

**Evaluation Report**

**‘Socio-Economic Reintegration of Migrant Workers in  
Bangladesh’**

Project implemented by BRAC

Report Submitted to:



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## List of Acronyms

ASA	Association for Social Advancement
BCSM	Bangladesh Civil Society for Migration
BGS	Bangladesh German Sampritee
BMET	Bureau of Manpower, Employment and Training
BNSK	Bangladesh Nari Sramik Kendra
CAFOD	Catholic Agency for Overseas Development
CBA	Cost Benefit Analysis
CBOs	Community Based organizations
CEA	Cost Effectiveness Analysis
CGCM	Civil society for Global Commitment on Migration
COVID-19,	Coronavirus disease 2019
CREA	Community-health Rehabilitation Education and Awareness
CSOs	Civil Society Organizations
CY	Courtyard
DEMOS	District Employment and Manpower Offices
DPs	Development Partners
DRSC	District Reintegration Service Center
EU	European Union
FGDs	Focus Group Discussions
FOs	Field Organizers
GCM	Global Compact on Migration
GDP	Gross Domestic Product
GFEMS	Global Fund to End Modern Slavery
GoB	Government of Bangladesh
HO	Head Office
ICRMW	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
IDIs	In-depth Interviews
ILO	International Labour Organization
IOM	International Organization for Migration
IPC	Interpersonal Communication
IPT	Interactive Popular Theatre
KIIs	Key Informant Interviews
KM	Knowledge Management
LFA	Logical Framework Approach
M&E	Monitoring and Evaluation
MFP	Microfinance Programme
MIS	Management Information System
MoEWOE	Ministry of Expatriates' Welfare and Overseas Employment
MOU	Memorandum of Understanding
MSEP	Migration Support Enterprise Project
NAMR,B	National Alliance for Migrants' Rights, Bangladesh

NGOs	Non-Government Organizations
NPU	Nasirullah Psychotherapy Unit, Dhaka University
OKUP	Ovibashi Karmi Unnayan Program
PASILC	Psychological Assessment and Service for Improving Life Competencies
PKB	Probashi Kallayn Bank
PRDS	Participatory Rural Development Society
RPL	Recognition of Prior Learning
SDC	Swiss Agency for Development and Cooperation
SDP	Skills Development Programme
SME	Small and Medium scale Enterprises
Tele-counselling	Counselling over the phone
TMSS	Thengamara Mohila Sabuj Sangha
ToC	Theory of Change
TTCs	Technical Training Centers

## 1) Executive Summary

Reintegration support for the returnee migrants of Bangladesh is relatively a new intervention in the country. About four to five years ago, social and economic support was provided neither by the NGOs, nor by the Government of Bangladesh. Nowadays, both GoB and NGOs are in the process of exploring reintegration support system for the returnee migrants, and NGOs are one-step ahead in this relation. One such project as a part of reintegration efforts titled 'Socio-Economic Reintegration of Migrant Workers in Bangladesh' has been executed by BRAC, in partnership with the Embassy of Switzerland in Bangladesh, Swiss Agency for Development and Cooperation (SDC) and Royal Danish Embassy. Started in 2018, this project, concluded its first phase in December 2020. The project is significant for having alignment with national and international priorities for the returnee migrants and member of migrants' family.

The evaluation of this project took place in March-April 2021 after SDC commissioned out DEVCOM to conduct it. The evaluation methodology includes document-reviews, consultation through FGDs, KIIs, IDIs, Case Study documentation, meetings and project site visits with the project staff, key stakeholders at National, District, as well as with project's direct and indirect beneficiaries. A team, comprising of three members led the process of data collection, analysis and reporting. The process started with briefing meetings with SDC, Royal Danish Embassy and later on with the BRAC team. The evaluation also faced some limitations of which unavailability of a baseline and inadequate monitoring data were the challenging ones. In fact, the project collected monitoring data almost at the end of the period, due to that reason project implementers were not provided timely direction based on the monitoring findings. Furthermore, monitoring data and report were unorganized and not available in one place. The team made a plan accordingly to mitigate the limitations through the consultation process, document-screening and tracking the MIS (Management Information System) at all layers of the project.

The project has been planned based on the specific components of social and economic reintegration, including focus on psychosocial support. The project was designed to create impact in the lives of returnee migrants and members of their families with the ultimate objective of wellbeing improvement. Further emphasis was created on returnee women as they are more vulnerable at the countries of destination and upon returning at their own communities and on interventions at the grassroots level including few direct and referral service provisions at the District and National level. BRAC, besides their own interventions, also engaged 10 local NGOs to provide similar interventions. The project's advocacy efforts were planned to take place both at local and national level. However, the efforts were not effective enough, as few consultations and workshops were held only at the national and local level generated insignificant outcome which was insufficient to make changes at the policy level.

The project originated moderate positive impact in the community level. Some of the components of the project worked well, especially awareness raising activities related to social reintegration. However, there were some areas where the project needed further development, such as - more focus on reintegration related message development. The selected tools and methods for social reintegration were rightly selected, but in some steps, processes were interrupted. One of the key reasons for such interruption was that the reintegration interventions were relatively new and the project staff needs to learn more on reintegration to ensure quality delivery. The learning might include thematic issues related to reintegration, case-by-case management process, and the overall project cycle management process at

the central, district and grassroots levels. Nevertheless, the project might have had a stronger focus on the quantity, while several backlogs due to administrative barriers (such as: clearance from NGO Affairs Bureau) and COVID-19 pandemic impeded progress as well. Despite these backlogs, the project identified some innovative ways of mass-communication intervention to minimize the adverse effect, which is appreciated. The project may learn from these challenges and that may help in future intervention.

Although the social reintegration component of the project worked well, one of the key issues was that the project had focus on both pre-decision and reintegration. Therefore, in-terms of pre-decision awareness, the project had good achievement, but for social reintegration of the migrants, project needed to revise its plan. Similarly, counselling was one of the major components and the project had a good collaboration with Prottasha project (A project funded and supported by European Union and International Organization for Migration- IOM) in this regard. During the pandemic, the project also identified innovative ways of 'tele-counselling', which was a successful initiative.

Economic reintegration component of the project was mostly focused on direct skill development through training and referral, facilitation for enterprise development, linkages for job placement, financing through in-kind support, referral for loans and emergency support. Among these interventions, skill development and in-kind grant support worked well and revealed some areas of improvement. The improvements can be ensured through a needs assessment process, where the project has the scope to design more effective need-based trainings. Proper selection of training participants and recipients of in-kind support was another important area, where the project could not provide adequate focus. Nevertheless, economic reintegration support including skills development could be further improved with appropriate guidance to the field offices through intensive monitoring, which was absent during the implementation process. Periodic monitoring through data collection was not in place during the implementation process, as a result of which the implementer and staff were not aware about the result of their efforts. The project needs to revise its plan and strategy in-terms of job placement. Effective reintegration support requires case management approach which was initiated through the 'profiling of returnee migrants', but was not properly used to determine the needs of the returnee migrants and hence there was a gap of timely response from the project. Additionally, there were gaps in regards to 'effective and timely follow-up' with the returnee migrants, who were provided support from the project.

The project initiated some effective dialogue processes through workshop and seminars, however, without having an advocacy plan the efforts were sometimes sporadic, local level networking was not very satisfactorily carried out and the policy change efforts needed further improvement.

The project may revisit the project design. For designing an effective project, grassroots to upper level consultation and needs assessment process should be carried out by the team. Although the project has created a good hub of knowledgeable staff on reintegration and safe migration, further capacity development is essential for all staff-level on project cycle management that includes- M&E (Monitoring and Evaluation), MIS (Management Information System), KM (Knowledge Management), documentation and supportive supervision, which need to be ensured by BRAC management.

The project needs to have strong M&E framework and plan, and need to make sure that periodical data is timely and properly collected, analyzed; and based on this the KM system is introduced. There should be provision for baseline and end-line survey for the project that can provide direction for effective M&E system. The project also needs to enhance advocacy efforts with issue-focused advocacy plan. Project also needs to improve networking and functional partnership with the CSOs and NGOs to ensure that

reintegration of returnee migrants gets adequate attention of policy makers at all levels. These could be initiated by the project management.

## 2) Introduction and Background

Bangladesh is one of the major labour sending countries in the world. Each year on an average, half a million workers migrate from Bangladesh and most of them are short-term migrant workers. The migration sector in Bangladesh has become increasingly important for both the functioning of the local economies as well as boosting of the overall national economy. Remittances from migrant laborers account for 5-6% of the overall GDP and the remittances boost consumption and drive rural markets as workers send their money back to their families.<sup>1</sup> Like other countries, Bangladeshi short-term labour migrants also return to their home country on a regular basis. This return is normal after accomplishment of their contract, but there are also many unexpected reasons of the migrants' return. Many of them return due to harassment and abuse by their employers, including women. A recent survey<sup>2</sup> found that 1 in 5 migrant households in Bangladesh had at least one returnee migrant in 2018. According to a study conducted by IOM on returnee migrants in 12 districts in Bangladesh, approximately 70 per cent of surveyed migrants who returned from abroad between February and June 2020, were unemployed.<sup>3</sup> Returnee migrants, who returned both in a normal and from an unpredicted situation, have needed support for reintegration which primarily includes social, economic and psychosocial support.

Reintegration of returnee migrants is a relatively new concept in the development sector. According to various international instruments for the migrants such as ICRMW and GCM, migrants hold the right to reintegrate into the society and the Government of the host country should play the key role in providing support to the returnee migrants. The Expatriate Welfare and Overseas Employment Policy 2016 and the Action Plan for the implementation of Expatriates' Overseas Employment Policy 2016 on it also provides direction for the reintegration of the returnee migrant workers. In recent time, the Government of Bangladesh (GoB) has also developed a Strategic Road Map for the reintegration of the returnee migrants, which is yet to be implemented. However, in reality there are less initiatives from the GoB's end to provide reintegration support to the returnee migrant workers.

In Bangladesh, NGOs are also working for safe, orderly and regular migration. In the recent year, a few NGOs also started implementing interventions to support the returnee men and women migrants for their reintegration with the support of some donor agencies. BRAC is one of the NGOs, to work on reintegration of returnee migrant workers. The project "Socio-economic Reintegration of Migrant Workers in Bangladesh" is being carried out by BRAC, in partnership with the Embassy of Switzerland in Bangladesh, Swiss Agency for Development and Cooperation (SDC) and Royal Danish Embassy. In 2018, the Royal Danish Embassy provided funding support to BRAC, and SDC started supporting the project from 2019 – 2020.

This evaluation is conducted by Center for Development Communications DEVCOM. The assignment was commissioned by the Embassy of Switzerland in Bangladesh, Swiss Agency for Development and Cooperation (SDC). The final evaluation assessed the overall achievement, impact and outcomes of the project. The evaluation was conducted on March, 2021 and this report will be finalized with the support from BRAC and donor agencies.

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<sup>1</sup> [https://www.theglobaleconomy.com/Bangladesh/remittances\\_percent\\_GDP/](https://www.theglobaleconomy.com/Bangladesh/remittances_percent_GDP/)

<sup>2</sup> Impact of Migration on Growth, Poverty and Gender, Refugee and Migratory Movements Research Unit (2018), a study financed by SDC.

