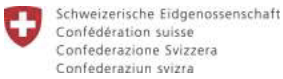
Mid-Term Evaluation

Reintegration of Returnee Migrant Workers in Bangladesh

Report
(3 April 2025)

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Acronyms and Abbreviations

ADP	Annual Development Plan
BEF	Bangladesh Employers' Federation
CAFOD	Catholic Agency for Overseas Development
DYD	Department of Youth Development
DDLG	Deputy Director of Local Government
DEMO	District Employment and Manpower Offiice
EU	European Union
GFMES	Global Fund to End Modern Slavery
GoB	Government of Bangladesh
ILO	International Labour Organization
IOM	International Organization for Migration
M&E	Monitoring and Evaluation
MJF	Manusher Jonno Foundation
MTR	Mid Term Review
MoEWOE	Ministry of Expatriates' Welfare and Overseas Employment
MoE	Ministry of Education
MoU	Memorandum of Understanding
MRA	Mutual Recognition Agreement
NCCWE	National Coordination Committee for Workers' Education
NHRDF	National Human Resource Development Fund
NSDA	National Skills Development Authority
NSDP	National Skills Development Policy
OKUP	Ovibashi Karmi Unnayan Program
PAC	Project Advisory Committee
PCC	Project Coordination Committee
PIC	Project Implementation Committee
PMF	Project Monitoring Framework
PSC	Project Steering Committee
PKB	Probashi Kallyan Bank
RAISE	Recovery and Advancement of Informal Sector Employment
RMW	Returning Migrant Worker
RPL	Recognition of Prior Learning
TAPP	Technical Appraisal of Project Proforma
SDGs	Sustainable Development Goals
TP	Talent Partnership
TSC	Technical School and College
TTC	Technical Training Centre
TVET	Technical and Vocational Education and Training
WEWB	Wage Earners' Welfare Board
UNW	UN Women
UNEG	United Nations Evaluation Group
WVLB	Women's Voice and Leadership Bangladesh
WC	Welfare Centre

Acknowledgements

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Disclaimer
The views expressed are those of the evaluation team and do not necessarily represent those of SDC or the government of Bangladesh.

Executive summary

1. Background

Building on previous SDC-funded projects implemented with ILO and BRAC, SDC initiated a reintegration project (2022–26) to enhance the sustainable reintegration of returnee migrant workers, focusing on establishing inclusive policies, frameworks and mechanisms which enable access to social and economic integration including employment and enterprise support services. Originally planned as a 12-year, three-phase programme, the project will now phase out due to SDC's planned office closure in Bangladesh by 2028. The current phase seeks to reintegrate 13,220 returnee men and women into Bangladesh's economy and society while indirectly benefiting 500,000 indirect beneficiaries[1] through improved reintegration service delivery and awareness creation. The project operates through two pillars: direct outreach support for returnees by 9 grassroots organizations (Pillar 1) and system and policy improvements for a more effective migration reintegration mechanism and referral system (Pillar 2). This Mid-Term Review assessed progress and provides recommendations for the remaining phase. With SDC's planned exit, the recommendations also guide SDC and partners in preparing a transition plan.

2. Findings

Relevance: The project is seen as highly relevant by stakeholders who emphasize the need to embed reintegration into the entire migration cycle. It ensures a structured holistic socio-economic reintegration for returnees, incorporating need-based case management for social and economic reintegration by addressing psychosocial counselling and career guidance needs, social protection, financial literacy, remittance management, and skills or entrepreneurship development.

Design & Setup: The project's strength lies in its systemic approach, uniting key stakeholders to enhance policy reforms and reintegration efforts. The project builds on previous efforts and fosters synergies for better coordination amongst multiple stakeholders at grassroot (Pillar 1) and policy / donor levels. Pillar 2 fosters cooperation among ILO, IOM, and UN Women—previously working independently—to support MoEWOE and WEWB. The system perspective's clear strength is that the project accelerates reforms through this collaborative approach. A thorough stakeholder analysis and management framework will further strengthen the ongoing efforts and enable GoB to better coordinate stakeholders involved.

Coherence within the project (within Pillar 1 and Pillar 2 and between them) and timely alignment between grassroots and policy initiatives could improve with a more integrated design, joint work plan, and a structured results framework. This was originally planned for phase 2. Some of the outcome and output indicators are ambiguous. More clarity is required, and indicators should be measurable to monitor performance and if possible, change (e.g. improved capacities and service delivery). Indicators should be reviewed for both Pillars. Pillar 1 coordinates three independent projects with differing indicators, which complicates comparison, monitoring, and reporting.

Effectiveness: The approach to combine social and economic integration is highly effective and there is evidence that they reinforce each other. Mental wellbeing as precondition to being able to economically engage in income generating activities, while increased income clearly increases the status of returnees within the family and community.

Pillar 1 is progressing well in meeting social integration targets, largely due to the streamlining of case management and the adoption of standardized procedures, which has been expedited by building synergies with large-scale initiatives such as Prottosha II and RAISE. The case management approach seems effective overall but inconsistently applied across partners and provided at different costs. Psychosocial counselling has proven beneficial and should be incorporated into all reintegration processes, can however, differ according to specific needs. BRAC and OKUP use qualified counsellors for psycho-social counselling, including mental health assessment for each beneficiary, which is effective, however costly and difficult to be made

[1] Please note: SDC mentions 500'000 indirect beneficiaries, while BRAC had originally 700'000 indirect beneficiaries in the PRODOC.

available at local levels, and hence limits scalability. An effectiveness study is needed to standardize cost-efficient approaches while addressing diverse returnee needs.

Partner organisations face challenges in meeting economic integration, which is defined as returnees earning BDT 8500 as self- or wage employed after reintegration. They struggle to create economic opportunities for returnees which are aligned to labour market needs in both rural and to a certain extent in urban areas. A one-size-fits-all approach seems to be used for entrepreneurship development, and financial literacy. Limited skills and upskilling options have been explored, and the absence of market informed career guidance, job placement, and skills recognition, limits returnees' choices. To achieve meaningful economic empowerment, particularly form women, deeper engagement with the local business community, financial institutions, and group entrepreneurship initiatives is necessary. This requires a stronger business-oriented approach, better sectoral understanding, and close collaboration with enterprises, business development services (e.g. SME Foundation), and NGOs offering future-focused skills training. BRAC in particular has to increase its effort to leverage private sector engagement. Pillar 2 aims to foster private-sector linkages (with local chambers and Bangladesh Employers' Federation-BEF) but has yet to fully leverage them, especially at the local level in collaboration with other projects already active in some of the locations (e.g. PROGRESS and ISEC Pillar 1). Better alignment between both pillars can enhance economic reintegration efforts and ensure beneficiaries receive adequate support.

Institutional Development for migrant forum: Pillar 1's focus on social and economic reintegration through community-based networks has been beneficial for outreach and for effectiveness of reintegration and local awareness and change of attitude towards returnees. However, the project has given limited focus and resources for institutional development of such local networks, government engagement, and private sector involvement systematically in the design, which is a precondition for scalability and sustainability. The migration forum requires clearer strategic direction, formalization, capacity building and funding. The project should explore a financing model for such forums, however, needs to take into account the funding cuts which are expected to shape future development cooperation in Bangladesh.

Pillar 2 started with an 18-month delay (late TAPP approval, political crisis in 2024), but has progressed with policy revisions, framework development, capacity building and knowledge sharing efforts for government officials, welfare centres and local government officials as well as private sector and worker's organizations. Some of Pillar 2's policy reform goals seem unlikely to be achieved within the given timeframe of one single phase, due to the slow approval of the reintegration policy and instruments, the current inactive Parliamentarian Caucus, and the limited time available to get the policies and framework approved. Several outputs/outcomes depend on policy approval, which is not in the hand of the ILO, but depends on the political will and priorities of GoB. Nevertheless, some milestones can still be achieved with a no cost extension.

Data Gaps: The absence of a comprehensive database on returnee migrants (particularly women) at national level, which could inform provincial and local level government and grassroots organisations, about the size of the population and their economic and social and service needs affects effective program design and monitoring of progress of interventions for both policy makers and grassroots organizations. This area needs urgent attention.

M&E & Reporting in project: The absence of an integrated log frame, real-time data, and a structured reporting framework hampers effective tracking, coordination, and affects reporting quality and depth. It also affects systematic two-way coordination between the pillars. BRAC has made continued efforts to build a unified M&E and structuring the reporting. At this point of time, however, no budget is available for setting up a real time, consolidated data platform. For the remaining phase, continued efforts are required to strengthen data collection, to streamline reporting, which can be achieved by using an activity tracker and continued capacity building of partners by BRAC in Pillar 1, along with improved data-driven analysis for Pillar 2 implementation, which is critical for evidence-based policy and planning.

