme (DWCP) 2022-26	*Strategic Priority-2: Equitable human development and well-being* *Output 2.1: Strengthened national policy and institutional frameworks for the development and implementation of a universal, sustainable, and resilient social protection system, based on solidarity and equality (adapted from UNSDCF).* *2.2: Increased access by workers to contributory-based social insurance systems in prioritized areas, including employment injury.*
Country Programme Outcome (CPO)	*BGD301: Creating and extending social protection floor*

Link to Other frameworks and Initiatives

▪ *National Tripartite Plan of Action (NTPA) on Fire Safety and Structural Integrity in the RMG Industry in Bangladesh 2013*
▪ *Bangladesh National Social Security Strategy (NSSS) 2015*
▪ *UNDAF outcome 3*
▪ *UN Systems' Immediate Socio-Economic Recovery Framework in Response to COVID-19*
▪ *UN Sustainable Development Cooperation Framework (UNSDCF 2022-2026) outcome 2*
▪ *Women's Rights & Gender Equality Result Framework (Outcome 3)*
▪ *Private Sector Development- Results Framework 2020 (Outcome 2)*
▪ *ILO Project: Trade for Decent Work (TfDW)*
▪ *ILO Project: Social Dialogue and Industrial Relations (SDIR)*
▪ *GIZ's SOSi (Social Protection) Project*

3. Purpose and Objectives of the Evaluation

The main objective of the evaluation is to promote accountability among stakeholders and identify and share learning among ILO staff and the key stakeholders, contributing to the next phase's (Phase-II) strategic improvement. The specific objectives of the evaluation are to:

- *Determines whether project activities have been implemented as intended and resulted in certain outputs (process evaluation).*
- *Assess to what extent the project activities have contributed towards the achievement of desired outcomes (particularly for outcome-1 & 2).*
- *Assess project performance including intended/ unintended, positive/ negative results, in establishing an operational EIS scheme for the export-oriented ready-made garment workers.*
- *Identify the linkages with relevant frameworks and initiatives that are mentioned in 2.*
- *Assess the project effectiveness and efficiency considering the resources (finance, human, and assets).*
- *Assess the impact and sustainability of the project.*
- *Document lessons learned and good practices, with providing a set of recommendations that will guide the next phase.*

The evaluation will ensure that inputs from stakeholders and tripartite constituents are adequately covered in the objectives of the evaluation.

4. Evaluation Scope and Clients

The evaluation will be conducted as per the ILO policy guidelines for result-based evaluation (2020). According to the guideline, as the project falls under US$ 5 million and the project duration is for 22.5 months (phase-I), there's a need for a final internal evaluation, which will be managed by the project management and will be conducted by an external consultant. The internal evaluation will be guided by the ILO Evaluation Policy (2017) and will follow the UNEG Norms and Standard (2016).

Scope

As per the amended donor agreement, the final evaluation will take into account the project period 15 August 2021 to 14 November 2022, even though the project will end in June 2023 to complete the interventions. So, the evaluation will consider all activities and components of the project during the mentioned timeline.

The evaluation will address overall issues of relevance and strategic fit of the project, assessing the interventions, the achievement, adequacy, effectiveness, and efficiency in the use of resources, the project management's effectiveness, impact, and sustainability of the project. The evaluation should also cover expected and unexpected results in terms of non-planned outputs and outcomes (i.e. side effects or externalities). Some of these unexpected changes could be as relevant as the ones planned. Therefore, the evaluation team should reflect on them for learning purposes. Throughout the evaluation, gender, non-discrimination, social dialogue, and labor standards should be considered as ILO's cross-cutting issues. All the learnings need to be integrated throughout the methodology and all deliverables, including the final report. To the extent possible, data collection and analysis should be sex-disaggregated as described in the ILO policy guidelines for result-based evaluation (2020).

The evaluation will also give specific attention to how the intervention is relevant to the ILO's programme and policy frameworks at the national and global levels, UNSDCF and national sustainable development strategy (or its equivalent) or other relevant national development frameworks, including any relevant sectoral policies and programme.

<u>Client</u>
The primary clients are the ILO constituents at the National level in Bangladesh, ILO ROAP, EVAL, the donor, ILO Decent Work Technical team in New Delhi, and ILO Bangladesh. The secondary clients are the other key stakeholders relevant to the project.

5. Evaluation Criteria, and Questions

The evaluation criteria and questions are presented below. The consultant may adapt the evaluation criteria and questions, but any fundamental changes should be agreed between the project management and the consultant and be reflected in the inception report.

Evaluation Criteria	Evaluation Questions
Relevance	1. *To what extent the project strategies and approaches addressed stakeholders' requirements?* 2. *Did the project strategy and interventions well reflective of gender equality and non-discrimination, and inclusion of people with disabilities?*
Coherence	3. *Does the project align with ILO P&Bs, and DWCP as well as UN global (SDGs), and other country strategies (such as UNSDCF)?* 4. *Is the project coherent with government development frameworks and plans (such as NSSS)?*
Effectiveness	5. *To what extent has the project achieved its planned results (especially focusing on outcome 1 & 2)?* 6. *How have the key stakeholders, particularly the govt, workers' and employers' organizations been involved in establishing the EIS?* 7. *To what extent does project management support the project to achieve certain outputs?* 8. *Are there any external factors, that may have an influence on tripartite initiatives towards establishing the EIS?* 9. *What have been the strengths and weaknesses throughout the project? What can be done differently?* 10. *How has the COVID-19 pandemic impacted the project and how did the project overcome the challenges?*
Efficiency	11. *Have resources (e.g., funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results?*

	12. *Do the results achieved, justify the costs? If not, how could they be allocated more effectively?* 13. *How did the project leverage the resources (financial, partnership, expertise) to promote gender equality and non-discrimination, and inclusion of people with disabilities?*
Impact	14. *Is there any change taken place in the national/ country policies during the project period? How has the project contributed there?* 15. *What are the strategies taken by the project to ensure the continuation of initiated interventions after the project support ends, considering certain issues on gender equality, non-discrimination, and inclusion of people with disabilities?* 16. *How COVID-19 adaptation plan contributed to increase the project impact?*
Sustainability	17. *How effective has the project been in establishing national/local level ownership among the stakeholders?* 18. *To what extent the project outputs/benefits will be sustained?* 19. *Considering potential risks, what measures should be taken to increase sustainability?*

6. Methodology

The evaluation will comply with evaluation norms, standards and follow ethical safeguards, as specified in the ILO's evaluation policy (2017). The ILO adheres to the United Nations system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

The evaluation will apply a mixed method approach, including triangulation to increase the validity and rigor of the evaluation findings, by engaging tripartite constituents, and stakeholders of the project, as much as feasible, at all levels during the data collection and reporting phases. A combination of tools and methods will be used to collect relevant evidence. Adequate time will be allocated to plan for critical reflection processes and to analyze data and information. The methodology for the collection of evidence will include:

Document Review:

- Review of documents related to the project such as prodoc, framework, technical progress report (TPR), project factsheet, updated log-frame & risk matrix, Technical Committee meeting minutes, Mission Report, and other relevant ILO evaluation-related documents shared by the project team.