<sup>3</sup> <https://bangladesh.iom.int/news/iom-reports-70-cent-returning-migrants-bangladesh-struggle-find-employment>



### 3) Overview of the Project

#### a. Project Context:

Returnee migrants are vulnerable, both socially and economically. Back in Bangladesh, migrants are able to earn only 34% of their previous income, even if they are fit for work. Returnee migrants do not have sufficient information on how to productively use remittances, obtain loans or license for businesses. It is often seen that the families and migrants use a significant part<sup>4</sup> of savings for better food and consumer products (like television), among others. Moreover, migrant workers also return with health-related problems, which hinders their work potential. Upon return, the migrants are not known to the locally elected representatives or to the administration of the local government and thus not able to get services that they would have otherwise received. Women migrant workers face specific challenges upon return to Bangladesh, with stigma being an important one: Families and communities assume that the woman has been sexually exploited, even if she had a positive migration experience. Second, in the recent past, there have been reports of sexual exploitation. Women migrants usually choose to migrate out of economic or social distress. After arriving at the destination they are exploited and get traumatized further. Upon return, they are vilified, excluded from their families and communities and thus are not able to lead a life of dignity.<sup>5</sup>

#### b. Expected Impact and Outcomes of the Project:

The expected impact of the project is- Men and women returnee migrants and/or their families will improve their well-being after reintegration in Bangladesh. The project has been designed based on the following expected outcomes<sup>6</sup>:

- Outcome-1: Men and women returnee migrants will be reintegrated economically and/or socially in their communities.
- Outcome-2: The government will be cognizant of a policy, act and rules for the welfare of returnee migrants
- Outcome-3: Returnee migrants and their families will be able to use remittances for productive investment and for prevention of shocks.

#### c. Overview of the outputs and activities:

Output 1.1: Community members are sensitized about irregular migration and support to socio-economic reintegration of returnees.

Major Activities: Conduct Interactive Popular Theatre (IPT), Conduct community meeting with migrants' family members for social reintegration, Information dissemination through Miking, Volunteer Campaign, Conduct Courtyard meeting, Organize School/College campaign.

Output 1.2: Men and women returnee migrants are trained.

Major Activities: Skill Development for Wage Based Economic Reintegration, Skill Development for Enterprise Based Economic Reintegration, Provide in-Kind Support to the Most Vulnerable Returnees,

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<sup>4</sup> Refugee and Migratory Movements Research Unit (RMMRU), 2018

<sup>5</sup> Terms of Reference (ToR) for Final Evaluation of Socio-economic Reintegration of Migrant Workers in Bangladesh

<sup>6</sup> Project Proposal of BRAC: Socio-economic Reintegration of Migrant Workers in Bangladesh

Returnee Profiling, Advocacy and Capacity Building of GoB, Private and Civil Society Service Providers, Initiate MOU with large scale projects for returnee job placement, ensure linkages for RPL, Support Migrants for SME Project Profile Writing, Training on Basic Entrepreneurship, Product and Service Development, Marketing and Sales Management, Financial Management, Technical Skills Training for Trade Based Enterprise Development and Job Placement.

Output-1.3: Returnee women migrants receive counselling for reintegration.

Major Activities: On-Arrival Emergency Support at the Dhaka International Airport to Vulnerable Returnees, Counselling near Airport Information Center, MOU Signing for Long Term Referral Psycho-Social Counselling, Referral for Women Returnee Psycho-Social Counselling.

Output 2.1: Civil Society Organizations (CSOs) advocate to the Government for the welfare of returnee migrants.

Major Activities: Consultation on Returnee Needs Assessment with Returnee migrants, their Families, Consultations with CSOs on Comprehensive Returnee Reintegration Support, Workshop with Govt. Duty Bearers on Service Facilitation for Returnee Reintegration, Workshop With Media Professionals on Returnee Reintegration Reporting, Case Study Research Training, Case Study Development, Review and Recommend on the Returnee Reintegration Policy Draft Development and Sharing.

Output 3.1: Returnees Migrants and/or their Families Receive Financial Literacy Training.

Major Activities: Innovate/Revise Financial Literacy Curriculum for External Shock Prevention Mechanism, Conduct Financial literacy training for Returnees and/or family members, Training on Remittance Utilization for Family Members.

#### **d. Geographical Coverage description:**

The project was implemented at 30 Upazilas under the Districts of: Cumilla, Noakhali, Narshindi, Munshiganj, Tangail and Shariatpur.

#### **e. Target Population Description:**

Women and Men returnee migrant workers and members of their families are the primary target population of the project. The secondary target includes stakeholders at Upazila, District and National level from Government, Private and NGO/ CSO sectors.

## **4) Evaluation Methodology**

### **a. Objectives of the Evaluation:**

Following were the objectives of the final evaluation:

- Assess the effectiveness of the project, in the context of reintegration of migrant workers in Bangladesh, against the targets specified in the project documents with both Switzerland and Denmark.
- Assess how the project is relevant to the national, Swiss and international priorities. Also to identify how it may be aligned with future plans and visions.

## **b. Evaluation Methodology/Process:**

The evaluation process started with a briefing with SDC followed by another meeting with the Royal Danish Embassy. During the evaluation process, representatives from SDC and Royal Danish Embassy discussed about the project design, their expectation from the evaluation and also provided suggestions about the evaluation methodology. Before the briefing, an inception report was submitted to SDC and it was finalized after the meeting.

The evaluation team reviewed the documents provided by SDC, Royal Danish Embassy, BRAC and a few from one field office. The document review was a continuous process throughout the evaluation period. Beside these, the team also reviewed the national and global document to understand the relevance of the project.

Consultations were held at national and field level with BRAC and external stakeholders. During the consultation meeting at BRAC Head Office, project team members and other migration program members, who were engaged with the project, participated. A 5-day field visit was planned in Cumilla and Noakhali. The team visited Cumilla and consulted with the team of Noakhali and other stakeholders. During the field visit, field staff participated in the consultation. The evaluation team also reviewed the DRSC (District Reintegration Service Center) documents, which were available during the field visit.

FGDs and KIIs were conducted with the beneficiaries and stakeholders at the field level and national level as per plan. Case studies were also collected through a random sampling basis from a beneficiary list (of 196 project participants who received economic reintegration support from BRAC). A matrix in the next section will provide overviews about the sample size of the evaluation process.

Findings from consultations, FGDs, KIIs, In-depth Interviews, Case studies were transcribed, analyzed by the evaluation team. Documents were considered as a key information source. Based on the analysis, this draft report has been prepared and submitted for feedback from the implementing agency and donor agencies.

## **c. Sampling Description:**

Following matrix shows the sampling description that was done by the evaluation team.

<b>4 FGDs (No. of participants)</b>			<b>KIIs</b>				<b>Case Studies</b>
Returnee Men	Returnee Women	MW Family Members	National Level Stakeholder	District/ Upazila level Stakeholder and Beneficiaries	BRAC Staff (HO)	BRAC Staff (FO)	From 6 Districts
6	16	7	2	13	4	4	25

All case studies were collected over the phone and all FGDs and most of the KIIs were collected in person meeting.

## **d. Ethical Consideration:**

The evaluation team maintained all ethical issues during the data collection process. During the FGDs and KIIs, consent was taken from the respondents for recording before the meeting and the purposes of the

evaluation were explained. Participants were ensured about confidentiality mentioning that all reports will be kept safe and their names, anonymous. It was also mentioned to them that, if they do not feel comfortable to discuss on any issue, they can withdraw themselves from the discussion at any time. Considering the pandemic situation, necessary safety materials were provided to the respondents during the meetings.

#### **e. Evaluation Team:**

DEVCOM formed a 3-member evaluation team. As a lead consultant, the Managing Director of DEVCOM conducted the evaluation, participated in the consultation, facilitation of FGDs and KIIs including document review. One Program Officer and one Research Officer from DEVCOM assisted the lead consultation in the data collection, transcription and analysis process. The evaluation report was mainly prepared by the lead consultant with the assistance from the associates.

#### **f. Field Visit Description:**

A five-day field visit was made by the evaluation team. All 3 members participated in the field visit. Field visit was made in Cumilla and Noakhali district was made through a virtual process (due to political unrest and managing the timeline, Noakhali visit was not made face to face). The field visit was held from March 14 to March 18, 2021.

#### **g. Limitation of the Evaluation and Mitigation Measures:**

With some limitations, the evaluation was conducted successfully. Firstly, the project did not conduct any baseline survey, as a result of which it was difficult to understand the baseline status of various indicators. Secondly, the project had no adequate monitoring data available (project conducted 4 monitoring surveys by the end of the project period on October-November 2020 which were focused on few indicators only). They had a monitoring framework but data was not collected on a regular basis. Therefore, the evaluation team had to depend on MIS data and the statement from the project personnel. While reviewing the documents of the project, it was also difficult to capture findings as the project's documents were not strongly evident with adequate information linking with the project's MIS.

The team took some mitigation measures and conducted the evaluation accordingly. The team explored to capture learning and findings from the beneficiary level through recall method and the same techniques were used with the KII respondents. Additionally, the evaluation team reviewed a lot of documents of the project, and validated the findings with the project staff. Thus, the consultation process at all levels, such as- field level, district level, and national level required information for analysis.

## 5) Relevance of the Project: National and Global document review

### International priorities: Sustainable Development Goals and Colombo Process:

SDG emphasizes safe, orderly, regular and responsible migration involving full respect for human rights and the humane treatment of migrants regardless of migration status as well. SDG also underlines the right of migrants to return to their country of origin and their returning should be duly received by their States.<sup>7</sup> For the fulfillment of SDG goal 1 and 10, Bangladesh has approved “Expatriates’ Welfare and Overseas Employment Policy 2016” with a view to ensuring and encouraging safe migration and protection of migrants and their families including women.<sup>8</sup> The government policies aim to encourage human resource development for ensuring smooth migration and welfare services for migrant workers including reintegration services.**Error! Bookmark not defined.** For the fulfillment of SDG goals 1 and 5, Bangladesh has adopted several legal and policy actions to advocate for the rights of women including Overseas Employment and Migration Act 2013.**Error! Bookmark not defined.**

SDG emphasizes on inclusive and equitable quality education for all levels - early childhood, primary, secondary, tertiary, technical and vocational training for all people including migrants. Therefore, awareness related to skill building needs to be strengthened in grassroots as it will help them with employment at home country as well. Sustainable Development Goals are broad and interdependent, which are later made actionable. Though there is no provision for reintegration for migrant workers, the existing goals and actions complement the services for returnee migrant workers with their rights, where Bangladesh is making progress gradually.**Error! Bookmark not defined.**

According to the “Labour migration from Colombo Process countries Good practices, challenges and ways forward”, the CP member countries focus on how to maximize the benefits of remittances while migrants are still abroad, and how to successfully reintegrate migrants once they return home. Other CP members’ good practices on reintegration might come in handy for Bangladesh as well including

- Indian and Pakistani returnees benefit from preferential access to many services for start-up investment in the countries focused areas for investment.
- In India, local governments have introduced schemes such as loan packages to help returning migrants from Gulf countries who lost their jobs start small businesses.
- In Nepal, UN Women and 2 NGOs partnered to provide entrepreneurship training specially for female returnees, which benefitted majority of the women in starting their own business in areas such as painting, artisanal handicrafts, animal husbandry, retail and hotel services.
- In Vietnam, a private sector effort by a recruiting agency helps migrants find their jobs upon return. Moreover, it is also committed to provide migrants with job opportunities tailored to the skills they acquired abroad.

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<sup>7</sup> Transforming our world: the 2030 Agenda for Sustainable Development

<sup>8</sup> Sustainable Development Goals: Bangladesh Progress Report 2020, General Economics Division (GED) (Making Growth Work for the Poor), Bangladesh Planning Commission, Ministry of Planning, Government of the People’s Republic of Bangladesh

- In Indonesia, a trade union for and by former and active migrant workers advocate for protecting migrants' rights and other issues at national and local levels to link migrants' group to private sectors such as microfinance institutions.