While gender responsiveness has been integrated into the project through mainstreaming and targeted interventions, the absence of a common gender approach between Pillars 1 and 2 and limited dedicated resources to build capacities and monitor progress makes it difficult to track gender-related outcomes and middle-term empowerment. Standardized enterprise development and training offered by NGOs or the government seem to reinforce traditional roles and livelihood activities rather than promote active participation of women in the labour market as empowered actors and explore diverse employment and entrepreneurship opportunities (e.g. group enterprises). A holistic strategy is needed, addressing economic, safety, and well-being concerns, with improved access to finance, gender-neutral training, opportunities for older groups, and enterprise support for transformative outcomes.

Collaboration & Coordination: Collaboration within Pillar 1 and within Pillar 2 need to be more proactive. ILO should reaffirm its role as standard setting agency and technical lead for labour migration and decent work, also by emphasising its convening power to bring Employers, Trade Unions and other stakeholders together and be able to advise the Government on this matter. Collaboration towards a bigger goal and vision is required and should be demanded by the Government. Support can be provided by SDC. Timely alignment between Pillars 1 and 2 in implementation has been a challenge. Delays in TAPP approval have hindered Pillar 2's ability to support Pillar 1 with policy advice on economic integration. Further, Pillar 2 needs Pillar 1 to provide reliable analysis, facilitate partners representing business development services, employer networks and trade unions to strengthen local level economic reintegration efforts. Internal coordination within pillars also requires improvement for more effective implementation.

Knowledge Management: The project acknowledges the need for awareness raising and knowledge-sharing, including cross-national exchanges to Nepal. BRAC aims to become a knowledge hub but lacks a clear strategy defining scope and purpose. ILO too plans several training and knowledge sharing events with relevant stakeholders involved at local and national level (various departments, local stakeholders). More focus on strategically building capacities for harvesting experiences, conducting in-depth analysis and quality reporting and then sharing findings for such a role. Without this, valuable research and experience risk being underutilized. It also reduces the project's ability to inform stakeholders, including donors and policymakers.

Sustainability & Exit Plan: With SDC's planned exit from Bangladesh by 2028, a sustainability strategy and an exit plan are essential. GoB's commitment to reintegration financing, as seen in RAISE funding, provides a foundation for long-term support. However, the World bank loan provides only for a short follow up phase with less outreach planned. Financial sustainability must be addressed on high priority basis. Similarly, Pillar 1 partners need to develop resource mobilisation strategies and explore alternative forms of funding. Approaching destination countries to fund initiatives similar to Korea or Japan could be explored (e.g. Saudi Arabia etc.)

3. Recommendations

For sustainability of reintegration efforts beyond SDC's exit in 2028, Pillar 1 and 2 must be consolidated within the remaining project period. This involves:

Recommendation 1: Consolidation within Pillar 1

Addressed to	Priority	Implementation	Level of Resources
BRAC, OKUP, MJF & partners, SDC, PAC, ILO	high	Short term	middle

- **Experience consolidation & best practices**: Conduct workshops and analyses to refine reintegration approaches, drawing insights from Pillar 1 partners and other partners implementing donor funded projects (e.g. RAISE, Prottasha II and ASHSHASH)
- **Case management optimization**: Develop a segmented approach based on efficiency and effectiveness studies. Expand peer-based counselling service outreach.
- **Strengthen migrant forums & female leadership**: Formalize migrant forums, provide leadership training, and develop a virtual network of trained peer counsellors.
- **Strengthen economic reintegration & livelihoods**: Map local stakeholders, foster collaborations with NGO, local stakeholders, improve career guidance, match skills training with market demands, and explore group enterprise models.

- **Enhance data & M&E and reporting**: Implement a standardized M&E system with real-time data collection, and cumulative analysis to drive evidence-based policymaking.
- **Foster collaboration and cross learning between partners** for them to adopt each other's approaches to ensure effectiveness and efficiency. Intensify collaboration with local ecosystem.
- **Knowledge Management & communication**: Define scope and develop a strategy for knowledge hub under BRAC, ensuring documentation of best practices, capacity-building for local partners, and thematic learning exchanges. Strengthen communication efforts for increased project visibility and outreach.

Recommendation 2: Consolidate PILLAR 2 and integrate project with Pillar 1

Addressed to	Priority	Implementation	Level of Resources
SDC, ILO, IOM, UN WOMEN, BRAC	high	immediate	Low

- **No-cost extension**: to ensure the adoption of the National Reintegration Policy and completion of outstanding tasks.
- **Reaffirm the ILO's role as a technical standard-setting agency** for labour migration and decent work, while also **recognizing its convening power to engage stakeholders**, including trade unions and the private sector. ILO as a technical agency with permanent presence should be more proactive in its advisory and convening role to support GoB.
- **Log frame Revision**: Adjust output targets to align with realistic, measurable indicators.
- **Keep lobbying activities alive:** Continue collaboration with WARBE and maintain visibility through workshops and media engagement. Resume collaboration with Parliamentarian Caucus once the new parliament is formed in early 2026.
- **Financial inclusion for returnees**: Intensify policy efforts to improve access to credit and financial services, especially for women.
- **Pillar 1 & 2 Integration**: Establish a joint approach to case management, psychosocial counselling, and strategic approach towards economic reintegration, gender-responsive programming, and NGO-GoB collaboration.
- **One-Stop Centres feasibility review:** DEMO highlights coordination challenges among local departments. Given these constraints, the MTR recommends replacing this output with a feasibility study and learn from international similar experiences (e.g. Nepal, Philippines etc.).
- Reassess practicality and legal interdepartmental barriers for implementing these centers.
- **Integrate data & reporting systems**: Develop a unified activity tracker for both pillars.
- **Cross-pillar coordination**: Strengthen communication, regular thematic discussions, joint field visits and structured feedback between partners and public service providers.
- **Knowledge sharing & reporting**: Ensure sharing of reports, research findings, and project updates to foster participatory programming and informed decision-making.
- **Exit strategy & donor engagement**: Develop a sustainability plan and jointly approach donors to ensure long-term funding and continuation of the project's reintegration efforts.

Recommendation 3: Consolidate gender responsive programming

Addressed to	Priority	Implementation	Level of Resources
SDC, ILO, UN WOMEN, BRAC, OKUP, MJF	High	immediate	Low

- **Gender strategy alignment**: Ensure conceptual consistency between Pillars 1 and 2, addressing gender and specific support and financial needs across different groups. Besides addressing intersections, get into a common understanding on definition of empowerment, which addresses decision making power and control and visibility and participation in the community, as defined by MJF.
- **Measure women's empowerment**: Define change focused indicators, allocate resources for capacity-building, and strengthen monitoring frameworks to track empowerment.
- **Policy advocacy & predeparture sensitization**: Ensure that predeparture training includes work experience awareness, labour rights education and networking in destination country

- **Strengthen leadership in migrant forums:** and explore capacity building of forum members in psychosocial counselling.
- **Shelter & support services**: Explore establish safe spaces at arrival points and in welfare centers and improve availability of counselling support for women returnees at local levels.
- **Address economic barriers**: Overcome stereotypes in skills training, enhance job placement initiatives, improve banking services for women, and foster entrepreneurship through partnerships with private sector networks, including value chain integration to address rural and sub-urban challenges. Also explore collective entrepreneurship.

Recommendation 4: Support GoB for integrated policy framework and road map

Addressed to	Priority	Implementation	Level of Resources
ILO and partners, including MoEWOE, BMET, DYD, project partners	High	Short term	Moderate

- **Unify stakeholder efforts**: ILO should strategically assist MoEWOE and, together with SDC coordinate with donors, government agencies, private sector actors, and NGOs to develop a cohesive reintegration mechanism. Facilitate stakeholder management approach, including strategy and framework, through which progress and quality of collaboration is monitored.
- **Develop reintegration roadmap**: Establish a 6–10-year vision with a Theory of Change, operational framework, and funding plan that is owned by the MoEWOE to ensure sustainability.
- **Develop implementation road map**
- **Clarify roles & responsibilities**: Strengthen governance mechanisms and ensuring alignment across migration-related institutions and prominence of reintegration mandate.
- **Financial sustainability**: build financing capability of GoB to leverage government and donor funding, including World Bank collaborations that reintegration services continue beyond project completion.
- **Integrated data system**: Continue efforts and offer technical assistance for a centralized database to track returnees, enabling better planning and service provision.

1 PROJECT BACKGROUND

Bangladesh is a leading labour-sending country, with 1,011,856 migrant workers leaving (61,158 women) in 2024, mostly to the Middle East. Remittances peaked at USD 23.9 billion in 2023/24, significantly contributing to the economy.[2] Incidences like the financial crisis in 2008 and the most recent COVID-19 pandemic caused 400,000 migrant workers to return home, which caused significant social and economic pressures on themselves and their families. Most returning migrant workers (RMW) staying back struggle to find suitable employment, and the majority prefer self-employment over low-wage jobs. Many women returnees, particularly domestic workers have experienced exploitation during their time abroad, leading to trauma and severe psychosocial distress, which is aggravated by the social stigma they faced from their husbands, family and the community when returning home (Blanchet et al, 2021).