Evaluation Fieldwork:

- The evaluation fieldwork will be qualitative and participatory in nature. The consultant will attend a few of the project activities to evaluate the process. Qualitative information will be obtained through field visits, key informant interviews (KII), and/or focus group discussion

(FGD) as appropriate. Opinions coming from stakeholders will improve and clarify the use of quantitative analysis.

- The quantitative data will be drawn from project documents including the Technical Progress Reports (TPRs).
- The methodology should include examining the Theory of Change in the light of the logical connection between results and their alignment with the ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets. In addition, the methodology should ensure the involvement of key stakeholders in implementation as well as in dissemination processes (e.g., stakeholder meeting, debriefing with the project team, etc.). The methodology should also clearly state the limitations of the chosen evaluation methods, including those related to the representation of the specific group of stakeholders.

Data Analysis, Validation, Reporting, and Dissemination:
- Data shall be disaggregated by sex where possible and appropriate. To the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to gender diversity and non-discrimination, including disability issues.
- A meeting will be organized with the stakeholders to validate the preliminary findings (preferably in PowerPoint, based on facts, evidence and data). The project team will be responsible to arrange the meeting, where the consultant will share the findings.
- The draft term of reference (ToR) for the evaluation and a draft evaluation report will be shared with relevant stakeholders. Once the consultant drafts the evaluation report, it will be sent to the project management directly by the consultant. The project team will forward the report to stakeholders for their inputs/comments on the report. The project focal person (M&E Officer) will consolidate the comments and forward them to the consultant for consideration in finalizing the report. The consultant will finalize the report, taking into consideration the stakeholder comments.

7. Deliverables

As part of this assignment, the consultant will share the following deliverables with the ILO:

Deliverable 1. Inception report: maximum five pages including evaluation questions, data collection methods, the evaluation tools such as interview guides, questionnaires, proposed stakeholders' list for interviews, and a timeline. (reference: ILO Checklist 4.8- Writing the inception report)

Deliverable 2. Stakeholders' validation meeting (with Powerpoint presentation)

Deliverable 3. Draft evaluation report: maximum of 30 pages excluding annexes (reference: ILO Checklist 4.2- Preparing the Evaluation Report)

Deliverable 4. Final evaluation report: maximum of 30 pages excluding annexes (reference: ILO Checklist 4.2- Preparing the Evaluation Report)

Deliverable 5. An Evaluation Summary report (reference: ILO Checklist 8- The Evaluation Summary)

Deliverable 6. Updated log-frame (as annexure of the report)
Deliverable 7. All questionnaires, Powerpoint presentation

The draft and final version of the evaluation report are to be developed as per the following suggested structure:
- Cover page with key intervention and evaluation data
- Executive Summary
- Background of the project and its logic
- Purpose, scope, and clients of evaluation
- Methodology and limitations of the evaluation
- Review of implementation
- Presentation of findings, considering evaluation criteria
- Conclusions
- Recommendations
- Lessons learned and emerging good practices
- Annexes: TOR, updated log-frame with the achievement and a brief comment per indicator, questionnaires, list of informants, etc.

8. Workplan with Timeframe
The duration of the assignment for the consultant is from 1 October 2022 to 10 January 2023. The total contract duration is expected to be around 40 working days.

No.	Activity	Responsible person/ Team	Timeline	Required Days for Consultant
01.	TOR preparation (draft, review/ consultation, and finalization)	M&E officer	Within August 31, 2022	-
02.	Consultant Recruitment (EOI circulation, shortlist & select consultant)	M&E officer with support of project team	Within September 25, 2022	-
03.	Issuance of contract	Project team	Within October 5, 2022	-
04.	Initial consultation between the project team and the consultant	Project team	Within October 7, 2022	-
05.	Desk review of documents, consultation with the project team, and drafting inception report (including questionnaires, stakeholders' list)	Consultant	Within October 20, 2022	7 days
06.	Review and finalize inception report in consultation with the project team, including questionnaires, and stakeholders' list **(Deliverable-1)**	Consultant	Within October 30, 2022	2 days

07.	Attend few project activities for process evaluation	Consultant	October to December 2022	4 days
08.	Assist in coordination with relevant stakeholders	Project team	October to December 2022	-
09.	Conduct KIIs/FGD, additional relevant data collection, data analysis, and triangulation	Consultant	Within November 25, 2022	10 days
10.	Share preliminary findings in the stakeholders' validation meeting **(Deliverable-2)**	Consultant	Within November 30, 2022	1 day
11.	Draft report submission to the project team **(Deliverable-3)**	Consultant	Within December 10, 2022	9 days
12.	Share the draft report with all concerned stakeholders for comments for one week	M&E officer with support of project team	Within December 22, 2022	-
13.	Consolidate comments into the draft report and send it to the consultant for revision	M&E officer	Within December 28, 2022	-
14.	Final report submit to project team **(Deliverable-4)**	Consultant	Within January 5, 2023	3 days
15.	Submit an evaluation summary report with updated log-frame	Consultant	Within January 9, 2023	2 days
16.	Review the summary report	M&E officer with support of project team	Within January 15, 2023	-
17.	Final summary report submit to team, with updated log-frame, all questionnaires, Powerpoint presentation **(Deliverable-5, 6, 7)**	Consultant	Within January 18, 2023	2 days
18.	Submission of evaluation report to ILO Evaluation Office, and donor (with necessary adjustment and attachments)	M&E officer with support of project team	Within 30 January 2023	-

*Highlighted cells are applicable for consultant's deliverables and man-days

9. Deliverables and Payment Schedule

	Main Deliverable	Deliverables List	Payment Schedule
1st payment	After submission of the Draft Report	1, 2, 3	70%
2nd payment	After submission of the Final Report, Evaluation Summary Report, Log-frame, and other attachments	4, 5, 6, 7	30%

10. ILO's Responsibility

The responsibility of the ILO will be to

a. Provide all the documents and other related literature of ILO available as relevant to the task.
b. Assist in coordination with relevant stakeholders.
c. Review the progress of the work and provide feedback as necessary.
d. Assist in coordinating meetings on consultation/finalization of evaluation report.
e. Ensure payment of agreed amounts, based on performance.
f. Any other tasks/supports as required and agreed by the ILO.