There are some challenges in the process of reintegration despite such efforts including governments face challenges in recognizing the skills that returnees bring with them and in effect finds difficulty in enhancing placement services for them. Lack of access to support services (legal and health) can negatively affect the reintegration process as social reintegration services (e.g. psychosocial support) are limited in origin country. Last, but not the least, the social, economic and political conditions at home countries are major obstacles to any reintegration initiative.<sup>9</sup>

### **Swiss priorities: Swiss Cooperation Strategy for Bangladesh 2018 – 21 and Switzerland's International Cooperation Strategy, 2021-24**

According to Swiss Cooperation Strategy for Bangladesh (2018-2021), the majority of migrant workers return to Bangladesh at a relatively young age (under 35) and their reintegration into the domestic society and economy can be difficult. Though labour migration has the potential to positively contribute to the country's sustainable development in spite of all the risks, if the required framework conditions are available. "Switzerland's engagement for sustainable development in Bangladesh is aligned with the strategic objectives of the Swiss Federal Dispatch to Parliament 2017-2020 and focuses on the priority themes defined in the dispatch: (i) governance, (ii) employment and economic development and (iii) migration, in particular labour migration as an important part of and factor for sustainable development."

SDC implements its programme in Bangladesh in the three domains of demographic governance, income and economic development and safer migration. To achieve different outcomes, SDC planned to contribute to safer labour migration by supporting the establishment of a legal framework that respects the rights of migrants and of institutional framework that supports migrants prior to departure, during migration and upon return. Another output supports remittances and investments of returnee migrants and their families by improving their capacities to prevent and adapt to any kind of shocks and disasters.

Switzerland's International Cooperation Strategy, 2021-2024 defines four thematic priorities: a) creating decent local jobs, b) mitigating and adapting to climate change, c) reducing the causes of forced displacement and irregular migration, and d) promoting the rule of law and good governance. Switzerland's international cooperation strategy on migration aims to reduce forced displacement and irregular migration and to improve the protection of migrants and refugees. In order to do so, Federal Council of Switzerland wants to strengthen strategic link between international cooperation and migration policy. In the medium term, it aims to improve prospects for people locally, providing alternatives to irregular migration and delivering optimal solutions for integrating migrants and forcibly displaced persons in developing countries. In the long term, international cooperation addresses the root causes of irregular migration, including poverty, lack of access to basic services, armed conflict, poor governance, environmental destruction and the impacts of climate change. Switzerland's International Cooperation Strategy has no direct emphasis on reintegration of returnee migrant workers, but has plans for reducing the causes of irregular migration.<sup>10</sup>

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<sup>9</sup> Labour migration from Colombo Process countries Good practices, challenges and ways forward (IOM)

<sup>10</sup> Switzerland's International Cooperation Strategy, 2021-24

## National priorities of Bangladesh: Perspective Plan 2021, 7th 5-Year Plan (2016-2020), Perspective Plan 2041, 8th 5-Year Plan (2020-2024)

Perspective Plan 2021 was a 10-year plan, intended to set a perspective for the short-term, 6<sup>th</sup> and 7<sup>th</sup> Five-Year Plans.<sup>11</sup> According to the 7<sup>th</sup> Five-Year Plan and Perspective Plan, migration was an integral component of the development process in contemporary Bangladesh. In line with the strategies or plans undertaken by the government for the integration, some of the areas are - market driven skill development programmes (which were supposed to be pursued by MoEWOE for the potential migrants) and a PKB-initiated 'rehabilitation loan' for destitute, marooned and returnee survivors' migrants. Use of remittance into productive investment was also highlighted by these documents, for which migrants and their family members can be provided with more targeted financial training and social protection policies and measures that can support migrant-led SMEs development; and entrepreneurs should also be offered information and opportunities for training and protection against risks. The documents also emphasized on reintegration of returning migrants through an endowment fund and should be provided support for shelter, legal and psychosocial issues.<sup>12</sup>

The Perspective plan 2041 is continuing to put emphasis on skills development, but along with that they have considered to maintain the standard of training and accreditation to international levels, for which qualitative development of training programs in Training Centers should be ensured.<sup>13</sup> In the 8<sup>th</sup> five-year plan, government has made many plans for the reintegration of returnee migrant workers and their families through the MoEWOE including the initiation plan to adopt a 'Sustainable Reintegration of Migrant Workers Policy', planning of working closely with PKB to expand branch networks in each upazila, to introduce digital banking and banking service with a whole range of products like any other commercial banks for making PKB reachable to the families of migrant workers.

In 8<sup>th</sup> FYP, the ministry is going to launch a comprehensive programme in collaboration with the private sector and NGOs for ensuring mental health support during their on-migration and after return. The ministry is planning to introduce package of support for returning migrant workers (including social and psychosocial reintegration, entrepreneurial skills training, job placement and skills assessment) to assist their reintegration into the domestic labour market.<sup>14</sup>

The issue of reintegration is not well captured by international policies. The project has made some progress in meeting the Sustainable Development Goals which have an overall target for international migration, complementing the services for returnee migrant workers. From the good practices on reintegration of different countries specified in the Colombo Process, the project has partial alignment in including the loan packages and entrepreneurship training for returnee migrants. The Swiss Strategy has no direct plans for reintegration, but provisions for returnee migrants and their family members, which the project attempted to practice during implementation period including social and economic empowerment, supporting migrants upon return and effective use of remittance for productive purpose. In the national level plans, the reintegration issue has been discussed with importance since 2016. The project has tried to intervene the plans mentioned for returnees' reintegration in the 7<sup>th</sup> Five-Year Plan including use of remittance in productive investment, training for the entrepreneurs and psychosocial

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<sup>11</sup> Perspective Plan, 2021

<sup>12</sup> 7th Five-Year Plan (2016-2020)

<sup>13</sup> Perspective Plan 2041

<sup>14</sup> 8<sup>th</sup> Five-Year Plan (2020-2024)

services. Government has plans for adopting Reintegration policy and introducing other reintegration related support packages for returnee migrants. The project had provisions for advocating about the reintegration needs of returnee migrant workers to the government.



## 6) Findings

### a. Progress as per Result Based Framework

The Result Based Framework was the main guiding document for the project to reach the targets during the period of 2018 to 2020. There was a combined MIS system that was prepared by BRAC to capture data from the field to the central level on a monthly basis, however with the Royal Danish Embassy's support from 2018 and SDC's funding for the project from 2019, MIS was prepared accordingly. As per the data from MIS, although the project had reached most of the targets, the project had to face multiple barriers during the intervention phase.

At the early stage, the project could not start timely intervention due to delay of project approval from the NGO Affairs Bureau, which should have been taken into account when the project was designed and planned. The annual reports of BRAC showed that they made plans to overcome backlog on the following year (such as many of the targets of 2018 were planned to be implemented in 2019), the project again faced the same problem on the following year also. Some of the recruitment of staff were also delayed, which caused further problem to start activities at all levels. As per the project personnel, the recruitment of staffs, specifically FOs was completed by 27<sup>th</sup> May, 2018, and the project started operations from June, 2018. The lockdown restrictions due to the COVID-19 pandemic impeded the consultation team's effort to reach out the returnee migrants extensively, specially through public awareness events. As per MIS of BRAC, many of the targets were reached through alternative ways during the pandemic, such as- huge number of returnees were provided tele-counseling instead of face to face counseling, IPTs were organized in digitized manner, school/college quizzes were organized at the community level at the coaching centers, etc. It can be deduced that the project had to compromise in-terms of quantitative (to some extent) and qualitative target achievements. Some of the examples in this relation are provided in the following sections under the outcomes and outputs, however, one of the examples could be that, school/college quiz materials had no information on reintegration of migrant workers.

### b. Achievements and Limitations of the Project

**Project Impact:** "Men and women returnee migrants and/or their families improve their well-being after reintegration in Bangladesh"

The project might have created moderate impact in the life of returnee migrant workers and their family members. Social and economic changes were expected as per the project design and a large segment of the community members were also supposed to be supportive towards the returnee migrants and their family members. With that expectation the project conducted several IPT shows, CY meetings and school quizzes, where general people from the community level participated. The project had a plan to improve returnees' life in such a way that was difficult to measure without a baseline and end-line survey report. As per the monitoring report of BRAC (that was conducted at the end of 2020 among 502 respondents), "88% completely agreed or somewhat agreed with the statement of being happy with their income sources, 87% agreed or somewhat agreed about being satisfied with their economic condition, 82% agreed or somewhat agreed about their family being satisfied about their income levels, 82% agreed or somewhat agreed that they lead a happy life and 91% agreed or somewhat agreed that they were

respected by their neighbors”. However, the quality could not be ascertained due to lack of a baseline survey.

The returnee migrants were provided emergency and in-kind support along with trainings and loan-approval support. A total number of 4800 people received trainings and some people got loan linkages and received in-kind support from the project. On the other hand, the project initiated social awareness on reintegration and some counselling based on the needs. However, case-by-case need-based limited reintegration support was provided to some of them, which required strong and regular follow-up-something that could not be properly ascertained by the project at the field level due to lack of appropriate supervision. According to the impact indicators, about 1 million community members were supposed to be aware of social and economic reintegration, however, the findings of the evaluation revealed that while the target was met, the recipients gained only limited knowledge on reintegration. However, a baseline prior the implementation and an end-line was essential to identify the exact result.

**Outcome-1: “Men and women returnee migrants are reintegrated economically and/or socially in their communities”**

The project outcome-1 was designed to reintegrate men and women economically and/or socially. SDC has a criterion to identify the poor (50% target was poor and disadvantaged- **7380**) and the project planned to ensure providing inputs to the returnee migrants through improving their social and economic conditions. However, it was difficult to measure as the project had almost no systematic tracking mechanism to assess the indicators, which may indicate changes in migrant’s life. As per the monitoring report (on November 2020), the project made huge changes in this relation, and the evaluation team had an understanding that the project made some progress based on the planned outputs, the awareness activities created good impact about knowledge on safe migration, stopping irregular migration and prevention of trafficking and there were some limitations, which are explained below.

**The output 1.1** planned that the community members will be sensitized about irregular migration and socio-economic reintegration. This output expected that, the community members will provide social support to the returnee migrants as per the project document. The community consultations reflect that, they (community people including migrants) were more aware about safe migration, risks of irregular migration and trafficking but had little knowledge about socio-economic reintegration of returnee migrants. The project initiated mass-awareness activities through various processes and there were areas of improvement in the process of intervention.

Interactive Popular Theatre (IPT) was one of the mass-awareness activities of this project. IPT is a very well accepted tool for use in the community, as people are highly influenced by entertainment and education initiative. The project has reached 816,647 participants through IPT. The project had a target of conducting 3240 IPT shows (according to proposal) and 3804 IPT shows (according to MIS), whereas the project conducted 3856 IPT shows and each IPT show was participated by 175 to 250 community people.

Those who could participate, could recognize the messages mostly related to safe migration. BRAC has their own process of developing IPT and script with the support of Community Empowerment Program (CEP). Using IPT was a very good decision to create mass awareness both on social reintegration and promoting economic reintegration. The current script of IPT revealed that, key messages were not only focused on reintegration of the returnee migrant workers, rather it emphasized on both safe migration,

trafficking, irregular migration and reintegration as per the project design. Organizing Community Meeting after the IPT shows can create good impact on the enhancement of knowledge and attitude level of the project participants. The project had a target to organize 3804 Community meetings but they have organized 2956 community meetings. It was found that the respondents were less interested about the community meeting in comparison to the IPT shows, as it was a discussion only.

Project Volunteers were vital to support the community level activities and establish linkages between the migrants and their family members with the project staff and offices. Engaging volunteers was a very good concept of BRAC. The existing training module for the volunteers was focused on communication component which is good, but the 'basics of volunteerism' and 'motivational' part was absent in the module.

Courtyard meeting (CY) is a good traditional process to raise awareness among the community people. The project had reached about 181,293 participants (as per BRAC MIS report) throughout the project period through CY meetings. No target was specified about CY participants in the MIS, but the number of CY target was 9184, whereas the project achieved to conduct a total number of 12595 CY.