The Swiss Development Cooperation (SDC) and the European Union (EU), together with several international Non-Governmental Organisations (CAFOD, GFEMS)[3] have been some of the leading agencies addressing the plight of returning migrants during the last decade. Building on the learnings from earlier projects implemented by the International Labour Organization (ILO) and BRAC, SDC launched a reintegration project (2022-26), aimed at fostering collaboration and bringing together policy actors and grass root practitioners to jointly find solutions for sustainable reintegration of RMW so that the existing fragmentation of service provision and the lack of an enabling environment are addressed through more effective mechanisms and services for returnees and their families. A strong focus on women returnees is applied. The project has the following set up:

Goal: 13,220[4] returnee migrants will be sustainably reintegrated into the Bangladesh economy and society. Further, the project's efforts will result in a policy framework supportive of reintegration of returnee migrant workers, as the Government of Bangladesh (GoB) will institutionalize the services for reintegration, and systems will be set up for RMWs to access these services for social and economic reintegration and 500'000[5] men and women will indirectly benefit from improved service delivery.

1. Direct Support for Returnees: Pillar 1 focuses on social and economic reintegration of returnees and their families at the grassroots level;
2. Systemic Changes: Pillar 2 aims to strengthen policies and regulations, public services and institutional capacities of key agencies involved to improve migration governance and support mechanisms for returning migrants at the policy level.

Implementation strategy:

- **Pillar 1** seeks to increase collaboration between leading NGOs like BRAC, OKUP, MJF (and their 6 partner organisations)[6] to increase outreach and streamline social and economic reintegration efforts of returnees in 10 migration prone districts. Each partner operates in different locations and applies different approaches with a different focus.[7] BRAC is responsible for coordination, monitoring and building capacities, besides building the knowledge base on approaches and lessons learnt from the field, so that policy dialogue and formulation effectively reflect grassroots realities;
- **Pillar 2** seeks to reduce fragmentation at policy level, fosters collaboration with International Organisation for Migration (IOM) and UN WOMEN (UNW) to build an enabling environment for increased institutional capacities and a mechanism for effective reintegration.
- **Close alignment between Pillars 1 & 2 shall** ensure that an enabling policy environment is created which makes social and economic reintegration services for returnees accessible, effective and responsive at the local level.

[2] https://www.bb.org.bd/pub/quaterly/remittance_earnings/remittance%20april-june%202024.pdf
[3] CAFOD: Catholic Agency for Overseas Development; GFEMS: Global Fund to End Modern Slavery
[4] Original PRODOC of BRAC mentions 13220, while ILO refers to 13120 beneficiaries.
[5] Original PRODOC of BRAC mentioned 700'000 indirect beneficiaries.
[6] OKUP: Ovibashi Karmi Unnayan Program, MJF: Manusher Jonno Foundation; AVAS: Association for Voluntary Actions for Society; BNSK: Bangladesh Nari Sramik Kendra; Caritas, KMSS: Karmojibi Nari Shamaj Sheba; Mukti-Nari: Mukti Nari O Shishu Unnayan Sangstha; BASTOB: Initiative for People's Self-Development
[7] BRAC: Cumilla, Chattogram, Tangail, Noakhali, Narshingdi, Munshiganj, Faridpur, Barisal, Dhaka. OKUP works in Manikganj. MJF partners are in Bhola, Narayanganj, Narail, Jashore, Khulna, Kushtia and Dhaka

2 EVALUATION BACKGROUND

After 2 years of implementation, SDC has commissioned a midterm review (MTR) of the project, which was executed between 1st Sept- 30th April 2025, led by Sandra Rothboeck, the international consultant and Hassan Imam, the national consultant with Rezaul Karim as his assistant. They evaluated the project's progress, identified challenges, and provide actionable recommendations for improvement and future implementation during the remaining phase. The consultant team was joined by Constance De Planta from SDC as an observer and reported to Nazia Haider, Senior Programme Manager for Migration in SDC.

2.1 Scope

The review focused on several key areas (see questions Annex 7). It assessed the:

a. **Project design, the implementation strategy and project setup** to ensure alignment with the intended goals;
b. **Performance, measuring progress and achievements**—both intended and unintended—against agreed outcomes and outputs, using Key Performance Indicators (KPIs);
c. **Organizational capacity of the four implementing organizations**—BRAC, OKUP, MJF, and ILO, along with MJF's partner NGOs, considering insights from the Partner Risk Assessment previously conducted by SDC;
d. **Gender integration and the effectiveness of the Gender Assessment** carried out by project implementation partners;
e. **Coordination and collaboration -** how the project aligns with other labour migration initiatives in Bangladesh;
f. **Ongoing regional collaboration** and knowledge sharing and exchange efforts between SDC funded projects (e.g. Bangladesh and Nepal's REMI migration project) and the feasibility of a regional hub on reintegration of migrant workers to be managed by BRAC.

2.2 Clients of the Evaluation

The primary clients of this evaluation are SDC in Bangladesh, implementation partners (BRAC, OKUP, MJF, ILO) and government partners (e.g. MoEWOE, WEWB)[8]. Indirectly, this MTR should benefit other project partners, including local stakeholders (welfare offices, DDLG, DEMO, DYD, WC, TTCs, PKB)[9] and beneficiaries (female & male returnees; aspiring migrants, families).

2.3 Methodology

The evaluation was summative and formative since it focused on progress made at outcome level and was also a reflection and learning opportunity. The process was participatory and as far as possible, a gender sensitive perspective was applied to ensure that relevant stakeholders' views and realities are reflected in the evaluation report. The MTR followed UNEG Ethical guidelines,[10] utilized the OECD/DAC criteria framework as a reference[11] and used the assessment grid provided by SDC: relevance, coherence, effectiveness, efficiency, impact, and sustainability (Annex 1). The MTR also analysed the log frame to assess project progress and achievements against defined outcomes, outputs and KPIs (see details in Annex 4 and for questions Annex 8). The MTR covered the following areas:

1. *Relevance:* Assessing alignment with the needs of returnees, national priorities (e.g., Bangladesh's 8th Five-Year Plan, SDG frameworks), SDC priorities, and international labour migration frameworks. Assessing the project's relevance in the current political context, also by taking into account the World Bank funded RAISE project[12];
2. *Coherence:* Evaluating internal coherence - how well the four project partners collaborated with each to for more project coherence -, and external coherence – how well the project partners collaborated with other Swiss-funded and external donor projects (e.g. World Bank financed RAISE);
3. *Effectiveness:* Measuring progress toward objectives, and assessing intended and unintended results:

[8] MoEWOE: Ministry of Expatriate Welfare and Overseas Employment, WEWB: Wage Earners Welfare Board
[9] DEMO: District Employment and Manpower Office, DYD: Department of Youth Development, WC: Welfare Centre, TTCs: Technical Training Centres, PKB: Probashi Kallyan Bank, DDLG: Deputy Director of Local Government
[10] UNEG: United Nations Evaluation Group
[11] OECD/DAC (2019)
[12] RAISE: Recovery and Advancement of Informal Sector Employment

4. *Efficiency:* Assessing cost-effectiveness, resource use and timely delivery of outputs to optimize implementation. SDC guided consultants on cost efficiency analysis;[13]
5. *Sustainability orientation:* Assessing the technical and financial capacities of national and local government institutions and partners (e.g MoEWOE, WEWB, BRAC, OKUP, MJF) to sustain the services and reforms initiated. It also includes assessing the ownership from the GoB (WEWB and MoEWOE) and identifying additional support that is required for the initiative to sustain interventions in the current context.

2.4 Process

The consultant team employed a systematic desk review of policy documents, studies, progress reports, secondary data, and project documents. Each implementing partner did a self-assessment (BRAC, OKUP, MJF, ILO) which created an opportunity for critical reflection during the discussion and ensured that all data and information was compiled ahead of the planned exchange meetings. Qualitative, structured key informant interviews (KII) and focus group discussions (FGDs) with 113 stakeholders were held 60 women, see Annex 3). Most meetings were in person meetings and only two were held virtually (CAFOD, WINROCK International). Various additional discussions and e-mail exchanges allowed for several rounds of validation and triangulation of findings during the MTR.

2.5 Limitations

As MTR was meant to be the first MTR of an originally planned first Phase of a 12-year system building project. Therefore, the evaluation has limitations in assessing long-term sustainability and impact, allowing only for early indications of progress. Target numbers showed some inconsistencies, partly due to multiple revisions over the past two years, especially for Pillar 1. Detailed documentation of these changes would have been helpful, as the MTR team struggled to ensure they were analysing the most accurate data and needed to verify data several times with the project partners (see indicators in project design section).

SDC requested a Cost-Benefit Analysis (CBA). However, it is too early to conduct a CBA, which will now be done by the end of the project. For Pillar 2, the limited data availability at this point led to the decision to conduct a more qualitative Cost-Efficiency Analysis (CEA), which focuses on the project's synergy-building efforts and cost-saving measures. Further, the EU programme personnel and the secretary of the Project Advisory Committee (PAC) could not be met, since they had urgent last moment commitments. Finally, the evaluation team could not visit every project site and partners given the limited time available. Therefore, observations and analysis were made based on the locations visited and interactions with the teams met.