11. Contract Duration

The duration of the assignment will be for 40 working days over the period of three months (tentatively the assignment will be started from October 2022 but the exact date will be finalized after completion of recruitment process). The ILO shall NOT provide office space in Dhaka and necessary logistics (like Laptop, Printer, Paper, internet, local travel, etc.) to carry out day-to-day jobs of the consultant.

12. Special terms and conditions

a. Confidentiality Statement and Intellectual Property of Data: The documents prepared under this contract are the property of ILO. Therefore, the consultant cannot publish these without the permission of the ILO.

b. Unsatisfactory or incomplete work: For the assignment, the ILO's Standard Rules and Procedure for external collaboration contract shall be applicable. In event that the service delivered is unsatisfactory or fails to conform to the conditions set out above, the ILO reserves the right, as appropriate to interrupt it, to request that it be corrected or modified, or to refuse to accept the service.

c. Insurances: The ILO accepts no liability in the event of death, injury, or illness of the External Collaborator. The External Collaborator attests that he/she is adequately covered by insurance for these risks. In no circumstances shall the External Collaborator be covered by any ILO insurance and it is his/her responsibility to take out, at his/her own expense, any personal insurance policies he/she may consider necessary, including a civil liability insurance policy.

13. Legal and ethical considerations

- The consultant will commit to adhere to the ILO Code of Conduct for Evaluators. This document has to be signed and returned by him/ her to the project team.
- The consultant is expected to disclose any possible conflicts of interest that could interfere with the independence of the evaluation. The evaluation will observe confidentiality with regards to sensitive information and feedback obtained through individual and group interviews.

14. Required Qualifications and Experiences of the Consultant

The Consultant is expected to fulfill the following criteria:
Academic Qualification:

- University degree in law, social sciences, economics, development studies, evaluation or related fields, with demonstrated research experience;

Experience:
- Minimum five years of experience in conducting programme or project evaluations;
- Previous experience at the international level in social protection, employment injury insurance, and OSH will be an added advantage.
- Knowledge and experience in qualitative and quantitative research methodologies.
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming;

Competencies:
- Excellent analytical skills and communication skills;
- Demonstrated excellent report writing skills in English and Bangla;
- Working experience in Bangladesh's social security system.

15. Evaluation Criteria and Score

The selection of the candidate will be made based on the cumulative analysis scheme, where the total score will be obtained upon the combination of weighted technical and financial aspects.

(a) Technical weighted score, out of 70: When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

I. Responsive/compliant/acceptable, and

II. Having received the highest score out of a pre-determined set of technical and financial criteria specific to the solicitation.

Only candidates obtaining a minimum of 70% score in the technical evaluation would be considered for the financial evaluation. The technical proposal will be evaluated in accordance with the criteria stated below:

Evaluation Criteria
I.   Relevant educational qualification
II. Relevant and recent experience in conducting evaluation (preferably in the UN)
III. Abilities in conducting consultations/ interviews with tripartite constituents (government, employers, workers)
IV. Experience in working with the MoLE/ERD/ILO

(b) Financially weighed score, out of 30:

The maximum number of points assigned to the daily fee is allocated to the lowest daily fee quoted by the applicant. All other quoted daily fees receive points in inverse proportion. The suggested formula is as follows:

p = y (μ/z),

p = points for the daily fee being evaluated,

y = maximum number of points for the daily fee (here it is 30),

μ = the lowest daily fee quoted among the candidates being considered,

z = the daily fee being evaluated.

16. Recommended Presentation of Proposal

Interested individuals are requested to submit their application (by mentioning 'Evaluation Proposal for EIS Project' in the subject line) to the email address **DAC-RB-PROC@ilo.org** within **28 September 2022 by 04:30 pm**.

The following documents should be included:

- ***Brief Technical Proposal*** *that outlines the evaluation objective, brief evaluation method, proposed stakeholders' list, and a proposed timeline based on ToR (max 3 pages).*
- ***Financial proposal*** *that specifies a total lump sum amount and payment terms around the specific and measurable deliverables of the TOR. The proposal is to be submitted through the attached standard template (Annex).*
- ***Personal CV****, indicating all past experiences from similar assignments, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references.*
- ***Copy of a recent contract*** *to be submitted as evidence of daily fees offered to the candidate for similar assignment by other agency (preferably by any UN agency, Multilateral Development Bank, or bilateral donors).*

ILO promotes equal opportunities for women and men to obtain decent and productive employment in conditions of freedom, equity, security and human dignity.

17. Annex

- ILO policy guidelines for result-based evaluation (2020)
- ILO Evaluation Policy (2017)
- ILO Evaluation Guidance
- UNEG Norms and Standard (2016)
- Protocol on collecting evaluative evidence on the ILO's COVID-19 Response measures through project and programme evaluations
- ILO Code of Conduct Agreement for Evaluators
- Guidance Note 3.1: Integrating gender equality in monitoring and evaluation
- Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate
- Guidance Note 3.3: Strategic clustered evaluations to gather evaluative information more effectively
- Guidance Note 4.3: Data collection methods

- [Guidance Note 4.5: Stakeholder engagement](#)
- [Checklist 4.8 Writing the Inception Report](#)
- [Checklist 4.2: Preparing the Evaluation Report](#) including [lesson-learned](#) & [emerging good practices](#)
- [Checklist 4.3: Filling in the Evaluation Title Page](#)
- [Checklist 4.4 Preparing the Evaluation Report Summary](#)
- [Checklist 4.5: Documents for Project Evaluators](#)
- [Checklist 4.9 Rating the quality of the evaluation report](#)

Annexe-2: Updated log-frame

Project: Implementation of a Pilot of an Employment Injury Scheme (EIS) in Bangladesh

	STATEMENT	INDICATOR (PHASE-I)	BASELINE	TARGET	MOV	ASSUMPTIONS	INDICATOR ACHIEVEMENT/ PROGRESS (till December 2022)	PROGRESS STATUS
Outcome-1: Knowledge base of the stakeholders in fine-tuning and implementing the Pilot of an EIS strengthened.								
Output 1.1	Tripartite Committee on the Pilot of an EIS operationalized.	1.1.1: ToR for the tripartite technical committee endorsed. 1.1.2: Key policymakers and stakeholders are in a position to take informed decisions regarding the introduction, design, and implementation of the Pilot of an EIS.	ToR of previous tripartite committee on EIS	One (1) ToR of tripartite committee on EIS endorsed by all stakeholders	MoLE issues ToR for the tripartite technical committee	Tripartite constituents provide inputs on the draft ToR on time and reach a consensus.	→ On 18 February 2021, MoLE has formed a tripartite technical committee to provide strategic guidance and operational support for implementing the EIS Pilot. → A technical working group has also beenwas formed, with assistance of the ILO, to expedite the work of Technical Committee on Piloting an EIS. The ToR of the Technical Working Group (TWG) for Piloting EIS was approved and issued in the MoLE meeting notice on 30 September 2021.	Achieved
Output 1.2	Common understanding on Pilot of an EIS developed among the stakeholders.	1.2.1: Shared vision of an EIS adopted by the key policymakers.	Draft shared vision of an EIS	One (1) shared vision/ common narrative endorsed by tripartite constituents	Minutes of the workshop/ seminar noting endorsement; Participant List	Constituents continue with their commitment despite changes in leadership.	→ Tripartite partners reached a broad-level consensus on the core elements of the EIS-Pilot in December 2021 and endorsed the EIS framework on 10th March 2022.	Achieved