CY meetings were mainly conducted by the project volunteers, who had no prior training in 2018 and added to that was the obstruction of pandemic, but the project has managed to fulfill almost all the targets. It has already been discussed that the volunteers were not provided any comprehensive CY plan, rather than a general guideline and a flipchart to conduct the CY meetings. The project could develop a very comprehensive CY guideline, elaborating thematic issues and topics those could help volunteers' capacity building to provide appropriate messages at the community level on reintegration.

School/College campaign on Socio-economic reintegration for the returnees were planned under this project. A total number of 4743 students have participated in the campaign, whereas the project had a target to conduct 60 school/college campaign and they achieve to conduct 55. This is a very good initiative of Migration Program for school/college campaign to improve knowledge level of the participants on the project issue and it ensures education and entertainment. The project has developed a very good guideline for the school/college campaign which provides direction on the process. The campaign generally starts with a PPT presentation and then the moderator asks relevant questions to the competitors. However, the presentation has no content on reintegration. It provides huge data and information on migration concept, scenario that are relevant to migration and safe migration. Therefore, the project needs to include reintegration related information in the PPT for school/college campaigns that could improve knowledge and attitude of the participants.

**Output 1.2** was planned to train the men and women returnee migrants and it was planned to assist returnee migrants' job placement or self-employment through skill building. As per the key indicators of SDC, 100 migrants were also supposed to get loan support from various sources including 100 vulnerable women who were supposed to get grant support from the migration program. Throughout the intervention period, the project provided good in-kind support to the vulnerable women and men but regarding the loan support, and the project had some limitations (please see the case studies). Limited loan support was provided to the returnee migrants in collaboration with the local MFI or BRAC Microfinance that was observed at the field level, and as per information of BRAC management, a total number of 281 returnee migrants have received loans with the support of this project.

One of the good jobs under the project was returnee identification and profiling of them. The project had a good number of volunteers, who are community based and generally identify the returnee migrants in the community. Volunteers provide information to the Field Organizers and with the support of the volunteers, FOs collect information from the returnee migrants for profiling. As per MIS of BRAC, they have identified 47,611 returnee migrants and from them 6475 profiling was completed by the project. One of the good practices of the project was that, these profiles were being further analyzed at the DRSC level to identify the needs of the migrant workers and the DRSC team decides which support needs to be provided to whom. This case-based need assessment approach is a good start to provide support to the returnee migrants. However, migrants sometimes hesitant to provide information to FO that was a struggle for the project at the initial stage and therefore the 'Profile Format' could be revised and shortened, this could be done by the programme.

Skill development for wage based economic reintegration was a good plan for the project that can assure economic reintegration. The project had a plan to provide 'tailoring, beautification, hotel chef, restaurant crew, cycle/motor cycle mechanic, animal vaccination worker' trainings as per the plan and also additional trainings based on the demand of the local market. The project had provided trainings on driving and few other courses. As per MIS, the project had a target to provide training to 470 persons throughout the project period and 1326 persons were provided trainings for wage based economic reintegration, but the project had inadequate follow-up mechanism with these participants throughout the project period. This may have happened due to lack of appropriate referral system. The project needs to revisit the job placement plan with a clear strategy in future on how to build partnership with private and public sector service providers. The project had a plan of signing MoU (Memorandum of Understanding) with large scale projects for Returnee job placement. As per project management, they had MoU with some of the job providers (such as PRDS, SDP, BGS). As per a report of BRAC, the project has provided job placement support to 176 men and women but the contribution of the job provider agencies was not clear to the evaluation team due to lack of availability of data in this relation.

Beside the wage based economic reintegration plan, one of the project's key activities was Skill development for Enterprise that included training on basic entrepreneurship, sales & marketing, product development, financial management etc. Migration Program, with the support of BRAC's SDP (Skill Development Program) provided such training to the returnee migrant workers. In this regard, the project cycle target was 3481 persons and the project had provided trainings to 3474. Throughout the project period, the project has provided training to 4800 persons (4321 men and 479 women). BRAC has their own training modules in these relations and those are good in quality, but the overall process could be further improved to ensure appropriate support, such as- selection of appropriate training participants, follow-up mechanism after the training and provision of post training supports.

Those who have received Enterprise development training, might need further support to develop *business/SME Project Profile Writing Support* for getting financing from MFI/Banks. The project had a target of 100 persons to provide such support and as per MIS, 99 of them were provided so. The project staff needs to be trained to provide such support to the returnee migrants- who want to get support from MFI and Banks.

The project had a good initiative to provide in-kind support to the most vulnerable returnee migrants for economic reintegration. Under this activity, 219 men and women were provided with such support whereas the target was 160 (39 of them were men and 121 of them were women). In-kind support was

provided through livestock and grocery items mostly (generally from BDT 25000 to BDT 100000), and the project followed-up with them to understand their situation.

There is a common finding from various sources that migrants, all aspirant, potential and returnees are not interested about training and RPL; however, this project also planned to provide support to the returnee for Recognition of Prior Learning (RPL). As per MIS of BRAC, they had a target to support 49 returnee migrants for RPL and only 11 were provided with such support.

As per a report of BRAC, a total number of 869 persons (779 men and 90 women) started new businesses after receiving training from this project. However, target was not clearly specified in MIS in this regard.

**Output 1.3** was designed to ensure counselling services for the returnee women migrant workers. As per the project design of SDC, 2000 migrants were supposed to receive counseling. This is important to note that, counselling was not a part of Royal Danish Embassy funded project in 2018 which it was newly included in 2019 by SDC.

Besides counseling, the output was also designed accordingly so that migrants get emergency support both at airport and community. BRAC also planned to provide counselling both at central and district level. This is important to mention that, the project had no position for counsellor, but it was very good that, they provided such support with the cooperation of from *Prottasha* project. This is a good initiative and can be continued in future also, if the project receives phase extension.

The Counsellors were trained experts, with professional ability to provide good counseling and they generally conducted 3-4 sessions with each client. It was revealed that, many of the returnee migrants were not interested to receive counseling from the District level, therefore sometimes the Counselor had to conduct sessions at the BRAC Upazila offices, where they had to create supportive environment for counselling.

As per BRAC MIS, counselling was provided at the field-level by volunteers; whereas the project management clarified that it was actually done by Field Organizers (FO), therefore most of the counseling was done by the FOs. BRAC Migration Program targeted 1251 but conducted counselling with 1648 returnee migrant workers. Majority of them were male (1332) and rest of them were female. As per monitoring report (conducted on November 2020 among 96 beneficiaries) of BRAC, “96% of the respondents Strongly Agreed and Agreed about feeling comfortable with family members and 87% of the respondents Strongly Agreed and Agreed that their family members behaved well with them”.

BRAC migration program has provided emergency support to a large number of returnee migrant workers. They had a plan to reach 500, but it was provided to 8451 returnees. The main reason behind this stretch in number is due to COVID-19 pandemic, when the need for such support became paramount. Although as per BRAC’s proposal, such support was supposed to be provided in particular to the vulnerable women, majority of these recipients was male (6961) and the smaller proportion was female. The project needs to provide clear justification as to why such a huge number of male returnee migrant workers received this support, given it also required a huge amount of additional budget; furthermore, how the budget was reallocated needs be clarified as well.

The project took a COVID-19 response plan, which was a timely initiative. As part of it, tele-counselling and immediate support (Cash/Food/Treatment etc.) was planned. During the pandemic, the Counsellors had provided counselling services to 1292 persons. It was a very good initiative of BRAC to help the

returnees for immediate shocks and therefore it was called “First Aid Psychosocial Counseling” by BRAC. Beside such support, immediate monetary support of BDT 4000 was also provided to 3133 (men 3005 and women 128) returnee migrants through Bkash at community level.

**Outcome-2:** “The government recognizes the need for a policy, act and rules for the welfare of returnee migrants and initiates the drafting process”

Advocacy initiatives were planned to accomplish this outcome. As an organization, BRAC and Migration Program have good acceptance both at National and District levels. This project took some initiatives of advocacy, but both National and District Level stakeholders were less aware about this project’s activities. One of the reasons could be that BRAC did not develop any ‘Advocacy Plan’ for this project that required policy changes and lack of visible collaboration was found between the project and institutions at the National and Local level. Nonetheless, stakeholders expressed that BRAC’s engagement in the area of migration and reintegration is vital and there should be a ‘systematic coordination and collaboration’ process between the Government institutions and BRAC.

**Output 2.1** expected that Civil Society Organizations (CSOs) will advocate to the Government for the welfare of returnee migrants. BRAC had a plan to conduct 7 workshop and that was done by the project. BRAC has organized a National level Consultation on reintegration almost by the end of the project period, where a good number of CSO representatives and Government stakeholders participated. This workshop, which paved discussion on reintegration issues, was a good initiative of BRAC. As per the workshop report, CSOs and other stakeholders raised their voices for the welfare of returnee migrants. BRAC need to have a continuous process of carrying out advocacy and lobby activities at the national level including a follow-up mechanism. Advocacy is a continuous process focusing on specific ‘issues’, where BRAC needs to enhance their networking and collaborative efforts with other CSOs. BRAC also needs to improve functional relationship with District level stakeholders including DEMOs and TTCs. It is also important to note that, BRAC is the member of CSO networks like BCSM and CGCM, where they can play a strong role. BRAC is also a secretariat of NAMR,B, which is another network of CSOs but the network has not been active during the recent years. However, considering the huge network at the field level, BRAC can continue local level advocacy with less focus at the national level.

BRAC has organized some Consultations at the District level that includes Need Assessment Consultation, CSO Consultation, Consultation with the Duty Bearers, and Workshop with the Media Personnel to emphasise on the issues of reintegration. BRAC has prepared consultation and workshop reports based on which, a good number of stakeholders participated in these events and spoke on behalf of the migrants. Event reports have shown that, presentation and the process of workshops need further improvement in-terms of capturing learnings and quality of report writing. Furthermore, documentations do not reflect what has been achieved from these workshops. One of the examples is that, BRAC has conducted and documented Needs Assessment Consultation, and it needs to identify the ‘next course of action’. The existing documents have also shown that the project team needs improvement in documentation. One of the examples of field level documentation is that, the write-up quality was not good and required huge improvement as it does not ensure quality reporting and learning. This project also has conducted some workshops at the District level, but without an Advocacy Plan or clear guidance it is difficult to conduct effective advocacy.

A Case Study Research Training was planned as per the project document. The existing MIS provides information that 25 participants have participated in such a training. Such a training can bring significant benefit to the project team for case study documentation.

**Output 2.2** stated that duty bearers will be informed of the support needed for reintegration of returnee migrant workers. BRAC has conducted 2 events/capacity building workshop and the MIS has shown that they have reached 128 participants. BRAC also had a plan to make MOU with private/public service providers and findings revealed 3 signed MoUs. However, how many returnee migrants were provided support with from these agencies was not clear. This information was not available in MIS, M&E or any other report and it was a gap observed in the project cycle management.

**Outcome-3:** “Returnee migrants and their families are able to use remittances for productive investment and for prevention of shocks”

**The output 3.1** was designed to provide training to both returnee migrants and their family members, but it had a very little target throughout the project period. This training component had a plan to reach 300 returnee migrants and members of their families, but the project could reach only 200 participants due to pandemic. The target can be larger in future, because it might have very good impact on the project. The financial literacy training can help any returnee migrant to manage his or her remittance and assets, can ensure proper investment, and can also help them to prevent shocks that was suggested by SDC. Furthermore, there was a target that 30% of the returnees/family members of those who receive financial literacy training will invest for productive purposes, but no information was available in the BRAC reports.

The evaluation team found that the existing financial literacy module was in a good shape, which was adapted from *Prottasha* project. However, it could focus more on non-EU returnee migrants, as among them many are low literate groups. Considering this, the module could be further tailored and it could also include focus on migration and remittance management. Furthermore, learnings could be captured from these training participants through a case-by-case follow-up mechanism. BRAC conducted a quick survey on this by the end of the project period, but it provides limited information for learning.