2.6 Structure of the Report

Chapters 1&2 include introduction and evaluation background, and chapter 3 the overall project performance using the DAC criteria. It also discusses whether gender responsiveness has been adequately addressed and the feasibility of setting up a regional hub to be managed by BRAC. Chapter 4 discusses conclusions, lessons learnt and good case practices, followed by recommendations (chapter 5).

[13] See SDC E&E: https://www.shareweb.ch/site/EI/Migration

3 EVALUATION FINDINGS

3.1 Relevance

The Reintegration for Migrant Workers Project aligns with **Bangladesh's national development priorities**, particularly the 8th Five-Year Plan (2020–25), which emphasizes sustainable reintegration through employment, skills development, financial assistance, and entrepreneurship. Vision 2041 also highlights the need for skills development for overseas employment, while the National Sustainable Development Strategy (NSDS) 2010–21 calls for investment in social security schemes for returnees. While the interim government views these policy documents as initiatives of the previous administration, it continues to recognize migration as a key strategic area for addressing national labour market challenges and acknowledges remittances as a vital source of income for both the country and recipient families. The government remains actively involved in economic diplomacy to strengthen worker protection and enhance the global perception of Bangladeshi workers. Additionally, the ongoing Labour Reform Commission remains dedicated to enhancing migration policies, emphasizing the importance of addressing labour migration through a circular approach and robust governance. This includes structured support for socio-economic reintegration, however, only has a second priority when it comes to migration.

The project is strongly linked to the **ILO Decent Work Country Programme** 2022–25, contributing to key outcomes such as strengthening migration institutions, expanding social protection, and promoting decent work. It supports Outcome 1.5 by enhancing labour migration frameworks, Outcome 2.3 by expanding gender-responsive reintegration services, and Outcome 2.4 by enhancing MoEWOE's and WEWB's capacity to integrate returnees into social protection schemes. Due to decent work and protection deficits in both Bangladesh as a sending and the destination countries, ILO is advocating for labour governance improvements and protected circular migration, shifting the focus towards rights-based and economic diplomacy through increased bilateral and multilateral agreements.

The project also contributes to **UN Bangladesh's Sustainable Development Cooperation Framework (UNSDCF)** 2022–26, particularly Output 2.8, which ensures that migrants and returnees, especially women have access to quality reintegration services. It also aligns with Sustainable Development Goals (SDG) of the UN. SDG 1.3 (social protection for returnees), SDG 5.1 (gender equality in reintegration), SDG 8.5 (productive employment for returnees), and SDG 10.7 (safe and well-managed migration policies). By aligning with national priorities, economic diplomacy efforts, ILO mandates and UN frameworks, the project ensures a comprehensive and sustainable approach to migration governance and reintegration.

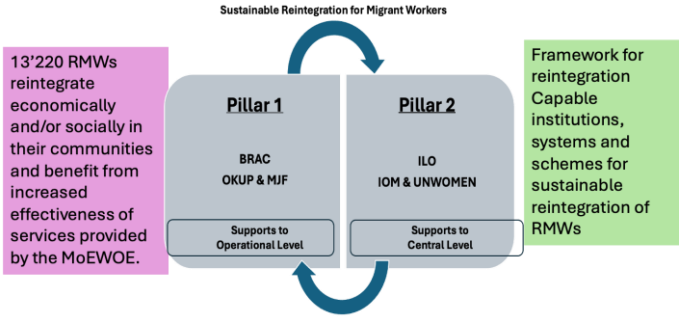
The **Swiss Cooperation Strategy for** Bangladesh 2022–25 focuses on economic development, social protection, and human rights-based programming, aiming to improve labour market access, skills development, and livelihood opportunities for returnee migrants. It supports policy advocacy, institutional capacity-building, and reintegration initiatives at both national and local levels, while ensuring gender-responsive programming and social inclusion. By facilitating collaboration between government institutions, private sector actors, and civil society organizations, SDC contributes to a more structured and sustainable reintegration framework, enabling returnee migrants to integrate into the economy and society effectively.

3.2 Coherence

a) The project design and internal coherence

The strength of the current project lies in its systemic approach, strategically uniting key stakeholders involved in policy reforms and accelerating better aligned reintegration initiatives. It builds upon previous migration policy-focused and grassroots projects led by the ILO (2014–22)[14], a reintegration project by BRAC (2018–22) and other ongoing projects (e.g. CAFOD-OKUP, MJF-GAC, EU-IOM-BRAC) to address fragmentation within the ecosystem by strengthening coherence and collaboration to establish a more effective, far-reaching reintegration mechanism. A 50 Mio USD loan provided by the World bank (RAISE) for reintegration complements these efforts to set up 31 Welfare offices under WEWB. To increase synergies with SDCs project, MOEWOE contributes CHF 3.5 million in in-kind contributions from the RAISE project to the SDC funded project. Pillar 2 brings together ILO, IOM, and UN Women—organizations that have worked on enabling policies and regulatory frameworks for returnee migrants but had limited collaboration until this initiative to support MOEWOE and WARBE started. SDC added an additional credit to the ILO to continue strengthening Migration Governance (500'000 CHF).

Figure 1: Project overview



Source: Self-Assessment by ILO

Under Pillar 1, SDC brought together BRAC and other two experienced partners in the field of reintegration with their own specialisation and well tested approaches: OKUP and MJF. MJF in turn builds partner organisations' capacities to reach out to returnee migrants (AVAS, BNSK, Caritas, KMSS, Mukti-Nari, BASTOB). Among the sub-partners of MJF, BNSK, Caritas, and BASTOB had previous working experience with RMWs; therefore, it was a good strategic step for the project to include them and hence expand outreach and effectiveness through networking and collaboration within the ecosystem. The other 3 partners were new in this field, but partners agree that it was a good experiment so that more coverage can be ensured in the future with more partners engaging with reintegration of the returnee migrants, as people usually migrate from all districts of the country.

Although partners generally follow a similar case management process, they differ in how they address returning migrants' needs and engage with local government, migrant families, and communities. BRAC's additional focus lies on the development of a re-referral mechanism, broad community based awareness generation at scale and developing good case practices in areas of economic re-integration. MJF and OKUP on the other hand, emphasise family counselling and community involvement and make specific need based services for vulnerable women their priority (OKUP's specific focus are traumatized women). Effective coordination by BRAC to facilitate exchange and learning should help partners to systematically test and strengthen these three distinct approaches under Pillar 1 and to refine their strategies and advocacy based on the evidence gathered. Meanwhile, Pillar 2 focuses on overcoming policy gaps, overlaps and coordination challenges between donor-funded projects and government institutions, which currently hinder a streamlined returning mechanism and hence service accessibility and effectiveness at the local level. All partners recognize the project's goal and appreciate its participatory approach towards strengthening the reintegration ecosystem around MOEWOE and WEWB. However, they continue to face challenges with internal coordination and power dynamics, possibly due to the project's design and structure.

b) Theory of change (TOC) and results framework

Before the decision that SDC would close the Bangladesh desk by 2028, SDC intended this project to have 3 cycles (12-year programme), based on which a TOC and results chain was developed; highlighting the long-term vision and goal of the project and spelling out causality of interventions at output and outcome level to achieve the desired long-term impact. For the first phase of this project however, to keep it simple, SDC requested ILO and BRAC to develop two independent PRODOCs

[14] The Application of Migration Policy for Decent Work of Migrant Workers Phase I & II. Ongoing projects on re-integration which involve partners are listed in the Annex.

(Pillars (1 & 2) with the support from external consultants. The projects would first focus on internal consolidation, however, would have regular exchange between the pillars, while the follow up phase would focus on integration between Pillars and consolidation. Both PRODOCS highlight the interdependence of project governance, including steering, management, and advisory committees, as well as the development of knowledge products, information sharing, learning exchange, and awareness-raising. None of the PRODOCS have developed results chains, which would explain the causality of interventions and project logic and therefore could guide the project and their teams to jointly work towards an integrated mechanism for reintegration, which at the same time, is gender sensitive and addresses specific needs for female returnees.

The Pillar 1 PRODOC has developed a theory of change as an adaptation from the one of SDC. It tries to capture the complexity of the overall project, however, does not clearly articulate causality and attribution between multiple activities-> which lead to an output, while several outputs lead to access sub-outcomes and institutional capability outcomes-> which in turn lead to pillar 1 outcome (social and or economic integration) & and Pillar 2 outcome and impact. The project, as it is implemented now, emerged into a project only after SDC has contracted ILO, BRAC, OKUP, MJF to independently implement their reintegration interventions, partially also as an immediate response to the COVID 19 crisis, which caused over 400'000 people to return. Only later, BRAC was approached to coordinate, monitor and build capacities within Pillar 1 with SDC's support. **During the last 2 years BRAC faced challenges coordinating and monitoring these three different projects under one broad results framework** and TOC, since partners have implemented their projects independently with different KPIs and performance criteria and monitoring. While broadly similar, their results are only broadly comparable and internal coherence is limited (see Annex 4).