	STATEMENT	INDICATOR (PHASE-I)	BASELINE	TARGET	MOV	ASSUMPTIONS	INDICATOR ACHIEVEMENT/ PROGRESS (till December 2022)	PROGRESS STATUS
Output 1.3	Commitment to supporting EIS Pilot by international brands extended to include other international brands and buyers.	1.3.1: Major brands contribute required amount for the Pilot period.	None	30% of the major brands importing RMG from Bangladesh contribute to the EIS fund	MoU/Letter of Intent/ Agreement on financial engagement; Minutes of the meetings	International brands and buyers continue with their positive responses for a financial contribution to the Pilot.	→ Seven (7) brands have already committed and given their pledges to contribute to the EIS Pilot. ILO is continuing its collaboration with GIZ to connect with more brands.	In Progress
**Outcome-2: Pilot of an EIS is operational.**							
Output 2.1	Administrative processes and procedures of the Pilot are designed.	2.1.1: Design of the Pilot of an EIS endorsed by the tripartite committee.	ILO technical recommendation on feasibility of an EIS in Bangladesh; Rana Plaza Claims Arrangement	One (1) design including gender responsive and inclusive elements	Document on design of each of the components of the Pilot of an EIS; Notes of feedback from the tripartite committee	Technical expertise is available for design. Constituents allocate time for inputs into the design.	→ On 21st June 2022, the Ministry of Labour and Employment (MoLE) in collaboration with the ILO officially launched the EIS-Pilot. → With the project's contribution, BLR 2015 has been amended on September 1, 2022, allowing the establishment of a separate Governance Board for EIS-Pilot, and opening a separate account for EIS-Pilot. And finally, on 12th October 2022, the MoLE issued a notification constituting an 11-members Governance Board for the purpose of managing the EIS fund. → Currently, the project is working on the development of MIS and Standard Operating Procedures (SOPs) for different functions/ components of EIS-Pilot in collaboration with GIZ.	In Progress

	STATEMENT	INDICATOR (PHASE-I)	BASELINE	TARGET	MOV	ASSUMPTIONS	INDICATOR ACHIEVEMENT/ PROGRESS (till December 2022)	PROGRESS STATUS
Output 2.2	Capacity for the administration of Pilot of an EIS developed.	2.2.1: EIS staff capable of administering the implementation of the Pilot.	Experience of claims processing in Central Fund/ BGMEA/ BKMEA	A (1) team able to administer the EIS Pilot present at the Pilot hosting agency	Training tools, modules & manuals; Training participants list; Performance evaluation of the EIS administration	Agency hosting the Pilot of an EIS provides human resources for capacity development.	→ A high-level technical mission from Geneva has been conducted to expedite operationalizing the EIS-Pilot scheme from the 3rd to the 7th of July 2022. → Process mapping of the Central Fund has been conducted to understand the existing compensation process (claims receipt, verification, processing, approvals, disbursement of benefits, etc), identify current gaps, and explore possible recommendations. → Regular consultation with experts/ technical specialists is taking place. and several workshops have been organized to strengthen the capacity for the administration of EIS-Pilot.	In Progress
Output 2.3	Administrative processes and procedures of the Pilot are functioning and strengthened.	2.3.1: Pilot of an EIS started implementation.	Not Available	EIS system started and claims being processed	List of factories volunteered for participation in the Pilot; List of claims received and processed	Adequate fund available in EIS account. Host agency for EIS Pilot capacitated for processing claims and disbursing claims.	→ Brands and Trade Unions shared a list of factories that can be part of this Pilot. BGMEA and BKMEA assessed the list and further shared it with ILO HQ. Right now, ILO-HQ is working on the list for final verification. → Few signs of progress regarding strengthening the administrative process are inclusion of External Advisor in Central Fund to roll out operations of EIS-Pilot, approval of DIFE to use its hotline, meeting of Governance board on administrative issues.	In Progress

	STATEMENT	INDICATOR (PHASE-I)	BASELINE	TARGET	MOV	ASSUMPTIONS	INDICATOR ACHIEVEMENT/ PROGRESS (till December 2022)	PROGRESS STATUS
Outcome 3: Capacity of enterprise clinics in response to the COVID-19 pandemic strengthened.								
Output 3.1	Model enterprise clinic developed.	Design of model enterprise clinics endorsed by the tripartite committee. Enterprise-based clinics in Pilot strengthened.	Not available	30 Enterprise clinics receive ToT	Training module; Facilitation manual; List of enterprise clinic volunteered to participate in trainings; List of participants of trainings of trainers	Factories are positive about the concept of improving enterprise clinics.	→ Implementation Partner has been selected to initiate the process under outcome 3. → A plan for the model Enterprise Clinic has been developed. → Factory selection and data collection initiated with support from the BWB programme.	In Progress
Output 3.2	Sustainability plan of the model enterprise clinics drafted.	Strategy for sector-wide replication of model enterprise clinics developed.	Not available	One strategy document submitted to the tripartite committee	Plan document	Industry willingness continues to improve healthcare facilities for workers.	→ A sustainability framework for Enterprise Clinics has been drafted. → A tripartite consultation has been organized on factory-based health facilities to identify key challenges and opportunities for joint working (On 23rd November 2022).	In Progress

	STATEMENT	INDICATOR (PHASE-I)	BASELINE	TARGET	MOV	ASSUMPTIONS	INDICATOR ACHIEVEMENT/ PROGRESS (till December 2022)	PROGRESS STATUS
Outcome 4: Policy framing for an EIS developed and social dialogue conducted.								
Output 4.1	A sound domestic framing for the implementation of the EIS Pilot Project ensured.	Indicator: Not Applicable for phase 1	Tripartite plus consultation on EIS	One strategy document on importance to include EIS in the global regulatory framework	Strategy document and action plan on importance to include EIS in the global regulatory framework	National and global stakeholders across the value chain in the world of work prioritizes ethical business practices.	→ Tripartite discussion for a sustainable EIS framework has been raised. Such discussions will be further reinforced in collaboration with the MoLE and Cabinet Division – as part of the larger national Social Security Reforms agenda.	Initiated

Colour code for Progress Status		100%	70-90%	50-70%	30-50%	10-30%	0-10%

Annexe-3: Questionnaires

Data collection instruments

This Annex includes a **guide,** with interview questions, to be posed to the **different categories of stakeholders** during the data collection phase.