### **c. Results that had adjusted because of pandemic**

Since the project was struggling with some backlog from its inception period, the COVID-19 pandemic further interrupted the project intervention. The project had to make some changes based on the realities and the result was subsequently affected.

Most of the mass-awareness activities were interrupted and the project management provided alternative suggestions to the DRSCs after 3-4 months of the pandemic. IPT shows were organized differently with multimedia projectors. CY meetings were also halted for a long time, until a lot later, it was organized maintaining social distance. School/college campaigns were also primarily postponed and later organized differently, in some coaching centers in the community level. Due to the adjusted executions of these three activities, a smaller number of community people could participate with the original essence of the awareness activities being reduced which may result less positive impact in the community.

The project initiated tele-counselling instead of face-to-face sessions. Counselling was a new service for the community people, the demand of which is generally hidden. Usually volunteers and field staff identify the needs and inspire the returnee migrants to receive counselling from the counsellors that also require few sessions with the clients. Due to the pandemic, it was not possible, but the project provided most of the counselling over the phone, that may help the returnees to mitigate some sort of shocks. Beside this, most of the trainings were halted for a long time due to movement restrictions and later those were organized maintaining social distance with a smaller number of participants. The overall organizing process including selection of the participants and training room environment might create less impact under these training activities.

#### **d. Visible Impact**

The project have created a moderate level of positive impact at all levels. At the national level, it was found that, the GoB is cognizant that they need to provide support for reintegration to the returnee migrants, however, this is not really because of BRAC's efforts only, but also because during the pandemic period about 0.5 million migrants returned, so the GoB provided some support to them.

The awareness activities created good impact about knowledge on safe migration, stopping irregular migration and prevention of trafficking. It was reported by many of the stakeholders that there is a common phenomenon among the returnee migrants about re-migrating if they get the opportunity to, therefore the awareness activities will be impactful in this regard. As per the evaluation team, the engagement of a good number of community volunteers has created a community hub with migration knowledge which will help in sustaining knowledge and improving positive practices among the returnee migrants and members of their families on safe, orderly and regular migration.

Counselling was one of the most important activities in this project. The demand of counselling is generally hidden in the rural community. , BRAC conducted a survey with 96 individuals from those who received counseling, and as per the monitoring report "96% of the respondents Strongly Agree and Agree about feeling comfortable with family members and 87% of the respondents Strongly Agree and Agree that their family members behave well with them. All of this data suggested that, most of the respondents are well reintegrated within family; and 90% of the respondents agree and somewhat agree about enjoying personal life and rest of them chose to remain neutral about their opinion. On the other hand, on-arrival support to the returnee migrants at the airport was effective to manage immediate problems that will develop a sense of reliance among the returnee migrants that there is 'someone' who provides immediate support to the returnees at the airport.

The economic reintegration support of the project has also created positive impact on the life of the returnee migrant workers. Good number of returnee migrants have received trainings on entrepreneurship, financial literacy and skill building. Although there were some gaps in selection of participants for the training that has already been discussed, the training curriculum and designs were good that will push at least some of the returnee migrants towards new business development or improving their existing businesses. Very positive reflection was found among the respondents about in-kind support that was provided by the project and it might have created economic improvement, in particular to the vulnerable women.



Although many of the stakeholders were found uninformed about this project at the National and District levels, the stakeholders from the Government level were found to have participated in some of the workshops organized by the project and thus they were informed that ‘there is project for the non-EU returnees’ initiated by BRAC. Nonetheless, it is important to note that BRAC has a good acceptance at the stakeholder level, and this start-up point will create positive environment for their future advocacy initiatives, that will require a comprehensive and focused plan.

#### **e. Positive/Negative Unintended Effects of the Project**

Like many other projects, this project also had some unintended effects, both positive and negative. One of the most positive effects was that, according to the migration team at the local level, many migrants’ families are now aware about the rights of the returnee migrant workers and migrant’ family members. Therefore, they are now claiming compensation and other support at the DEMO offices in the project areas. This might be a result of the social awareness activities of BRAC.

The project expected that they will also provide loan support to the returnee migrants with the support of BRAC Microfinance and other MFI and PKB programs. It was found that, all these institutions have their own criteria for eligibility for providing loans, which are not in favor of returnee migrants. As a result of it, economic reintegration, might have been disrupted. Another issue of reluctance to receive training by returnee migrants who look for the opportunities of remigration, was noticed here. Due to the same reason, the microfinance institutions cannot also provide loan support to them.

COVID-19 pandemic was the factor that might have interrupted the social and economic reintegration process which has already been discussed. Due to this reason, BRAC’s participant selection for grant, immediate support and training support might not always be appropriate. Due to the pandemic, counselling support was also interrupted.

Another reintegration project for EU returnees, Prottasha, had both positive and negative reflections on this project. While seeking some complimentary support for this project it was found that, the project Prottasha had provided huge support to the local government institutions which the latter did not. As a result, the Government stakeholders at the District level might take less interest in this project.

#### **f. Sustainability and Factors Considered**

The issue of sustainability alone was a concern for this project. Trainings and in-kind supports were provided to the participants with a less-strong sustainability plan. A very strong follow-up mechanism was essential in this regard. The project had a general follow-up format, that was used for all and therefore it may be component specific in future. Furthermore, those who received in-kind support, might need further support in future.

One of the good points for sustainability was volunteer’s engagement. However, it requires further capacity improvement, drop-out management plan and follow-up mechanism. BRAC started a provision of volunteers meeting, which might turn into a process of ongoing coaching support in regards to returnee migrants’ rights issue. The project also could initiate returnee migrant’s forum establishment with the support of the community volunteers that may provide some support in sustaining project knowledge beyond the intervention period. The project also needs to have an exit plan in this regard. BRAC has

engaged 10 CSOs in the intervention who may help sustaining the project that will require capacity building of CSOs/ CBOs on safe migration and reintegration intervention in future.

BRAC management is committed to provide support for the vulnerable returnee migrants. This may be a persuading point for this project so that they can also uphold minimal level of support from the organization from the core fund to sustain the initiatives. BRAC is also exploring new funding opportunities from KFW, using which the BRAC management has a plan to support the reintegration intervention.

#### **g. Lessons Learned About Effectiveness of the Intervention Strategies**

The project intervention strategies included mass-communication, group communication and interpersonal communication for social awareness, capacity building through direct training services and referrals and dialogue and consultation for policy and local level advocacy. Following lessons may be captured while considering effectiveness of these strategies:

- Social awareness engaging community volunteers was effective in-terms of key message delivery, although there were areas of improvement in message development process;
- Social awareness tools (such as: IPT, CY, School Quiz, IPC) was appropriate for the target groups, which require close monitoring and supervision while implementing at the grassroots level;
- Some of the social awareness process (such as miking) may not be effective and needs a revision in message development;
- Psychosocial counseling might be more effective if it can be provided at the nearer areas of the project participants at least at the Upazila level;
- Ensuring economic reintegration requires more careful selection of project participants;
- In-kind support was effective to improve returnee's economic reintegration, that also requires more careful selection of participants including prioritizing of women returnees;
- Local level advocacy and networking efforts needs to be more systematic with clear direction on what to achieve through the events;
- Project has paid less attention to the Government stakeholders at the District and National level due to non-existence of advocacy plan that needs to be in place;
- Wage-based skill training and job placement plan was not effective and requires more realistic planning.

#### **h. Project's Interaction with Other Reintegration Projects in Bangladesh**

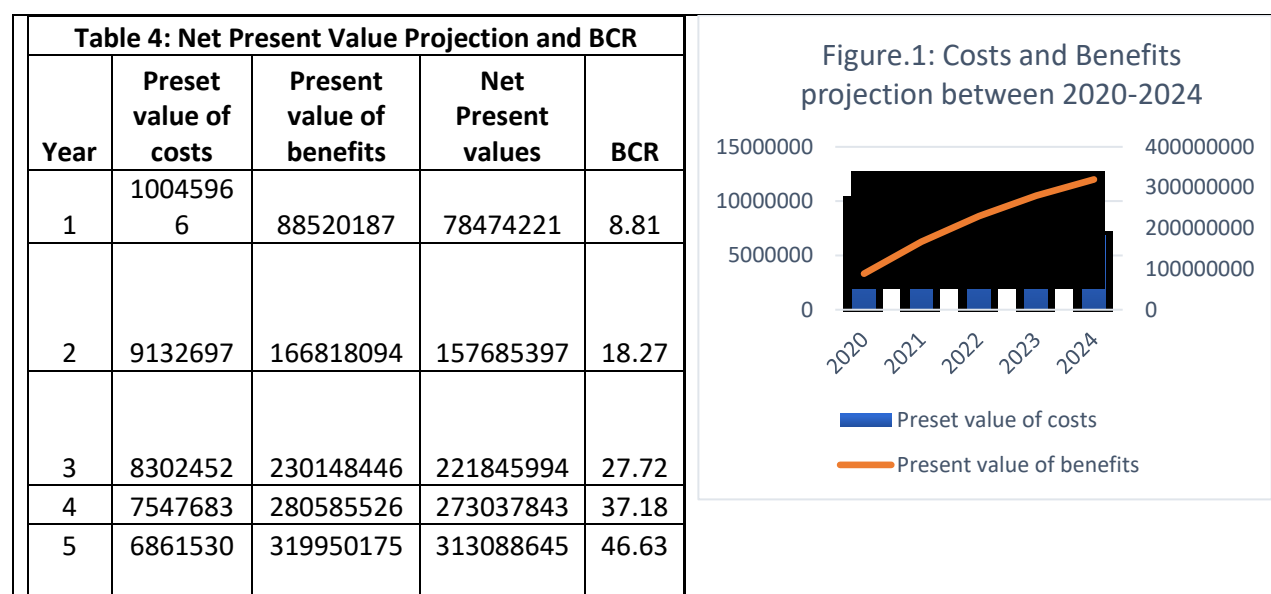
This project had strong interaction with *Prottasha* project that was funded and supported by International Organization for Migration (IOM) and European Union (EU), which was a very good initiative. BRAC is the main implementer of *Prottasha* at the grassroots level and the project mainly supports the EU returnees in Bangladesh. The *Prottasha* project has reintegration support and service center at 10 Districts and this project works at 6 areas of these. The Counsellor of *Prottasha* project directly provided support to this project throughout the project period. The *Prottasha* project's staffs at the Head Office also supported some of the project activities. This project has also used some of the project materials such as: Training Module and IEC materials after adaptation. There are few other reintegration projects currently active in Bangladesh One implementer of such a project is Winrock International who provides reintegration support to the returnee survivors of trafficking and the project is funded and supported by SDC; OKUP works for the returnee men and women migrants with the support of CAFOD and GFEMS; BNSK works for

the women returnee migrants with the support of UN Women and the Government of Japan. However, this project has not found any functional or collaborative relationship with these projects.

## i. Cost Benefit Analysis of the Project

CBA was done only on the skills/economic reintegration component (and income was used as a proxy for benefits) because it is nearly impossible to assess benefits/monetary gains from social reintegration or psychosocial support.

To conduct an economic analysis, particularly, cost-benefit analysis (CBA), we used the financial report provided to project the costs for the skill development program using 2019 as the base year. We used two components from the combined financial report for the donors: Skill development for wage-based economic reintegration and skill development for enterprise-based economic reintegration for 2019 and 2020 to project the costs for another 4 years (see details in annex 1.1). For modeling CBA we assumed that this cost occurred until 2020 and all the benefits in the form of income generation of beneficiaries will be accrued over time. For example, it was assumed that out of 4800 trainees, all 176 trainees who received jobs and 869 people who started a business for a one-time training in 2019-2020 will continue to benefit from economic reintegration in the future and generate a constant flow of income. A 10% medium discount rate has been used which is more applicable for the evaluation of development projects in the context of Bangladesh and also suggested by the SDC document.