Pillar 1 emphasizes holistic reintegration at individual, institutional and system levels, focusing primarily on returnees while aiming for long-term benefits for both outgoing and returning migrants, their families and communities (PRODOC, p.18). **The design underestimates the need for institutional development and capacity building for a last mile service provision and people/community networks; these are crucial for the entire mechanism for reintegration to be effective and sustainable.** Except for OKUP, (Output 1.3 collective voice) no specific provisions were made which resulted in very little resource allocation for capacity building, leadership development and formalisation of local networks like a migrant forum. While the role of Pillar 1 organisations is very prominent to ensure access to reintegration services, it is unclear how, at the later stage, such partners should collaborate with welfare service centres. A more strategic perspective is required how grassroots organisations and networks are embedded in the reintegration mechanism to ensure that last mile outreach and services at Upazila level are sustainable. An additional focus on economic integration was another priority in the BRAC specific project; however, no specific strategy has been formulated how the private sector and local government could be engaged, which is a missing opportunity that needs to be addressed to enhance returnees' access to formal and productive employment or to innovative livelihood alternatives.

Pillar 2 has a separate TOC, also derived from SDC's long term TOC, to strengthen framework conditions and mechanism for reintegration together with IOM and UN WOMEN as subcontracting agencies. IOM as the central 'vendor' for the GoB funded RAISE and EU funded projects on reintegration, is a critical strategic partner for MOEWOE and the ILO to strengthen internal coherence. Similarly, UNWOMEN as the main technical agency for mainstreaming women's protection and empowerment is an important partner to address gender responsive and transformative reintegration with the line ministry across departments and ministries. The Pillar 2 structure clearly defines responsibilities, with ILO leading policy development and economic reintegration (Outcome 3) and the collaboration between MOEWOE, WEWB, and BMET, private sector engagement, training linkages, and unionization efforts. Meanwhile, IOM focuses on strengthening capacities of welfare service centres under WEWB and potentially the one-stop reintegration hubs. Despite this clarity, there is a misconception that the project operates as a jointly managed UN project, which it is not. IOM has shown reluctance to fully embrace its subcontracting role, which has created challenges in project coordination and delay from both UNWOMEN and IOM to deliver in time. Discussions further highlighted that at an operational level, there have been coordination challenges, since IOM or UNWOMEN do not have standalone outputs, for which they are accountable. There have been delays in activities and financial transactions due to bureaucratic coordination challenges. Specific standalone outputs would be easier to monitor.

c) Scope and timeframe of project

Within Pillar 1, OKUP decided, with the given budget, to focus on 1 district, and has set realistic yet rather low targets of reaching 220 women during the project period. While BRAC has set realistic targets for the project given the presence in various geographies and the size of the organization, MJF members seem to have overestimated the number of beneficiaries, aiming to support 7,000 men and women through social and economic reintegration. The log frame and TOC for Pillar 2 have been developed with a mid-to-long-term perspective, envisioning outcomes that will surely extend beyond the current project duration. While such a vision for the mid-and long run is important, more tangible targets, measuring achievements within a 4 yearlong project phase would be helpful for monitoring. Thus, some of the Pillar 2 targets are unlikely to be met within the project timeframe, while some can be met, provided a no-cost extension is granted. This is due to the project's late start in 2023, ongoing political uncertainty, and the typically slow policy approval process in Bangladesh.

d) Formulation or indicators

Pillar 1: The impact indicator, originally formulated as "13220 men and women are economically AND socially integrated" has reformulated into "8602 are economically and /or socially integrated", which makes the formulation ambiguous. Outcome indicators are divided into two categories: (1) economic integration, defined as a person being reintegrated when earning at least BDT 8,500 per month six months after the intervention, and (2) social integration. Latter lacks a clear definition, with project partners interpreting it differently, which makes comparability and aggregation challenging. Some output indicators encompass multiple aspects and are vaguely defined, complicating progress reporting (e.g. MJF).[15] BRAC employs a results framework matrix to standardize indicator measurement and reporting across all partners, yet some ambiguities, vagueness and inconsistencies remain (see Annex 4).[16] Institutional indicators are absent at both the outcome and output levels- except for OKUP, which has migrant forum meetings as outputs.

Pillar 2: has many output-level indicators in this Pillar, which resemble a number of activity results not leading to an output. Some outcome indicators have been formulated as activity results and outputs. Greater clarity in definitions and strategies is needed to ensure measurable and achievable results and how these lead to certain outputs. For instance, the indicator stating that "WEWB, DEMO, TTCs and district offices have the capacity to function as One-Stop Centres for Reintegration, utilizing available services and referring returnees to relevant support" reflects the ambitious nature of output 2.2. There is a lack of clarity regarding what these One-Stop Centres would entail, what it takes to develop them, and how existing departments would work together under a single collaborative framework. It was also highlighted by DEMO officials that the current government mechanism is highly fragmented, and departments often operate in silos at national and local level; therefore, one stop centres for reintegration services seems unrealistic.

Outcome Indicators should have a change perspective. The indicators currently rely on absolute numbers rather than assessing improvements in service delivery capacity of stakeholders involved in the project. The project does not assess the strengthened capacity of service providers—an important mid- to long-term factor for expanding their reach and delivering more effective reintegration services, which would be more appropriately measured at the outcome level. The Pillar 2 log frame is not very clear on outcomes. It has 4 outcomes, which overlap, while the formulation of outcome 1 and outputs (1.1-1.2) are formulated as activities instead of 'increased capacities' of MoEWOE and WEWB. Given the project's aim to enhance effectiveness of services to increase quantity and quality of social and economic reintegration cases and improve access to services through a stronger referral system, outcome indicators should reflect measurable progress in these areas. Additionally, beneficiary-focused outcome indicators fail to measure meaningful change, particularly in terms of gender transformation. It is crucial to assess how reintegration impacts women's roles within families and communities, their level of control over decision-making, and their financial independence—all key aspects of a gender-responsive approach. An example could be to assess control over income and

[15] Provide need-based through (approximately 30% (2100) returnees out of 7000) psychosocial counselling for identified migrants workers through project intervention and/or linkage/network/partnership with Psychosocial Institution/Specialist

[16] For instance, BRAC distinguishes between Entrepreneurship Development Training (EDT), financial literacy and technical skills training, while OKUP and MJF do not distinguish. Similarly, there are multiple measurable indicators in Output 1.1.4, what should be avoided: 2,300 graduates (of which at least 5% will be women; 115 women) of entrepreneurship training started new or expanded existing businesses and 200 graduates of skills training recipients placed in job.

household budget related decision making of increasingly shared responsibilities in the household resulting from the increased income women have.

e) Designing Responses for Target Groups

The project design would have benefited from a thorough stakeholder analysis and the development of a strategy how these stakeholders are to be managed, capacitated and involved. This is important when developing a system through a multistakeholder approach as it is done here. [17]

Pillar 1: Implementing partners cater to different categories of returnees. BRAC supports a broader spectrum of returnees, including 8% women, while OKUP, MJF, and their partners exclusively assist women (many of them domestic workers) and their families upon their return. Findings indicate that certain groups, including younger returnees as well as middle-aged female and male returnees tend to re-migrate even though they have been identified as returnees. This makes the process of identification and serving RWMs a complex task, which needs to be monitored carefully so that case management is consistent with its purpose. The reintegration project currently focuses on low-skilled and vulnerable returnees, aligning with SDC's mandate. Field findings highlight the importance of addressing the diverse needs of returnees across the spectrum to establish a strong foundation for an inclusive mechanism. Basic reintegration support should be available to all returnees. Those facing severe challenges will require additional emergency assistance and resources compared to returnees who only need information on training, reskilling, and labour market integration. Pillar 2 takes a broader, more inclusive perspective, targeting all returning migrant workers who plan to remain in Bangladesh. As a result, the reintegration framework and service mechanism should be designed to meet the needs of a more diverse population. This is crucial for MOEWOE and WEWB to operate.

While a diversified social integration has been applied by OKUP, MJF and BRAC, economic integration should equally be more needs-based, strategic, and holistic. As outlined in the effectiveness section, partners tend to provide standardized, supply-driven solutions for enterprise training and refer to skills development that is not market-oriented or based on the training needs of RMWs. Barriers faced by returnees, including limited access to training, recognition of prior learning (RPL) and upskilling due to age, lack of qualifications or distance, along with difficulties securing low-interest loans are not sufficiently integrated in the project design. For women returnees, the challenges are even more significant. These interventions are not likely to achieve the desired labour market outcomes (jobs or profitable enterprises).