Guide to evaluation questions to different categories of stakeholders

Government
1. Can you please tell me a little bit about the EIS Pilot intervention by ILO? Please share your role and experience in the EIS Pilot design and implementation in collaboration with ILO?
2. How much your institution has been involved overall with ILO in designing the Pilot?
3. How does the EIS-Pilot contribute towards major national commitments, i.e, NSSS 2015, GB Roadmap, and EU National Action Plan?
4. Does your ministry have any focal points to coordinate with ILO in operationalizing EIS activities/ process?
5. How has the ILO managed to undertake the EIS activities considering tripartite participation and take the intervention forward? Please explain.
6. August 2021 (after the formation of the Technical Working Group of Piloting EIS) to onwards, can you please mention about few positive changes towards introducing EIS Pilot? Did ILO has any contribution towards the changes? What were the factors that have contributed to these changes/ results?
7. To what extent have there been drawbacks, or obstacles (if any) that have slowed down the implementation, or impeded the progress since mid-2021? Please explain.
8. Is there anything ILO could have done differently to expedite the process? Please explain.
9. Has the COVID-19 pandemic impacted the Pilot and how did you overcome this? What was the role of ILO in that case?
10. Would you like to share any lessons learned from your collaboration with ILO on EIS Pilot?
11. According to you, to what extent ILO's collaboration with you has been satisfactory (very satisfied/satisfied/not satisfied/not at all satisfied)? Can you please share the reasons for giving such rating?
12. In your opinion, how the country will be benefited by ensuring an operationalized EIS?
13. What can be the possible impact of ILO's intervention to make the EIS Pilot a sustainable system?
14. What are the possible risks you may see to disrupt the operationalization of EIS? How to overcome these risks? What role ILO can play in this case?
15. Are there any suggestions/ recommendations from your side to improve the EIS Pilot strategies? Please share.

Employers and Workers Associations

1. Can you please tell me a little bit about the EIS Pilot intervention by ILO? To what extent were you involved in the designing of the EIS Pilot?
2. Please share your organization's/ association's engagement with ILO in designing and implementing the EIS Pilot in collaboration with ILO?
3. Does your organization have any focal point with ILO in operationalizing EIS activities/processes?
4. If you were consulted at an early (design) stage of the Pilot - do you feel that your inputs/views were appreciated and taken into consideration? Why do you think like that?
5. How has the ILO managed to undertake the EIS activities considering tripartite participation and take the intervention forward? Please explain.
6. August 2021 (after the formation of the Technical Working Group of Piloting EIS) to onwards, can you please mention about few positive changes towards introducing EIS Pilot? Did ILO has any contribution towards the changes? What were the factors that have contributed to these changes/ results?
7. To what extent have there been drawbacks, or obstacles (if any) that have slowed down the implementation, or impeded the progress since mid-2021? Please explain.
8. Is there anything ILO could have done differently to expedite the Piloting process? Please explain.
9. Would you like to share any lessons learned from your collaboration with ILO on EIS Pilot?
10. According to you, to what extent ILO's collaboration with you has been satisfactory (very satisfied/satisfied/not satisfied/not at all satisfied)? Can you please share the reasons for giving such rating?
11. In your opinion, how the country will be benefited by ensuring an operationalized EIS?
12. What are the possible risks you may see to disrupt the operationalization of EIS? How to overcome these risks? What role ILO can play in this case?
13. Are there any suggestions/ recommendations from your side to improve the EIS Pilot strategies? Please share.

Brands

1. Which key features of EIS Pilot intervention by ILO, attracted you to contribute to this Pilot?
2. Tell me about your observations on ILO's roles in introducing EIS Pilot in Bangladesh?
3. Please share your experience in information sharing and collaboration with ILO and GIZ on EIS Pilot activities?
4. According to you, how has the ILO managed to undertake the EIS activities in collaboration with the brands? Please explain.
5. Were there any challenges you faced during collaborating with ILO? Please explain.

6. From mid-2021, can you please mention about few positive changes towards introducing EIS Pilot? What factors have contributed to these changes/ results?
7. Would you like to share any lessons learned from your collaboration with ILO on EIS Pilot?
8. What could have been done differently from ILO side to expedite the process?
9. Do you have any suggestions/ recommendations to improve the EIS Pilot strategies? Please share.

Donor Agency
1. Which key features of EIS Pilot intervention by ILO, attracted you to contribute to this Pilot?
2. Tell me about your observations on ILO's roles in introducing EIS Pilot in Bangladesh?
3. Please share your experience in information sharing and collaboration with ILO and GIZ on EIS Pilot activities?
4. According to you, how has the ILO managed to undertake the EIS activities in collaboration with the brands? Please explain.
5. Were there any challenges you faced during collaborating with ILO? Please explain.
6. From mid-2021, can you please mention about few positive changes towards introducing EIS Pilot? What factors have contributed to these changes/ results?
7. Would you like to share any lessons learned from your collaboration with ILO on EIS Pilot?
8. What could have been done differently from ILO side to expedite the process?
9. Do you have any suggestions/ recommendations to improve the EIS Pilot strategies? Please share.

GIZ Representatives
1. Tell me about your observations on ILO's roles in introducing EIS Pilot in Bangladesh?
2. According to you, how has the ILO managed to undertake the EIS activities considering tripartite participation and take the intervention forward? Please explain.
3. Please share your experience in collaborating with ILO on EIS Pilot activities?
4. Are there any particular issues or concerns that you have, or have had, regarding the project´s implementation, and collaboration with you?
5. From mid-2021, can you please mention about few positive changes towards introducing EIS Pilot? What factors have contributed to these changes/ results?
6. To what extent have there been drawbacks, or obstacles (if any) that have slowed down the implementation, or impeded the progress since mid-2021? Please explain
7. What could have been done differently from ILO side to expedite the process?
8. Do you have any suggestions/ recommendations to improve the EIS Pilot strategies? Please share.