For skill development programs, benefits are accrued in the form of a flow of income by getting employed and setting up new businesses. Since all trainees received one-time training, sustainability and success of the program will be measured from the continuous flow of income generated for the beneficiaries. Thus, we calculated benefits from the intervention from the data on indicators and the MIS report provided by BRAC. Indicators such as trainee who got job placement, trainee who set up a new business, and average income were used to calculate the cumulative flow of income for the beneficiaries of the program over 5 years (see details in annex 1.2).

The cost of skill development will be one time and the benefits stream of these training will be for a lifetime. However, for simplicity of analysis we have only calculated the costs and benefits for 2020 and then projected it for the next 5 years (see details in annex 1.3). The benefit to cost ratio (BCR) of the intervention was then calculated using the following formulae, where BCR is the benefit-cost ratio, PVB is the present value of the benefit, and PVC is the present value of cost:

$$BCR = \frac{PVB}{PVC}$$

The calculated BCR is 8.81 for the first year which can be explained as follows: for every taka spend on skill development, the flow of income generated for beneficiaries will be 8.81. The BCR increases substantially which indicates that for every taka spent on this intervention, the return of an investment will be higher over the period. This is also true in the sense that, beneficiaries receive one-time training but there will be a continuous flow of income from jobs or business once reintegrated into the economy. Figure 1 shows the projected costs and benefits graphically which shows an increasing trend of benefits from 2020-24. However, due to the limitation of adequate data on indicators a projection was not possible beyond 5 years, and thus an 'Internal Rate of Return' could not be calculated. Also, a cost-effectiveness analysis (CEA) was beyond the scope of this project. A CEA projects outcomes in natural units because benefits cannot be quantified. In the context of a skill development program, benefits can easily be quantified in monetary terms for income flow and so a CBA analysis is more appropriate than CEA. For any sector intervention that involves income generation, livelihood, or economic development, CEA is not relevant as CBA can be easily applied<sup>15</sup>.

Annex-9.4 will provide the Cost Benefit Analysis information.

## **j. Gaps in Project Design and Overall Efficacy May be Improved**

This project started under the MSEF with funding support for Royal Danish Embassy. The project was signed in 2017 and started in 2018 for a two-year intervention. SDC started supporting the project from 2019. Both of the project designs were almost similar; however, considering the SDC funded project is the updated one, the following major gaps have been identified in the project design.

- All outputs were not measurable and achievable with clearly defined indicators. There were too many macro and micro level activities which made the project design perplexing in some areas.
- No Logical Framework Approach (LFA) was included in the proposal. The existing Result-based framework was not also consistent with clearly defined indicators. Absence of LFA and Theory of Change was problematic to measure the result and changes. The proposal did not include a Gantt's chart which created some complex in the project management cycle.
- Some visible gaps and inconsistency were found between the Result-based Framework and Proposal Narrative. For example, output 1.3 was not available in the proposal narrative part.
- Project strategies were not well articulated nor detailed, which caused some drawback in the project management. One of the examples is that, how the job placement will be done was not planned or explained in the strategies.

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<sup>15</sup> SDC How-to-Note Financial and Economic Analysis of Projects with a focus on Cost Benefit Analysis (CBA) and Cost Effectiveness Analysis (CEA), April 2015.

- Project intervention included both pre-departure, irregular migration, trafficking and reintegration. This was not handled with care by the project management at the central and field level and reintegration was deemphasized unintentionally.
- The project design did not include any provision for baseline and end-line survey. Therefore, baseline indicators and targets were not clear, which created trouble in the intervention, as well as in the evaluation process.
- Project's sustainability plan was not clearly articulated. There was no exit plan included in the project design. Therefore, project management did not emphasize on this throughout the 3-year intervention period.

#### k. Case Studies

BRAC has provided a list of 196 beneficiaries including 10 women and 186 men who received economic reintegration support. More than 10% of them were interviewed by the evaluation team by using the random sampling formula in Excel worksheet, the data of which has been sorted in ascending order. Based on this sampling, the first 53 beneficiaries have been called to and among them 25 have been interviewed, of which 3 were women and 22 were men. Among the interviewees, 14 were from Noakhali, 5 were from Tangail, 2 were from Narsingdi, 2 were from Comilla, 1 from Chandpur and 1 from Faridpur districts.

These 25 beneficiaries received trainings of different kinds. Among them 19 received training on Entrepreneurship and 2 received training on Livestock rearing, but the remaining 4 could not remember on which trade they received their training. Duration of these trainings ranged from 1 to 5 days.

6 were engaged with business prior to receiving their training on Entrepreneurship among the 19 (Men) beneficiaries. There were 2 beneficiaries as well who have started business by getting inspiration from the training. Those who were involved with business prior to training, did not experience any positive impact on their business. Remaining 9 were not involved in any business after receiving the training.

BRAC communicated with 12 beneficiaries among the 25 after providing trainings. But it was found that BRAC contacted only those whom they provided in-kind and emergency support to during the initial COVID-19 restrictions. But those who received trainings only from BRAC, were not contacted later.

4 have received in-kind support (3 men, 1 woman) and the amount of in-kind support ranged from BDT 25,000 to BDT 100,000. 2 out of 4 (men) have received goods for their shops and 2 (1 man, 1 woman) have received livestock. But those who received goods for their shops, had started their business prior to that. Although one of them received these goods of worth BDT 80,000 for his business from *Prottasha* project of BRAC. 8 beneficiaries have received BDT4,000 via Bkash as emergency support during COVID period from BRAC Migration programme.

Those who have received in-kind support for their business, benefitted from it and have been able to earn from it. But those who receive cow as in-kind support, should also be provided with some maintenance expense as back-up support.

9 out of 25 said that they did not take any loan from any institution till then since their arrival. Among the remaining 16 beneficiaries, 1 received loan assistance through BRAC Migration programme. The remaining returnees took loans from different institutions such as BRAC, ASA, Asroy, TMSS etc. However, 9 of them have taken loan from BRAC Microfinance programme.

The similarity among all the interviewees is that they have received trainings from BRAC, no matter what kind that was. But 1 of them who has never migrated, received a training on Entrepreneurship instead of his brother as he was on-migration. The case study analysis revealed that, men are emphasized more than women in case of economic reintegration.

## 7) Recommendations

Project evaluation team has identified specific areas of recommendations. These are:

### Mass-Communication and Interpersonal Communications for Social reintegration:

- The project has rightly identified most of the components for awareness raising (IPT, School quiz etc.). To make this intervention more effective, the project needs to revisit the messages, making them more focused and reduce many components under these activities. For example, the project provided information on many issues related to migration (e.g. safe migration, irregular migration) and less information on reintegration in social awareness component, which was not very effective. Therefore, it is better if the project excludes safe migration related information. A systematic message development process can help the project be more audience focused. Most of the SBCC (Social and Behavioral Change Communication) materials needs a revision to divert more focus on reintegration.
- Group communications and Interpersonal Communication (IPC) skills can be further strengthened through continued capacity building initiatives for the project volunteers. Capacity building initiative should include specific training communication skill building, understanding reintegration comprehensively and it should also include refresher trainings. Capacity building does not include training only, it will require coaching and mentoring, where the project may need a specific plan including volunteer dropout management.
- Project may include awareness raising activities on needs of skill-building training including benefit of RPL. It was found that the returnee migrants are less interested to participate in the trainings and they had to provide 'days compensation' to the trainees along-with proper referral support for job placement that can be facilitated by BRAC. The project needs to include promotional activities about the benefit of receiving training upon return of the migrant workers.

### Components of Psychosocial Reintegration:

- Returnees' need for counselling is a hidden demand in the community. The project needs to create this demand in the community through the awareness activities. The project may need full time counsellors at each district who may provide support at the upazila level in the nearer areas of the returnee migrants on a rotation basis. Enabling environment for counselling should certainly be ensured at the Upazila level, having provision of a separate counseling room at the Upazila level is important to maintain confidentiality in this regard.
- Tele-counselling (counselling over the phone) may be continued as an alternative approach, in case of emergencies even when the beneficiaries are not interested to visit district or upazila level. Confidentiality needs to be ensured if tele-counseling is continued.

### Skill Building Initiatives:

- Participant-selection for all skill building training sessions, needs to be done more carefully. After the profiling, the project needs to have another step to assess the needs of each individual potential participant and this needs to be done using a case-by-case approach and the project management needs to develop a precise guideline for this, which should also include an “excluding criteria”.
- Skills building training should be directly linked with the support of job placement. All participants should be provided support through referral and linkages for job placement.
- The existing training modules are good for certain level of participants for skill building, the project may reassess these and can adapt modules for the low-literate group such as women returnee migrant workers;
- A comprehensive follow-up plan needs to be in place so that the staff in the DRSC can gather and share information about those who have received skills-building training, at least on a quarterly basis. Further support needs to be ensured for those who wants to become entrepreneurs.

#### **Soft Skills for Financial Literacy and Remittance Management:**

- Target for financial literacy and remittance management needs to be increased significantly. This training can be provided at the grassroots level to make it more accessible to the migrant’s community that should continue with returnee migrants and family members of migrant workers. As per various stakeholder’s remigration is common phenomenon, and lack of knowledge on financial literacy and remittance management could be one of the reasons.

#### **Referrals and Collaboration:**

- The project needs to identify how the referrals could be effective and functional. MoUs should be in place, and with the right institutions from Government/Public and Private Institutions. BRAC can provide job placement support both through formal and informal sectors. It is very important to identify who are the right institutions for job placement, such as - Chamber of Commerce, there should be specified targets about the expected quality services from the collaborators with BRAC (e.g. those who will support job placement, MoUs should clearly specify how many jobs will be provided and when).

#### **Advocacy and Networking:**

- For effective advocacy, advocacy plan is essential. First of all, BRAC needs to identify the issues of advocacy, related with reintegration. One of the examples is that, the local DEMOs at the District level had no reintegration support provision for the returnee migrants; therefore BRAC may plan how they will design and implement advocacy with DEMOs and that should also include provision of Advocacy with BMET and MoEWOE. BRAC also needs to develop advocacy plans which should include the strategies, targets, processes, key messages, timeline and indicators for monitoring. The plan should identify the new strategies instead of only workshops and seminars.
- Bottom-up approach in advocacy is very effective and therefore BRAC needs to focus more on networking activities at the Upazila Level, District level and National level. BRAC’s advocacy and networking plan needs to emphasize more on local level advocacy and the staff at District level needs to be provided with comprehensive guidelines and targets.

#### **Partnership:**



- Partnership is a good approach and it requires more capacity building initiative on programmatic issues along with time-to-time monitoring on specific targets. Partners need to be more engaged in the advocacy initiatives that can ensure 'evidence-based advocacy'. This will also require an actors-mapping to identify 'who is doing what' at the local level and how they could be engaged with the advocacy efforts of the project

### **Project Cycle Management:**

- Overall project management cycle needs to be improved. BRAC management needs to identify the gaps in this regard and needs to take initiative. This will require both programmatic, thematic and managerial improvements.
- Program needs to focus more on M&E for the improvement of the project cycle. The project may have developed an M&E framework, which requires improvement in quality for good monitoring system. An M&E plan needs to be in place and used properly so that data is collected on a regular and periodical basis, analyzed and findings are disseminated at all levels of the program. It is important for the project to recruit full-time M&E personnel and BRAC can even introduce participatory monitoring process for the migration program.
- The project MIS needs to address the gaps that exist in the current format, for example all components of the project were not included in the MIS format (such as: support for job placement). The MIS findings and data need to be shared with the donor agencies with the project report and it is better to develop a digitized MIS so that program management can oversee progress and gaps easily. MIS needs to be used by the project and central M&E regularly.
- Knowledge Management process needs to be in place since the reintegration is a new concept in Bangladesh. There are huge areas to learn from and a systematic KM process can capture these learnings. BRAC can organize training for all levels of staff on KM process and can also include a position for KM.
- The project needs huge improvement in-terms of documentation. One of the examples of field level documentation is that, the write-up quality was not good, requires huge improvement and cannot ensure quality reporting and learning. Staff at all levels need to improve their skills for proper documentation. Another issue is that, documentation should be disseminated with all levels of stakeholders in the project.
- All levels of staffs need to increase their frequency of field visits. Field visit plans need to be in place and there should be monitoring process to assess how frequently it was done. All staff needs to submit their field visit reports and there should be a tracking process.
- On the above mentioned areas, staff's capacity needs to be improved. BRAC senior management may take initiatives for need-based trainings for all layers of staff. Training should not only focus on project cycle management or migration, rather it needs to focus more on leadership development also.