Pillar 2: The project's target group ranges from MOEWOE, WEWB and other line ministries, to the local administration and departments (DYD, DEMOS, TTCs, Women's Affaires, Cooperative office, Social Welfare), BEF and trade unions, banks and business development service providers (e.g. SME Foundation), local chambers of commerce, communities and families. The complexity of the re-integration process is high, and while the project has rightly identified and developed suitable partnerships, there is a need of a stepwise engagement and capacity building of partners to develop an understanding the complex nature of the reintegration by the relevant service providers. The project goes into the right direction to start this process with MOEWOE but needs a more structured approach how these stakeholders could strategically be capacitated and engaged and at what time. The current narrow collaboration with MOEWOE and WEWB at the national seems feasible at this point but needs more collaboration with other departments so that economic integration can be more effective at district and local level. For Pillar 1 to be effective in economic reintegration, it requires a more integrated approach, where local governments, training providers, banks, CBOs and chambers of commerce better collaborate with the partners and the welfare offices to be more effective. In addition, services need to be market need based. Pillar 2 plans to strengthen local stakeholders through collaboration with local welfare centres, BEF, SME foundation and trade unions; however, has only started with collaborations, sensitization and capacity building in Chattogram, so that Pillar 1 was not able as yet to fully benefit from such initiatives.

3.3 Performance and Effectiveness

This section examines the degree to the project pillar 1 and 2 have achieved the expected results overall and for specific outcomes, highlighting notable observations. These are based on reviews of

[17] SDC Comprehensive Guidance to undertake Stakeholder Analysis (2011)

KPIs. Both intended and unintended positive or negative results are discussed in this section. The more detailed tables with KPI performance for Pillar are in Annexes 4a/4b.

a) Pillar 1

As earlier mentioned, data aggregation of the three independent projects within one measurement framework proofs to be challenging and difficult for BRAC to report progress. The following discussion has used various resources including BRAC's common measurement framework and the partner reports and self-assessments. A notable reduction of targets was made over time and the revision of impact indicator towards a more open indicator needs to be mentioned.[18] The table and figure below summarize the results (see also Annex 4a). The partners either met their targets (green) or are likely to meet targets by end of the project (orange). Areas marked in red highlight that it will be unlikely that targets are met by the end of the project, unless significant additional efforts are made.

Sub-outcome 1: Economic integration, strictly defined as returnees earning at least BDT 8500 six months after 6 service provision and training, remains a challenge across all partners. Up to December 2024, BRAC has reached 32%, OKUP 18% and MJF 36%. Economic integration takes time, and most of the reintegration services have only started in 2023. Registering enterprises, getting trade licenses and accessing loans which need to be taken into account, and BRAC is positive that economic integration will significantly expand during the remaining phase. It is however uncertain whether BRAC, OKUP and MJF will be able to meet their targets by the project's conclusion.

Sub-outcome 2: Social integration is on track, with 38% of the Pillar 1 target achieved so far. BRAC with 47% is well on track to socially integrate 3000 returnees, however lags behind when it comes to women (6% reached). OKUP is well on track, and so is MJF (however as shown in the ANNEX, for MJF the indicators has been differently formulated. Therefore more clarity has to be provided). It is expected that the partners meet its target by project completion. However, special attention is needed for BRAC to achieve the targeted proportion of female beneficiaries.

Table 1: KPIs for sub-outcomes of Pillar 1

	BRAC	OKUP	MJF
Impact: 13220 men and women are economically and/or socially integrated	65% (3900) of RMW are economically and/or socially reintegrated, (8 % women)	72 % (158) of 220 women survivors reintegrated economically and/or socially	65% (4550) RMW (80% women) are economically and/or socially reintegrated, among 7000
	59% 2480	55% 120	45% 2030
	f-152	f-120	f-2030
Sub-outcome 1: RMW improved livelihoods (BDT 8500 or more) through economic integration/Skills training	T: 4'500 (or 75% of 6000); 15% women	T: 90 (or 75% of 120)	T: 2650 (75% of 3500)
	32% 1458	18% 20	36% 951
	f-91	f-20	f-951
Sub-outcome 2: RMW and their families benefit from social reintegration support and counselling services.	3'000 RMWs 10% women	158 of 220 women	3500 RMW get referral services support
	80% 2414	55% 110	31% 1079
	f-143	f-110	f-1079
Sub-outcome 3 Output 3: BRAC Coordination, capacity building and knowledge hub	3 knowledge products, 3 tracer studies, research and capacity building ongoing		
	Webpage initiated, knowledge hub yet to start in June 2025		

Output Indicators: The figure provides a summary of some of the output targets (bold on top versus achievements in % in centre and no of women, in the case of BRAC) by each partner (see for comprehensive list in Log frame Annex 4a).

[18] Example: there are some inconsistencies regarding project goal (13220 men and women socially AND economically integrated, while ILO's PRODOC refers to 13110. In addition, Impact targets as they are set now, refer to 8608 men and women being socially and/or economically integrated, which deviates in number but also in formulation (and/or).

Figure 2: Overview of Pillar 1 partner performance along the case management process



Colours: Green: performing well; orange: can be achieved; problematic, needs adjustments and focus
T=Targets; %=achieved as of Dec 2024; f:# of women.

Identification, Registration and Assessment of Wellbeing: All partners have shown strong performance in identifying and profiling beneficiaries through their strong grass roots base and community engagement to reach out to RMWs, with BRAC and OKUP exceeding their targets. In the case of registration in RAISE, BRAC is close to reaching its targets (44%), while OKUP has exceeded their target. Notably, BRAC has also met its 5% women inclusion target. MJF however mentioned that partners face registration challenges, having registered only 17% in RAISE up to now. Regarding assessment of wellbeing and mental assessment through professional counsellor sessions, BRAC and OKUP are on track, with BRAC's women-specific targets expected to be met in the remaining phase. MJF integrates well-being assessments into profiling, therefore has no specific targets.

Psychosocial Counselling: Meeting targets has been challenging for BRAC reaching only 23%, while MJF (49%) and OKUP (66%) are on track. A key difficulty has been the shortage of professional counsellors at local level, which has hindered service delivery. BRAC and even other partners highlighted additional factors such as limited awareness about the benefit of psycho-social counselling and the social stigma attached to it as factors which prevent returnees to come forward. To address this and cut costs MJF partners, such as CARITAS, have trained para counsellors and provided group counselling to handle minor cases, while more complex cases got referred to the ASHSHASH project. OKUP too has introduced group counselling. It needs to be evaluated to what extent latter services suffice for the majority of the returnee migrant community.

Career guidance is progressing well, with BRAC achieving 61% of its target; however, only 6% women were reached, which is below the 15% target. OKUP and MJF have no separate career guidance targets in their log frames. Career guidance is mentioned only by BRAC as a separate target and systematically delivered, efforts have been made by all partners, in different ways. The partners collaborating with RAISE offer career guidance, which is a precondition for any returnee to qualify for receiving the BDT 13500 cash incentive. However, career guidance seems rather inward looking and not based on relevant labour market information. Understanding of the local job market and business opportunities is limited, and partner organizations do not really assess the needs of local enterprises.

Referral services: are a key component of a mechanism for returnee migrant workers to better socially and economically integrate RMWs.[19] Good progress was made by all partners, on increasing referrals,

[19] They include a variety of services provided by WEWB (health compensation, insurance, death claim, education, disability compensation etc.), which should be accessible to returnee migrants. They also include social safety-net support provided by the Social Welfare

however it is more challenging to ensure that compensations and payments are made for health related claims, legal support or other services like accessing loans, skills development or RPL(see graph in debriefing presentation in Annex 5). The first phase of RAISE was implemented during the project period, in close collaboration between IOM, project implementation partners and welfare centres, incentivizing returnee migrants to register through a one-time cash payment (BDT 13,500). From November 2023 onwards, the project registered and provided job counselling to many returnee migrants but only a limited number of them have received cash payment so far. BRAC referred 4,000 migrants and 1,332 received payment, while OKUP referred 536 women of which 110 received payment; finally, MJF referred 1,205 cases, while only 299 received cash payment. According to BRAC, payment of cash transfer was delayed and started from June 2024, which is one reason for the low rate. Further, requirements from RAISE to avail cash incentives have led to duplications of services provided, which needs to be addressed. These include unnecessary additional bureaucratic hurdles for the service recipients (visited welfare centres 4 times).

The overall referral system in the country is complex and without enactment of the reintegration policy non-binding. Possibilities to interact and coordinate between the MoEWOE, WEWB and other relevant ministries and departments is limited and compromised. Increased collaboration and streamlining of procedures are key. With a policy approved the project can, as anticipated by Pillar 2, reach out to relevant ministries including social services, women, youth and labour departments for better coordination, streamlining of procedures and to overcome barriers for RMWs. This was planned for the next phase but could be expedited during the remaining phase. Effective coordination and collaboration among Pillar 1 partners, as well as with Pillar 2, are essential. The more coordination, collaboration, and advocacy are in place, the more the referral system will improve.