ILO Country Director
1. Can you please tell me a little bit about the EIS Pilot intervention by ILO?
2. To what extent have representatives of (donor, constituents, partners) been involved in the Project design?
3. According to you, which were the successful aspects of the project?
4. Are there any particular gender issues that have been considered in the project design and implementation? If yes, what are these? If no – why not?
5. How has the project addressed issues relevant to Persons with Disabilities (PWD)-especially women with disabilities? If not being adequately addressed – what would be the reason/s? Please explain.
6. To what extent has the project been able to involve/communicate with/engage/consult with the ILO constituents/social partners? What is the extent of their (respective) ownership of the project´s activities?
7. Looking back to 15 August 2021 (project start date) which have been the main success of the project and what were the factors contributing to the success?
8. Which were the main hurdles and challenges of this project? How the ILO from the country office has addressed/solved the issues?
9. According to you – to what extent has the EIS project partnered with other ILO projects?
10. Please share your experience in collaboration with GIZ in the implementation EIS Pilot?
11. According to you, what could be the possible impact project might have to make EIS intervention sustainable?

ILO Other Cluster/ Project Representatives
1. Tell me about your observations on ILO's roles in introducing the EIS Pilot in Bangladesh?
2. According to you, how has the project team managed to undertake the EIS activities considering tripartite participation and take the intervention forward? Please explain.
3. Please share your project/ cluster experience in collaborating with EIS project team on EIS Pilot activities?
4. Are there any particular issues or concerns that you have, or have had, regarding the project´s implementation, and collaboration with you?
5. From mid-2021, have you seen any positive changes toward introducing EIS Pilot? What are the factors that might have contributed to these changes/ results?
6. What could have been done differently from ILO side to expedite the EIS operationalizing process?
7. Do you have any suggestions/ recommendations to improve the EIS Pilot strategies? Please share.

ILO HQ (GEIP)
1. Can you please tell me a little bit about the EIS Pilot intervention by ILO?

2. What role is the HQ unit playing in the EIS Pilot implementation?
3. Looking back to 15 August 2021 (project start date) what are the main successes of the project?
4. Which were the main challenges of this project? How has the ILO HQ unit addressed/solved the issues?
5. What are the possible risks you may see to disrupt the operationalization of EIS? How to overcome these risks? What role ILO can play in this case?
6. According to you, what could be the possible impact project might have to make EIS intervention sustainable?

ILO EIS Project Team (Bangladesh)
1. To what extent have representatives of (donor, constituents, partners) been involved in the Project design?
2. Are there any particular gender issues that have been considered in the project design and implementation? If yes, what are these? If no – why not?
3. How has the project addressed issues relevant to Persons with Disabilities (PWD)- especially women with disabilities? If not being adequately addressed – what would be the reason/s? Please explain.
4. To what extent has the project been able to involve with the ILO constituents/social partners? What is the extent of their (respective) ownership of the project´s activities?
5. To what level have you (Project staff) received adequate technical and administrative support from the ILO (country-, regional- and/or headquarters in Geneva?
6. Looking back to 15 August 2021 (project start date) which have been the main success of the project and what were the factors contributing to the success?
7. To what extent have the key stakeholders/constituents (government, and employers and workers organisations) been active in contributing to the outcomes of the Project? Have they taken part in follow-ups or implementing of the Project?
8. Which were the main hurdles and challenges of this project? How did you overcome this? What role the ILO from the country office played to address/solve the issues?
9. According to you – to what extent has the EIS project partnered with other ILO projects?
10. Are you aware of any unplanned effects (negative or positive)?
11. What can be the possible impact of ILO's intervention to make the EIS Pilot a sustainable system?
12. What are the possible risks you may see to disrupt the operationalization of EIS? How to overcome these risks? What role ILO can play in this case?
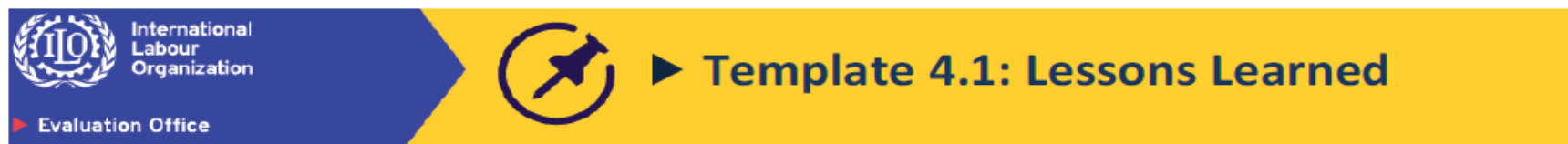
Annexe-4: List of informants

Name	Designation	Org.	Interview Date
Mr. Md. Humayun Kabir	Joint Secretary (IO)	MoLE	17 November, 2022
Dr. Mollah Jalal Uddin	Director of General (DG),	Central Fund	29 November, 2022
Mr. Farooq Ahmed	Secretary General & CEO	BEF	17 November, 2022
Mr. ANM Saifuddin Ahmed	Chairperson (standing committee on ILO issue)	BGMEA	26 November, 2022
Mr. Fazlee Shamim Ehsan	Vice President	BKMEA	29 November, 2022
Mr. Razequzzaman Ratan	Member	NCCWE	20 November, 2022
Mr. Rashadul Alam Raju	Secretary-General	IBC	22 November, 2022
Ms. China Rahman	Vice Chairman	WRC	15 November, 2022
Ms. Tanjila Akter	Stakeholder Engagement and Public Affairs Specialist	H&M	21 November, 2022
Mr. Prodip Gabriel	Sustainability Project Leader	H&M	21 November, 2022
Dr. Silvia Popp	Programme Manager	GIZ	20 November, 2022
Mr. Syed Moazzem Hussain	Sr. Technical Advisor	GIZ	20 November, 2022
Mr. Bas Blaauw	First Secretary of Economic Affairs	NL Embassy	27 November, 2022
Dr. Anne Marie La Rosa	Senior Legal, Policy and Labour Rights Specialist	ILO, Geneva	22 November, 2022
Mr. André Picard	Head of the Actuarial Services Unit, Social Protection Dept.	ILO, Geneva	22 November, 2022
Mr. Tuomo Poutiainen	Country Director	ILO, Dhaka	21 November, 2022
Mr. A.K.M Masum Ul Alam	Programme Officer, Lab/Admin cluster	ILO, Dhaka	30 November, 2022
Mr. Abu Yousuf	National Operations Manager, Better Work Programme	ILO, Dhaka	30 November, 2022
Mr. Saidul Islam	Senior Programme Officer Lab/Admin cluster	ILO, Dhaka	21 November, 2022
Mr. Syed Saad Hussain Gilani	Chief Technical Advisor, EIS Project	ILO, Dhaka	6 November, 2022
Ms. Noushin Shah	National Programme Coordinator, EIS Project	ILO, Dhaka	6 November, 2022