## **8) Conclusion**

In Bangladesh, there are few NGOs working on migration. Among them, 3-4 have projects on reintegration. Demand and interest on reintegration, are both on the rise. Bangladesh's commitment to ICRMW and GCM has created obligation of all level of stakeholders including Government, NGOs, CSOs



and DPs to provide support to the returnee migrants and members of their families. Therefore, reintegration efforts should be continued in the upcoming days.

BRAC is one of the largest NGOs in the world and the pioneering development actor in the field of Bangladesh, with huge capacity and country-wide network. BRAC Migration Programme is working to protect and promote rights of the migrant workers. BRAC is also one of the first organizations, who started reintegration projects in Bangladesh. BRAC's organizational structure in case of providing support to the migrants all over the country is good. Therefore, it is essential and expected that BRAC should continue efforts to provide support to the migrants at all stages.

However, the Migration Program of BRAC and BRAC management need to be more careful about project cycle management. Two areas of the program and organization require further improvement- MIS and M&E. The evaluation process has identified the areas of improvement in this relation which have been mentioned in the findings and recommendations. It is expected that BRAC management will take necessary initiatives to improve these areas in future, to continue a successful project.

This project, perhaps is the first donor funded project in Bangladesh to support the non-EU returnee migrants. This project has some achievements, and some areas of improvement. Considering both, the project needs to be continued. However, BRAC needs to capture the learning from this project and it is better to come with a more need-based designed project, with specific improvements at all layers of programme structure, from management to community level.

## 9) Annexure

### Annex-9.1 Case Studies

<p><b>Amin</b> (pseudonym) is 35 years old and his hometown is Noakhali. He returned back to Bangladesh from Dubai in the year 2016 and started a grocery store in the same year. Currently he is looking after that grocery store. He participated in a 3-day training on “Conducting Business” from BRAC after returning back to Bangladesh and received about BDT 1800 as conveyance. BRAC communicated with him after that training. In December 2020, BRAC provided him with goods worth BDT 100,000 for his business. Later in January 2021, he borrowed about BDT 50,000 from BRAC Microfinance, though no one assisted him in getting this loan. He took this loan by his own initiative.</p>
<p><b>Nosimon</b> (pseudonym) is 46 years old and her hometown is Narsingdi. She returned back to Bangladesh from Saudi Arabia 10-15 years earlier. She is not involved in any paid work at present. She participated in a 1-day training on how to save money from BRAC 2 years back. No one from BRAC communicated with her after that training. She did not receive any loan or grant from BRAC even after coming back to Bangladesh. She borrowed about BDT 50,000 from ASA in January, 2021. Her sister-in law told her about this loan and helped her to get it. Her cousin brother is the guarantor of this loan.</p>
<p><b>Monir</b> (pseudonym) is 28 years old and his hometown is Noakhali. He came back to Bangladesh from Saudi Arabia in 2019 after staying there for 3 months and 17 days only. He is now running his family by pulling rickshaw. He received two trainings from BRAC, one of which is on conducting business, and another one on livestock rearing and both of the trainings were 4 days long. He received some travel fares from the trainings. BRAC communicated with him after the trainings and provided BDT 4,000 during COVID period. In July, 2020 he borrowed BDT 50,000 from BRAC and bought a rickshaw with that money. But he did not get any assistance about the loan from BRAC. A known businessman of him helped him to get the loan and he is the guarantor of this loan.</p>
<p><b>Sabiha</b> (pseudonym) is 36 years old and her hometown is Narsingdi. She came back to Bangladesh from Saudi Arabia 2 years back. She participated in a 1-day training from BRAC, but could not remember on which topic the training was held. She did not receive any loan or grant from BRAC ever since she returned back to Bangladesh. She received some saree and clothes worth BDT 22,000 from OKUP for the first time in 2020, but, due to COVID-19, it has been spent on food purpose entirely, thus the loan money was not of any work at all.</p>
<p><b>Rahman</b> (pseudonym) is 34 years old and his hometown is Noakhali. He came back from Oman in the year 2020, before which he was in Dubai. He is now running his family by pulling rickshaw. He participated in a 1-day training from BRAC and received BDT 300, but could not remember on which topic the training was held. He went to BRAC twice for help and submitted a copy of his passport, but he did not get any assistance from BRAC yet. He did not take any loan and assistance from anywhere after coming back to Bangladesh.</p>
<p><b>Rana</b> (pseudonym) is 35 years old and his hometown is Tangail. He came back from Qatar to Bangladesh in the year 2017. He is running a cosmetics shop at present. He started this business back in 2017 with his own money. He participated in a 1-day training on business from BRAC after coming back 2 years ago and received BDT 300 as travel fare. BRAC communicated with him after the training and provided</p>

BDT4,000 via Bkash during COVID period. He did not get any loan related assistance from BRAC. But he borrowed BDT20,000 from Asroy in mid-2020 before receiving the training. He came to know about this loan of Asroy from a salesman of Asroy and he helped him in the loan procedure to get it.
<b>Sohel</b> (pseudonym) is 44 years old and his hometown is Noakhali. He came back to Bangladesh from Kuwait in the year 2016. He has a grocery store at present. He started this store in mid-2020 and he used to drive auto before starting the store. He received a 2-days training on Entrepreneurship from BRAC. He got inspiration to start the business on his own money from that training. BRAC did not communicate with him after the training. He did not take any loan from anywhere after coming back to Bangladesh.
<b>Sakirul</b> (pseudonym) is 28 years old and his hometown is Chadpur. He came back to Bangladesh from Saudi Arabia in the year 2017. He started a shop in the year 2018, but as the shop was not running well, he shut it down in January, 2021. He started a poultry firm after that. He received a 1-day training from BRAC after coming back, but could not remember on which topic the training was held. No one from BRAC communicated with him after the training. He took a loan of BDT30,000 from Grameen Bank in the year 2020, but did not receive any support from BRAC in this regard. One of his uncles took his NID card and some of his information about 8-9 months ago. He told him that BRAC will provide him with a cow worth BDT 30,000, but he did not get anything yet.
<b>Rafi</b> (pseudonym) is 34years old and his hometown is Tangail. He came back to Bangladesh from Sudan in the year 2015. He is driving an auto van at present. He participated in a 3-day training on “Conducting Business” after returning back and he received BDT800 as travel fares. BRAC communicated with him after the trainings and provided BDT 4,000 during COVID period. He did not borrow any loan from BRAC, but borrowed BDT 20,000 from another bank 6 months earlier. A locally known person helped him to get the loan.
<b>Younus</b> (pseudonym) is 37 years old and his hometown is Noakhali. He came back to Bangladesh from Qatar in the year 2016. He is now running a shop in front of a school, where he sells variety of things. He started this business 1 year ago. He received 2 trainings from BRAC before starting the shop, one was a 5-day entrepreneurship training and another was a 3-day livestock rearing training. He received BDT 2000 for the 5-day and BDT 1200 for 3-day training sessions. BRAC bought him a cow and a calf worth of BDT 65,000 after providing livestock rearing training 2 years back. The calf has now gotten bigger and the cow has given birth to a calf few days ago. He borrowed BDT 20,000 from ASA 1 year ago and bought goods for the shop. Locally familiar people who work in associations helped him get this loan. He wanted assistance from BRAC for his shop, but he did not get any. He did not take any loan nor any assistance for loan from BRAC.
<b>Shahin</b> (pseudonym) is 41years old and his hometown is Noakhali. He came back to Bangladesh from Italy in the last of 2017. He owns a grocery store now. He started this shop in mid-2018. He got a training on business in Comilla at the beginning of 2020. <i>Prottasha</i> project provided him goods for his shop of worth BDT 80,000. He is going to receive training on driving from 1 <sup>st</sup> April through <i>Prottasha</i> project of BRAC. BRAC communicated with him after the training and provided BDT 10,000 during COVID period. He borrowed BDT 200,000 from BRT association under his wife and his mother’s name in the year 2018, through which he mainly started his shop. No one helped him to get this loan, he went for the loan all by himself. He did not want any loan assistance from BRAC and did not receive any help from them either.

<p><b>Yamin</b> (pseudonym) is 37 years old and his hometown is Tangail. He came back in Bangladesh from Maldives in the year 2018. He is now working in tailoring; besides he is working as a contractor of soil, sand and brick. He started this business in the year 2018. He received 2-days training on business from BRAC. BRAC communicated with him after the training and provided BDT 4,000 during COVID period. He borrowed BDT 50,000 from BRAC under his wife's name on 28<sup>th</sup> March, 2021 and this is the first loan he has taken ever since he returned to Bangladesh and he has not taken any loan otherwise. He did not receive any assistance from BRAC regarding loan, he went to BRAC for the loan by himself.</p>
<p><b>Didar</b> (pseudonym) is 44years old and his hometown is Noakhali. He came back to Bangladesh from Dubai in the year 2015. He has been running a bag shop next to a school for the last 3 years and he started this shop by his own money. He received a 1-day training on business from BRAC in the year 2020. Since then BRAC did not communicate with him and he did not receive any assistance from BRAC as well. He did not need to take any loan after coming back yet.</p>
<p><b>Pankaj</b> (pseudonym) is 34 years old and his hometown is Noakhali. He came back to Bangladesh from UAE in September, 2018. He is now farming in his own land. He received a 1-day training on business from BRAC in the year 2019. BRAC did not communicate with him after the training and he also did not try to communicate with them. He did not apply for any kind of loan after coming back to country.</p>
<p><b>Litu</b> (pseudonym) is 46years old and his hometown is Noakhali. He came back to Bangladesh from Bahrain in the year 2016. He is not doing anything; his son runs their family. He received a 1-day training from BRAC. He was told to receive assistance from BRAC, but he did not receive anything from them. He did not need to take any loan after coming back yet.</p>
<p><b>Robiul</b> (pseudonym) is 54 years old and his hometown is Comilla. He came back to Bangladesh at the beginning of 2018. He started a business of sofa cover, curtain and seat cover making. He participated in a 3-day training on Business and received BDT 1800 as travel fares. After the training, BRAC communicated with him 3-4months later and took a copy of his passport and told him that they will assist him to get loan approval from PKB. But he has not received any loan from PKB yet. He took a loan of BDT 100,000 from BRAC in the year 2019, which he paid back 4months earlier. Later he again took loan from BRAC of BDT 120,000, which he took against his shop. No one helped him in getting these loans. He went to BRAC office by himself for the loans.</p>
<p><b>Rony</b> (pseudonym) is 39 years old and his hometown is Tangail. He came back to Bangladesh in May 2018. He has been running a grocery store for a year. He participated in a 3-day training on Business from BRAC before starting the business and received BDT 1800 as travel fares. This training helped him start the business. BRAC communicated with him after the training and provided BDT 4,000 via Bkash during COVID period. He took a loan of BDTc50,000 from TMSS on 25<sup>th</sup> March 2020. A familiar person next to his shop helped him get this loan. He did not receive any assistance for loan from BRAC.</p>
<p><b>Rajon</b> (pseudonym) is 28 years old and his hometown is Tangail. He came back to Bangladesh from Roman 1.5 years back. He started driving a Tomtom car after 6 months of his arrival. He received a 1-day training on business from BRAC 1year ago. BRAC communicated with him after the training and provided BDT4,000 during COVID period. His parents took a loan of BDT40,000 from BRAC in 2021. His parents took loans from BRAC before that as well. He wanted assistance from BRAC, but they told him if he wants to start any business, BRAC will help him. If he is not able to show any visible business, BRAC</p>

would not provide him with any loan support. He has not sought for loan support from anywhere so far.