Skills Development and Recognition of Prior Learning (RPL): Enabling access to skills development, upskilling, and RPL services for returnees present significant challenges, with BRAC reaching only 20% of the target. BRAC and other partners have struggled to generate interest in training. In addition, barriers such as qualifications and age make access to services difficult. In the case of women, the challenge is even more accentuated. OKUP only managed to link 3 women to skills development. MJF partners have trained 825 participants but also face challenges to make women participate in market-relevant skills development, partially due to limited offers, partially due to other barriers. According to TTC and DYD, their training and RPL services are not very attractive for RMWs, considering their age and need to receive short term upskilling, RPL or reskilling services, for which access is limited.

Economic Integration through Job Placement and Enterprise development training and support: is a vital component of the project. In this regard, Pillar 1 has showed some progress, although there are areas for further improvement. BRAC is supposed to be the technical lead in this area, identify skills gaps and economic opportunities and pilot innovative, sustainable economic integration solutions for other partners to learn from. The MTR team feels that BRAC has not as yet taken enough initiative to engage and leverage private sector engagement at the local level for stronger linkages and should intensify efforts during the remaining phase.

The partners NGOs struggle with economic integration, particularly in rural areas where opportunities are scarce. Effective engagement with local businesses and alternative livelihood networks requires expertise in business development and value chains, which is beyond the project's scope. Except for BRAC, through its strong presence and existing BRAC projects (e.g. STAR), neither NGOs nor returnees currently have the capacity or funding to establish strong business linkages. Even in the case of BRAC, what is missing is the closer collaboration with own BRAC projects or local collaboration with specialized BDS services, local enterprises and their networks, and with other NGOs offering forward-looking skills training and entrepreneurship.

BRAC, OKUP, and MJF partners perform well in providing Entrepreneurship Development Training (EDT) and Financial Literacy training for returnee migrants and their families. Beneficiaries found these trainings useful but their focus seems basic and narrow, emphasizing rural livelihoods in gender-stereotyped trades and putting little focus on specific trade related and higher level skills and entrepreneurship training. Only a few returnee migrants accessed training to get placed in the job market. In the case of BRAC only 20% enrolled into skills training and only 10% got into jobs (no

Department (Maternity benefit, VGF, ration card), linkages to skills development (TTC, DYD), legal service support and loan facilities provided by PKB.

women). Implementing partners highlighted that most returnees staying back, particularly men are 40 years or older and are generally not interested in seeking employment but rather opt for entrepreneurship within their vicinity. It became clear that the project has yet to identify innovative approaches to engage returnees in training, upskilling and skills testing and to generate their interest gainful employment, particularly in semi-urban or urban areas, where jobs are available. This is even more relevant for returning migrant women, who mostly opt for low end income generating activities due to their low level of education or limited work experience. While project partners see this option as unfeasible, insights from the WINROCK (SDC funded ASHSHASH project) highlight that with private sector partnership, apprenticeships and industry training is an attractive option for both trafficked women and entrepreneurs.

Enterprise start-up support to shift from livelihood to micro enterprise development remains inadequate and challenging for all implementing partners. EDT participants, many of them indebted, need low or zero interest loans to start and grow their businesses, which the project tries to access through referrals to Micro Finance Institutions (MFIs) and PKB, which has the mandate to serve returning migrants.[20] While PKB provides loans to few participants (BRAC 757, OKUP 3, MJF 88), loans remain mostly inaccessible to the majority, due to rigid loan requirements, for which returnees, and particularly women do not qualify. MFIs on the other hand charge high interest rates (25%), making financing unaffordable. Improved access to savings, social protection and access to loans for returnees, in addition to skills and upskilling opportunities are important areas to take up at policy level. These barriers and delays in accessing services also explain why implementing partners find it difficult to meet the targets for returnees to find employment, start and expand their enterprises.

Other observations:

Effectiveness of Case Management Approach: The case management approach, combined with family counselling and community awareness activities under Pillar 1 proved effective in addressing the psychosocial counselling and social reintegration needs of returnee migrant workers. All partners demonstrated notable success in meeting the specific needs of RMWs. It was observed that not all partners provided case management support of the same quality or depth. An initial attempt to provide a comparison of services and observations provided in the Annex 6 highlights these variations, which has implication on costs and potentially on effectiveness. BRAC applies an 8 step approach, while OKUP applies a 7 step approach alone to serve counselling needs, while MJF partners vary in their approaches (MJF needs to map their interventions). Broadly, MJF partners integrate needs assessment and career guidance in the profiling process. BRAC and OKUP in particular put a lot of attention on the mental health status of individuals and provide additional follow up support in case of specific needs. All partners provide an initial psychosocial counselling session, either conducted by professional counsellors (BRAC, OKUP and MJF member BNSK), or by para psychological counsellors (MJF member CARITAS).

Migrant Forum and community initiatives: All partners are progressing well with raising awareness of local governments, their leaders, training providers, and within the communities to address social stigma and enable social and economic reintegration. BRAC engages community members, while OKUP and MJF also raise awareness through their forum members who are also returnee migrant workers, all of them women. BRAC is well on track reaching out to 177014 men and 241378 women, while OKUP increased awareness through its 536 forum members and has already reached the project target of 300 women.

Migrant forums and returnee migrant women have proven effective, providing safe spaces for sharing and learning. BRAC, while organising migrant forums in Prottasha II, does not form them in this project. OKUP has reached its targets of forming 10 migrant forums. OKUP and MJF organize these groups at the Union level and use WhatsApp for broader engagement. Pillar 1 partners differ on their future—OKUP prefers informal forums, while MJF seeks formal registration, and aims at linking them with local government institutions like the Department of Women and Child Affairs (e.g BNKS in Narial it is planned for Khulna too). However, the project's budget allocation for forum activities is minimal and should be increased for capacity building of forum members and to ensure their sustainability. Financing of such forum needs to be explored during the remaining phase, and their formal role within the referral and case management mechanism. It could imply that some funding might need to be

[20] Focus Group Discussions with returning migrants and entrepreneurs interviewed in Khulna, Barishal and Norail.

provided by the government. Learning from international experiences (e.g. Nepal, Philippines etc.) could also provide the required insight, to what extent such Migrant Networks could partially be financed by migrants themselves, if they see a value for these services.

b) PILLAR 2

ILO as the lead agency subcontracts IOM, UN Women, and the WARBE Development Foundation, which has been supporting the lobbying and capacity building work with the Parliamentarian Caucus till the government was dissolved. All partners are committed to ensure that the MOEWOE establishes an inclusive, accountable framework for reintegration and develops capable institutions, systems, and schemes that can provide services to returnee migrant workers.

Given the project's timeframe, the design of Pillar 2 may be overly ambitious, and it is only likely that the project achieves most of the results as outlined in the log frame (see table below and in Annex 4b) if a cost extension up to December 2026 is given. Coordination and collaboration among the UN agencies have been progressing slowly and require further improvement. IOM and UN Women have been given a 1-year contract to achieve their results, which is feasible. There seems to be some reluctance from IOM to fully accept its subcontracted role within the project, which has led to some lack of readiness to collaborate. Even with a no cost extension, all Pillar 2 partners must engage much more intensely with the partners; otherwise, meeting the project's objectives will be challenging.

Table 2: Pillar 1 KPIs

Outcome 1	Target Policy Support	Status	Observation
Output 1.1-1.4	5 Policy Reviews, regulatory Framework and action plan. Social protection schemes, review Caucasus	In progress	Caucus dissolved and needs new format
Outcome 2	**Target: System Supports & Coordination, Mainstreaming**	**Status**	**Observation**
Output 2.1/2.4	MoEWOE mainstreams reintegration in dept.	In progress	
Output 2.2	WEWB and district offices have capacity to function as a 'One-Stop Centre for Reintegration' using the available services.	Not realistic	Database/RAISE not yet accessible
Output 2.4	The Welfare Wing of MoEWOE delivers module of training and information materials for labour attachés	In progress	
Outcome 3	**Target**	**Status**	**Observation**
Output 3.1	MoEWOE, BMET and WEWB support private sector including BEF to develop initiatives at local level	In progress	Initiated in 10 districts
Output 3.2	Trade unions, and CSOs have knowledge and capacity	In progress	Initiated
Output 4.1	Project partners have shared learning	NA	Starting in June 25
Output 4.3	MoEWOE disseminates research	NA	

Outcome 1: is that the MoEWOE endorses an inclusive, gender-responsive, and accountable framework for sustainable reintegration. The development of the National Reintegration Policy for Migrants has been a major achievement under this outcome, and the policy underwent multiple revisions, incorporating feedback from technical committee meetings, inter-ministerial consultations, and international organizations like ILO, IOM, and UN Women. By June 2024, the policy was submitted to the Cabinet for final approval. The project also facilitated capacity-building workshops, including a multi-stakeholder consultation on women migrant workers' welfare in December 2024, fostering cross-sector collaboration.

However, the approval process for the National Reintegration Policy faced significant delays, particularly due to the January 2024 elections, political shift in July-August 2024, and leadership transitions at MoEWOE. Initial progress made on working with the Parliamentarian Caucus came to a standstill due to the fall of the government, and it's currently unclear. WARBE's collaboration with the Parliamentarian Caucus has not been operational since July 2024 and it is to be seen whether collaboration can resume with the newly appointed government for the remaining year in 2026. As for now, the project might just be able to informally lobby for the cause of RMW with the interim

government. Additionally, inter-ministerial coordination remains weak, delaying the establishment of a comprehensive reintegration framework. There was also limited progress on integrating gender-responsive provisions into key national policies, however reviews by UN Women are on the way.