Annexe-5: List of participants in the validation meeting

Name	Designation	Org.
Mr. Md. Humayun Kabir	Joint Secretary (IO)	MoLE
Dr. Mollah Jalal Uddin	Director of General (DG),	Central Fund
Mr. Farooq Ahmed	Secretary General & CEO	BEF
Mr. Muhammad Habibur Rahman	Acting Labour Adviser (Senior Legal Officer)	BEF
Mr. Rafiqul Islam	Additional Secretary (Labour)	BGMEA
Ms. Farzana Sharmin	Joint Secretary (Compliance)	BKMEA
Mr. Razequzzaman Ratan	Member	NCCWE
Mr. Rashadul Alam Raju	Secretary-General	IBC
Ms. China Rahman	Vice Chairman	WRC
Ms. Tanjila Akter	Stakeholder Engagement and Public Affairs Specialist	H&M
Mr. Prodip Gabriel	Sustainability Project Leader	H&M
Dr. Silvia Popp	Programme Manager	GIZ
Ms. Jennifer Gorter	Representative from Economic Affairs Section	NL Embassy
Dr. Anne Marie La Rosa	Senior Legal, Policy and Labour Rights Specialist	ILO, Geneva
Mr. André Picard	Head of the Actuarial Services Unit, Social Protection Dept.	ILO, Geneva
Mr. Tuomo Poutiainen	Country Director	ILO, Dhaka
Mr. A.K.M Masum Ul Alam	Programme Officer, Lab/Admin cluster	ILO, Dhaka
Mr. Saidul Islam	Senior Programme Officer Lab/Admin cluster	ILO, Dhaka
Mr. Syed Saad Hussain Gilani	Chief Technical Advisor, EIS Project	ILO, Dhaka
Ms. Noushin Shah	National Programme Coordinator, EIS Project	ILO, Dhaka
Ms. Mosrat Jahan	M&E Officer, EIS Project	ILO, Dhaka
Ms. Farjana Reza	National Programme Officer, SP Team	ILO, Dhaka
Mr. Arafat Hossain Khan	Barrister-at-Law, Advocate ((Evaluator)	Bangladesh Supreme Court

Annexe-6: Lessons Learned and Emerging Good Practices

6.1   Lessons Learned

Implementation of a Pilot of an Employment Injury Scheme (EIS) in Bangladesh

ILO DC Symbol: BGD/20/01/NLD
Name of Evaluator: Arafat Hosen Khan
Date: 14.01.2023

Lesson Learned Elements	Context and implementing environment
Brief Description of Lessons Learned (link to project goal or specific deliverable, background, purpose, etc.)	**Continuous efforts by ILO and GIZ on EIS issues able to bring consensus on the EIS Pilot.** The project placed a strong emphasis on developing the stakeholders' in-depth understanding of the EIS, including its advantages, significance, and the recommended design based on their suggestions. Following the successful conclusion of the Pilot period, when the fund to pay top-up benefits in accordance with ILO C-121 to the workers suffering from work-related injuries and death comes from international brands, the idea that the employers eventually have to take the financial responsibilities was shared.
Context and any related preconditions	The project provided adequate time for the constituents to review the draft "framework" document and in the first meeting of Technical Working Group (TWG) (dated 21 October 2021), constituents by themselves identified date (2-4 December 2021) for the workshop. This eventually helped them to come to a consensus on EIS core elements.
Target Users/beneficiaries	Workers and Employees
Challenges/ Negative Lessons	The COVID-19 pandemic was the main challenge as everything at that time was a standstill.
Success/Positive Issues	Formation of the committee and nominations from the national constituents were positive indications that the constituents are looking forward to the implementation of the Pilot of an EIS.

Implementation of a Pilot of an Employment Injury Scheme (EIS) in Bangladesh

ILO DC Symbol: BGD/20/01/NLD

Name of Evaluator: Arafat Hosen Khan

Date: 14.01.2023

Lesson Learned Elements	Context and implementing environment
Brief Description of Lessons Learned (link to project goal or specific deliverable, background, purpose, etc.)	**In assistance from ILO-HQ experts and donor, ILO has worked with GIZ- SOSi and Surokkha project, providing complimentary support in implementing the EIS Pilot.** In order to avoid any overlap in activities, the project maintained regular coordination with the stakeholders and GIZ. The MoLE established the Technical Working Committee and Technical Working Group to Pilot an EIS as a result of regular coordination and consultation. Positive signs included the committee's establishment, ToR finalization of the committee, and nominations from national constituencies. As a result, the project was created to guarantee an increased understanding of the subject among the stakeholders, the capacity building of the host agency for the implementation of the Pilot, and the gradual support of a policy framework for a sustainable EIS in the nation.
Context and any related preconditions	The project was designed in consultation with the constituents, ILO-HQ experts and donor, SOSi and Surokkha project of GIZ- who are providing complimentary support in implementing EIS Pilot.
Target Users/beneficiaries	MoLE
Challenges/ Negative Lessons	NA
Success/Positive Issues	Alternative methods and constant effort of ILO and GIZ helped take the project forward, making it a successful Pilot.

Template 4.1: Lessons Learned

Implementation of a Pilot of an Employment Injury Scheme (EIS) in Bangladesh
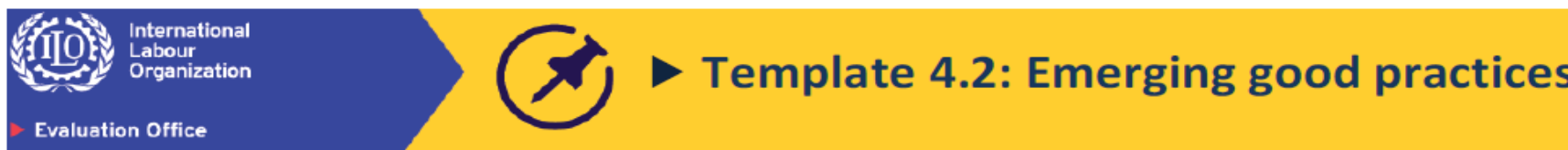
ILO DC Symbol: BGD/20/01/NLD

Name of Evaluator: Arafat Hosen Khan

Date: 14.01.2023

Lesson Learned Elements	Context and implementing environment
Brief Description of Lessons Learned (link to project goal or specific deliverable, background, purpose, etc.)	**The initiative benefited from close cooperation with the Trade for Decent Work project within the ILO as well as the GIZ SOSi and Surokkha project outside the ILO.** The project profited from strong collaboration with the GIZ SOSi and Surokkha project outside the ILO as well as the Trade for Decent Work project within the ILO. The workshop on the EIS framework agreement that the MoLE held was jointly funded by Trade for Decent Work and the GIZ project, which reflected a common goal of the EU and GIZ.
Context and any related preconditions	The initiative direction was given by CO-Dhaka management, in particular the Country Director, to ensure a successful implementation. ILO HQ-GEIP Specialist has been continuously advising on technical and policy concerns and responding to constituents' questions by giving explanation from a technical perspective.
Target Users/beneficiaries	Employers
Challenges/ Negative Lessons	Too early to comment based on the Pilot intervention.
Success/Positive Issues	Too early to comment based on the Pilot intervention.