**Akib** (pseudonym) is 35 years old and his hometown is Noakhali. He came back to Bangladesh from Abudhabi 10 years back. He started a contractor business after coming back in country. He is now running a variety shop in front of madrasa for 1.5years. He participated in a 3-day training on Business from BRAC before 2 weeks of starting the business in the beginning of 2020 and received BDT 1200 as allowance. BRAC communicated with him after the training and followed-up on him. During starting of his business, he took loan of BDT50,000 from BRAC. He came to know about this loan from BRAC Migration programme and took this loan with the help of a familiar shop-keeper. After paying back the first loan, he again took another loan from BRAC of BDT 50,000, of which he has already paid 5 installments. With the second loan money, he did fisheries of BDT 10,000, bought a goat of BDT 9,000 and bought goods for his shops with the remaining amount. He did not get any other support from BRAC. He is now well-off with his business.

**Mojjaleem** (pseudonym) is 35years old and his hometown is Noakhali. He came back to Bangladesh from UAE in November, 2017 and = stayed there for 11 years. He is now working as carpenter and beside that he is also working as a Thai glass fitter. He had experience of working as a carpenter in destination country and he is utilizing that experience here. But he wants to re-migrate. He now wants to go to Saudi Arabia, for which he will have to spend BDT 570,000. He has given all the money except BDT 200,000 to the middleman. He still could not arrange for the remaining amount, if he can, he will go to Saudi without any delay. He participated in a 3-day training on business from BRAC after returning from UAE and got BDT 1800 as allowance. BRAC has not communicated with him after the training until now. He took a loan of BDT 30,000 from BRAC in the year 2019. After paying back that loan, he again took a loan of BDT 50,000 on 27<sup>th</sup> December, 2020. He took this loan through his own initiative and in the name of his wife and himself. BRAC did not provide him with any assistance for loans.

**Shohidul** (pseudonym) is 28years old and his hometown is Noakhali. He came back to Bangladesh from Qatar on 31<sup>st</sup> August, 2019. He is now working as a mason under daily wage basis. But he wants to re-migrate. He went to a training of BRAC 4-5months back. The training was supposed to be held for around 7-15days, but he went to that training for 2-3days and spend 1-2hours per day. He could not remember on which topic the training was held. But he was told from BRAC that he will be given a certificate after completion of the training, which will be beneficial for him later. But he did not see any benefit of participating in that training, so he did not go to that training after 2-3days. No one from BRAC communicated with him after that training. He took a loan from BRAC of BDT 15,000 in February, 2021. He took this loan all by himself, BRAC did not help him gett this loan. It was his first loan after 2019. He took a loan of BDT 100,000 from an NGO named *Prottasha* before going abroad, he went to Qatar with that money.

**Hasnahena** (pseudonym) is 34years old and her hometown is Noakhali. She came back to Bangladesh from Oman 2 years ago. She is now working as a house-keeper and her son is also working. She received a training from BRAC after 2months of her arrival. The training was on livestock rearing and poultry firming. She could not remember the duration of the training, she was confused between 4-days and 4-weeks. BRAC communicated with her after that training. She received BDT 4000 from BRAC after 1-2 months of that training. He got a cow worth BDT 25,000 from BRAC 7-8 months ago. The cow got sick few days back and had to undergo treatment from doctor, for which she had to spend some money. She contacted BRAC regarding this matter and they told her that they will inform her later if she would

get any assistance or not, but she still did not get any help. She did not take any loan from any institution till now after her arrival in Bangladesh.

**Moshiur** (pseudonym) is 30 years old and his hometown is Foridpur. He came back to Bangladesh from Oman in mid-2018. He started a tailoring shop after 2 months of his arrival and now he is involved in tailoring. He knew about tailoring from far ago. He participated in a 3-month training on business from “Process” skill development of BRAC 1year ago. The training used to be hold every Wednesday for 1-2 hours weekly. BRAC communicated with him after the training and offered him loan, but he did not receive the loan offer. He took loan from BRAC of BDT 40,000 in March, 2020, of which there is still 4-5 installments remaining to be paid. He took the loan with his own initiative, he did not take any assistance of those who provided the training. At present, his business is running smoothly. He mainly takes order for dress/cloth making because he does not have any goods in his shop.

**Kasem** (pseudonym) is 44years old and his hometown is Noakhali. He came back to Bangladesh from Oman in September, 2019. He is now working as construction worker, from which he is earning BDT 600 daily. He got an offer to participate in a 3-day training on business at the beginning of 2020. But he got sick after attending 1 class of the training, so he could not attend anymore. Although they wanted to provide allowance of BDT 400 for 1 day, he could not go to receive that allowance due to lack of time. BRAC communicated with him 4-5 months back and again offered him the training, but he does not know any update. He took a loan of BDT 40,000 from BRAC in the year 2020, with which he started a poultry firm, but due to his lack of prior experience, the business incurred loss. He still has 2 installments left to be paid of that loan. He took that loan with the help of a BRAC field worker who provides loan. At present he is well-off though he is left with no work for 5-6 days every month.

## **Annex- 9.2 List of respondents**

Deleted

## **Annex-9.3 List of documents reviewed**

### **1. Documents from Donor Agencies**

- a) Embassy of Denmark
  - Result framework: Socio-economic Reintegration of Returnee Migrant workers of Bangladesh project
  - Budget Proposal and signed agreement of the project
  - DK project agreement BRAC Migration 2017
  - Revised Budget 2018 BRAC Migration project
  - Revised Budget 2019 BRAC Migration project
- b) Swiss Agency for Development and Cooperation
  - Proposal of Socio-economic Reintegration of Returnee Migrant workers of Bangladesh

### **2. National and Global Documents**

- a) National Documents
  - 7<sup>th</sup> Five Year Plan FY2016-FY2020
  - Perspective Plan of Bangladesh 2010-2021
  - 8<sup>th</sup> Five Year Plan FY2020-FY2025
  - Perspective Plan of Bangladesh 2041
- b) International Documents
  - Transforming our world: the 2030 Agenda for Sustainable Development
  - Labour migration from Colombo Process Countries, Good practices, challenges and ways forward.
- c) Swiss Documents
  - Swiss Cooperation Strategy for Bangladesh 2018 – 2021
  - Switzerland's International Cooperation Strategy 2021-24

### **3. Documents received from BRAC**

- a) Documents from BRAC HO
  - Annual Operation Plan 2019-2020
    - Annual Operational Plan SDC 2020.14.01.20
    - Complete Annual Operation Plan 2019
    - Final Revised Budget for Annual Operation Plan 2020, SDC
  - Anupreorona M&E Plan 2019-2020
  - Revised Result Framework SDC 291120
  - Updated Organogram of SDC Supported Project
  - MIS Report- DRSC\_Compiled\_ALL year\_Anuprerona\_Evaluation\_130321
  - Project Reports of Anuprerona
    - BRAC\_Annual\_Operational\_Report(2020)\_ Anuprerona Project\_31.1.21

- Final \_Annual Operational Report\_SDC\_Jan-Dec, 2019
  - Project Operational Report\_SDC (Jan'18-Dec'19)
- Monitoring Reports
  - Socio-economic reintegration survey
  - Financial literacy and remittance management training
  - Gender Based Violence status of women migrants\_  
Anupreorona\_141020
  - Survey upon counselling survey recipients
- National Level Consultation Report on the role of CSOs
- Output 1.1 documents
  - IPT Documents
  - Volunteer Trainings
  - Courtyard Meeting Documents
  - Miking Guidelines
  - School Campaign Guideline
- Output 1.2 documents
  - Public-Private Sector Capacity Development WorkShop
  - 4 SDC-DANISH Project\_Returnee Profiling Form
  - Business Proposal Preparing for SME Loan
  - Marketing Sales Training
- Output 2.1 documents
  - Returnee Migrants' Need Assessment Reports
  - Unison Development Meeting Reports
  - Event Report\_Govt. Duty Bearers Workshop
  - Report for Media Reporting on Migrations and Migrants
  - Successful and Unsuccessful Migrants\_Reintegration Stories
- Output 2.2 documents
  - Bandhon\_MoU with CSO
  - Bandhon\_Amendment
- Output 3.1 documents
  - Financial Literacy Training for Migration\_SDC
  - Terms of shock
  - Beneficiary\_database\_financial linkage\_280321
- b) Documents from Comilla DRSC
  - Materials pic from field
    - Flipchart
    - Followup form
    - IPT Show Register
    - Leaflet
    - Service Register
    - Uthan Boithok
  - Output 1.1 documents
    - IPT Show Link
    - Recorded Announcement (Male & Female) (Miking)



- Presentation-Quiz-Competition (School Campaign)
- Output 1.2 documents
  - Cumilla DRSC\_Report on Basic Entrepreneurship Training
  - District Workshop Report- Cumilla
- Output 2.1 documents
  - Narrative report of Need Assessment of Returnee migrants
  - Narrative report of Unison Development of CSO workshop
- Report of Stakeholder Meeting – Cumilla
- Revised Project Activity Plan 2020\_SDC

## Annex-9.4 Cost Benefit Analysis

### Annex- 1.1

Table 1: Cost Analysis of intervention			
	2019	2020	Total
Skill development for wage-based economic reintegration	114000	1249346.774	1363346.774
Skill development for Enterprise based economic reintegration	4630236	5056980.231	9687216.231
Total program cost for skill development	4744236	6306327.005	11050563.01

### Annex 1.2

Table 2: Benefit Analysis of intervention						
	Year	Beneficiaries	Total Income of trainee who had a job for 6 month	Beneficiaries	Total Income for 1 year of people who set up new business	Total value of income generated for beneficiaries
0	2019	0	0	0	0	0
1	2020	176	7105481.46	869	90266724.72	97372206.18
2	2021	176	21316444.38	869	180533449.4	201849893.8
3	2022	176	35527407.3	869	270800174.2	306327581.5
4	2023	176	49738370.22	869	361066898.9	410805269.1
5	2024	176	63949333.14	869	451333623.6	515282956.7

### Annex 1.3

Table 3: Cost benefit Analysis and BCR						
	0	1	2	3	4	5

	2019	2020	2021	2022	2023	2024
<b>Cumulative Program Activity Cost for skill development (base year=2019)</b>	4,744,236	11,050,563	11,050,563	11,050,563	11,050,563	11,050,563
<b>Cumulative monetary value of income generated for beneficiaries of training</b>	-	97,372,206	201,849,894	306,327,581	410,805,269	515,282,957
<b>Net Benefit</b>	(4,744,236)	86,321,643	190,799,331	295,277,018	399,754,706	504,232,394
<b>PV of Costs for 5years</b>						
<b>10%</b>		10045966	9132697	8302452	7547683	6861530
<b>PV of Benefits for 5 years</b>						
<b>10%</b>		88520187	166818094	230148446	280585526	319950175
<b>NPV</b>		78,474,221	157,685,397	221,845,994	273,037,843	313,088,645
<b>Table 6: Benefit cost ratio</b>						
<b>BCR</b>		8.81	18.27	27.72	37.18	46.63