6.2   Good Practices

Implementation of a Pilot of an Employment Injury Scheme (EIS) in Bangladesh

ILO DC Symbol: BGD/20/01/NLD

Name of Evaluator: Arafat Hosen Khan

Date: 14.01.2023

Good Practice Elements	Collaborative Implementation Arrangement
Brief Summary of Good Practice (link to project goal or specific deliverable, background, purpose, etc.)	**The joint initiative of ILO and GIZ with the national and social partners on the same agenda of EIS establishment.** ILO-EIS project has been working with GIZ- SOSi and Surokkha project who are providing complimentary support in implementing the EIS Pilot. To avoid any overlap in activities, a joint work plan has been developed mentioning individual responsibilities and areas of work. Both are maintaining communication with brands to ensure funds, supporting the EIS Pilot. The MoLE organized a workshop in December 2021 on the EIS framework agreement where ILO and GIZ jointly funded the workshop. For Operationalizing EIS Pilot, a process mapping study of the Central Fund has been conducted by GIZ to understand its current work process and institutional situation. ILO provided the technical input in the development of the ToR of the study. Based on the findings, they consulted with the national social partners with a few suggestions to make the process smooth. Currently, ILO is working on the development of MIS, EIS website, communication campaign, and Standard Operating Procedures (SOPs) for different functions of EIS-Pilot in collaboration with GIZ. This collaborative approach with a shared objective has managed to attract the attention of the relevant stakeholders.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Sometimes the joint initiative is delayed due to the comparatively lengthy administrative process of ILO, especially in approval process. However, GIZ and

	ILO usually take the initiative with keeping in mind the administrative process and timing.
Establish a clear cause-effect relationship	A collaborative approach can play a role in speeding up the process of resolving disagreements, problems and lead to a smarter, more sustainable decision-making process.
Indicate measurable impact and targeted beneficiaries	The targeted beneficiaries are the implementing agencies who are working with the constituents to introduce an EIS in Bangladesh. However, other projects and agencies can also be the users, benefiting from such a collaborative approach toward a national-level intervention.
Potential for replication and by whom	Other projects and agencies can replicate this practice to get the constituents onboard for national-level intervention.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes, or ILO's Strategic Programme Framework	Not relevant
Other documents or relevant comment	Not relevant

► Template 4.2: Emerging good practices

Implementation of a Pilot of an Employment Injury Scheme (EIS) in Bangladesh

ILO DC Symbol: BGD/20/01/NLD

Name of Evaluator: Arafat Hosen Khan

Date: 14.01.2023

Good Practice Elements	Advocacy and Communication with the Tripartite Stakeholders
Brief Summary of Good Practice (link to project goal or specific deliverable, background, purpose, etc.)	**Strengthening the understanding of EIS issues among the core constituents has benefited them to realize its necessity and importance.** The ILO emphasized in the initial period building in-depth understating of EIS Pilot among the key policymakers and the tripartite constituents. That's why ILO undertook several bilateral consultations with Government, Employers, and Workers organizations along with relevant development partners. The project supported the Ministry of Labour and Employment (MOLE) to establish a Tripartite Technical Committee and Technical Working Group to provide operational support to EIS Pilot. Based on a series of consultations, EIS Framework has been developed and endorsed by a tripartite agreement. The project organized detailed workshops with Employers (BEF, BGMEA, and BKMEA), Central Fund, and Workers (NCCWE and IBC) separately on EIS basic concept, EIS calculation process, expected roles of CF, and areas for capacity building. EIS was presented by ILO in several forums such as in events organized by BLAST, BBDN, MCCI, and other networks. On 15 March 2022, a roundtable has been organized in the "Prothom Alo" newspaper followed by an Op-Ed, where EIS was represented. These initiatives helped the stakeholders to have a common understanding of EIS, thus realizing the importance of such schemes in the country.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	COVID-19 interrupted ILO's regular flow of coordination among the key constituents. But ILO maintained virtual coordination to keep them informed of the most recent developments and planned the next course of action in accordance with their ideas.

Establish a clear cause-effect relationship	As this good practice contributes to developing the understanding of the social contributory scheme and its importance, eventually relevant stakeholders buy into the EIS concept thus making them positive towards introducing such a Pilot scheme.
Indicate measurable impact and targeted beneficiaries	The targeted beneficiaries are the tripartite constituents who are involved in the process of establishing an EIS Pilot in Bangladesh.
Potential for replication and by whom	Other countries and other projects by ILO where there are multiple stakeholders
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes, or ILO's Strategic Programme Framework	This good practice contributes to achieve the project objective which is linked with the ILO's DWCP and P&B Outcomes.
Other documents or relevant comment	Not relevant

Template 4.2: Emerging good practices

Implementation of a Pilot of an Employment Injury Scheme (EIS) in Bangladesh

ILO DC Symbol: BGD/20/01/NLD
Name of Evaluator: Arafat Hosen Khan
Date: 14.01.2023

Good Practice Elements	Advocacy and Communication with Tripartite Constituents
Brief Summary of Good Practice (link to project goal or specific deliverable, background, purpose, etc.)	**Regular tripartite consultation helped to make the intervention more transparent and acceptable to all relevant stakeholders.** The project, in collaboration with GIZ, provides comprehensive support to the MoLE in taking the EIS intervention forward. The ILO supported MoLE (in collaboration with GIZ) in organizing a residential workshop in December 2021 to discuss the EIS Framework. It was shared with the employers that they have to take financial responsibility collectively upon the successful completion of the Pilot. In the workshop, the tripartite constituents have made a consensus on the core elements of the EIS Pilot. The framework for implementing the EIS Pilot has been endorsed by MoLE in March 2022, with the presence of social partners. Considering the tripartite suggestion during the workshop, Bangladesh Labour Rule 2015 has been amended in September 2022. The formation of the Technical Working Group has been done in consultation with the constituents as well.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Most of the time it is tough to come to a common conclusion with three different organizational bodies which was possible during this project.
Establish a clear cause-effect relationship	This good practice contributes to making the EIS intervention more transparent and acceptable to all relevant stakeholders. So, all relevant stakeholders will be positive toward supporting such a Pilot scheme.

Indicate measurable impact and targeted beneficiaries	The targeted beneficiaries are the tripartite constituents who are involved in the process of establishing an EIS Pilot in Bangladesh.
Potential for replication and by whom	Other countries and other projects by ILO where there are multiple stakeholders
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes, or ILO's Strategic Programme Framework	This good practice contributes to achieve the project objective which is linked with the ILO's DWCP and P&B Outcomes.
Other documents or relevant comment	Not relevant