Outcome 2: The MOEWOE will establish a policy-based, well-defined coordination mechanism for reintegration services. It is important to note that the upcoming election activities may cause further delays; therefore, Pillar 2 needs to accelerate policy-level work now. As ILO plans for the skill profiling of 5000 returnee migrants, this can be initiated immediately using the data from RAISE. Discussions highlight that the quality of data collected might be problematic. Therefore, significant resources and efforts need to be made to ensure validity and reliability of data.

The plan to turn 10 welfare centres into one-stop centers seems very ambitious and unrealistic within this timeframe. Departments operate in sylos and at this point of time, it is not clear how, in a systematic way they should coordinate and collaborate. The scope of these welfare centres and how they should function, bringing relevant government departments together at federal, provincial and local level requires a well-coordinated and negotiated strategy and implementation plan. Given the current fragmentation in the government, DEMO representatives seemed sceptic that progress could be made so easily.

Progress was made in capacity development and institutional strengthening, particularly through training programs for the WEWB and RAISE project staff. Upto December 2024, four capacity-building training programs were conducted, enhancing the ability of government and private sector actors to support returnee migrants. Additionally, coordination meetings between UN agencies and the MoEWOE helped streamline reintegration services. A significant step forward was the finalization of a Bangla training manual on labour market reintegration. However, despite these efforts, coordination between different ministries and agencies remained weak, leading to delays in operationalizing the National Steering Committee and Labour Migration Forum. Additionally, while the WEWB was identified as a central reintegration hub, its capacity remains limited, requiring more resources and structural improvements.

Outcome 3: seeks to strengthen systems of MoEWOE, BMET, and WEWB to connect with returnee migrants for better employment opportunities. The Pillar 2 started engaging BEF and its local member as part of the private sector to create employment opportunities for returnee migrants. Notable achievements include the June 2024 workshop in Chattogram, where employers were encouraged to integrate returnees into local industries. Additionally, BEF is currently working with the ILO to develop a job placement model and sector mapping in 10 districts. However, the planned efforts to support pillar 1 on private sector engagement process was slower than expected, with limited participation from trade unions and employers' organizations, or chambers of commerce at local level. Many returnees also showed low interest in long-term skills training programs, preferring entrepreneurship instead or plan to remigrate. Furthermore, labour market integration mechanisms lack a clear strategic approach, delaying the formalization of partnerships between migrant reintegration service providers and the private sector and their chambers or enterprises.

Outcome 4: MoEWOE and project partners plan to share knowledge on reintegration to inform policy and programming. As part of it, the project plans to enhance knowledge-sharing among government agencies, international organizations, and civil society from July onwards; however, as of now, efforts on knowledge sharing and exchange was not significant. The dissemination of research findings remains limited. Additionally, coordination with Pillar 1 data analysis of progress at grassroots level remain insufficient, affecting the integration of research insights into government decision-making. More regular exchange and more structured ways of meetings are needed to ensure that research findings effectively shape reintegration policies.

3.4 Efficiency

This section discusses how well human and financial resources have been utilized so that they lead to the desired results at output and outcome level; to what extent the results framework was realistic for the time proposed and whether the project received enough political, technical and administrative support from its partners; finally, the effectiveness of collaboration, synergies, quality assurance, knowledge exchange and internal communication.

a) Realistic goals, timeframe and timely delivery

The coherence section has already underscored that with a short duration of 4 years, the anticipated outcomes of the project appear ambitious and, in many respects, unrealistic to be achieved, particularly for Pillar 2. The project was also affected by the national election in early 2024 and last years' political unrests in July and interim government take-over in August. Day to day activities were stopped from Mid-July to end of August for both pillars. In the case of Pillar 2, late TAPP approval by 18 months delayed initiation of activities by ILO and its partners IOM and UNWOMEN. Policy reforms and associated legislation require significant time to materialize and may not fit into predefined timelines, given their dependence on political support and government approvals at the highest levels. These are realities which are largely beyond the project's direct control. Anticipating that some further delay will occur as this usually happens during an election year, the ILO suggests that a no cost extension is made to December 2026. This gives the project the required time to achieve its results.

b) Cost efficiency

As per request from SDC, a separate cost efficiency analysis was done for Pillar 2 (see Annex 9).

c) Spending up to now

The evaluation team found that financial resources were allocated and used quite unevenly during the project period (table). Pillar 2 faces slow progress and commitment from the government to get approvals. Of the 39% received budget, 63% have been spent up to Nov 2024. The burn rate shows 25%, while it has also commitments to spend 76% during the next year. Pillar 1 shows high level of spending for project activities, particularly in the case of OKUP and MJF.

Table 3: Budget Utilisation

		Total budget SDC	Total fund received from SDC	Total expenditure upto November, 2024	Total project burn rate against total budget
Pillar 1	BRAC	332,500,000	172,800,000 (51%)	146,274,040 (85%)	44%
	OKUP	19,000,044	8,037,228 (42%)	8,553,484 (106%)	45%
	MJF	56,999,997	24,111,624 (42%)	25,670,847 (106%)	45%
	*BRAC, OKUP and some partners utilise complementary funding to achieve results				
		Total budget	**Remaining commitment upto Dec. 2024**	**Total expenditure upto December, 2024**	**Total project burn rate against total budget**
Pillar 2	ILO (USD)	**3,759,860**	**1,473,642 (39%)**	**934,300 (63%)**	Spent: 24.85% Utilised and committed 76%

Budgets for all partners in Pillar 1 are very tight and as shown below in the tables; and partners are resource constraint to fully fulfil their roles; particularly in the case of MJF partners, which have set themselves very high targets to reach a total of 7000 beneficiaries. All partners, including BRAC are on track with an average burn rate of 45% of the total budget and expect to use the remaining funds by the end of the project. With the exception of a few surveys and 3 knowledge products, BRAC has not as yet started its knowledge sharing activities and the setting up of a knowledge hub, which indicates the low spending for knowledge management and dissemination.

Table 4: Spending of MJF Partners

		Total budgeted fund	Total fund received from SDC	Total expenditure upto November, 2024	Total project burn rate against budget
Pillar 1	BNSK	50,64,156	28,54,962 (56%)	28,54,619 (100%)	56%
	Caritas	53,28,151	25,80,861 (48%)	25,30,984 (98%)	48%
	KMSS	47,27,412	26,34,142 (56%)	24,63,296 (94%)	52%
	AVAS	43,59,604	21,62,868 (50%)	21,61,502 (100%)	50%
	Mukti-Nari	43,80,124	25,94,556 (59%)	25,22,335 (97%)	58%
	BASTOB	70,95,000	40,33,540 (57%)	40,28,650 (100%)	57%
	Total (Partners)	3,09,54,447	1,68,60,929 (54%)	1,65,61,386 (98%)	54%

Very low budget for meeting targets and to create impact

d) Project governance

The project is implemented in close collaboration with the Government through the MOEWOE and the WEWB. A key strength of Pillar 2 is that its team operates from within the ministry, ensuring direct engagement with government stakeholders, which accelerates decision making and optimizes coordination. Pillars 1 and 2 are held together by SDC and MOEWOE, through regular Project

Steering and (PSC) Project Implementation Committee (PIC) meetings, facilitated by the secretary of MOEWOE, the quarterly partner coordination meetings (Pillar 1 & 2) and in the case of Pillar 1 by monthly exchange meetings which are facilitated by SDC. ILO is a member of the Project Advisory Committee (PAC) of Pillar1. BRAC also invites other SDC funded partners who implement similar projects (e.g. WINROCK/ASHSHASH and Helvetas/SIMS). These meetings are regularly held and contribute to a better understanding and alignment within and between pillars and between the different migration-related projects of SDC.[21]

There is a perception amongst some partners in Pillar 1 that PAC meetings are too formal to discuss day to day issues which discourages sharing of failures and reflective learning. Similarly, governance of steering meetings within Pillar 2 still seems heavily government-oriented according to implementing partners, not really allowing smaller partners to have more visibility and present their learnings.

Further, there is a tendency that reporting is limited to activities and less on strategic aspects and progress made. For instance, data should be used for strategic discussions, about how case management and referrals can be optimised, so that claims can be enforced and how economic integration overall can be more innovative leading to better labour market outcomes. The ILO highlights the need that BRAC and Pillar 1 partners need to provide more analytical data analysis and reports so that these field findings can guide decision making at policy level. Best practices should be shared on how organisations can improve access to market and demand oriented skills development, productive employment or self-employment and how local partnerships, alliances and co-financing and collaborative models can be tested.

e) Management Structure, Competences of Human Resources and Quality Assurance

The evaluation team found that the project has generally used human and financial resources well to achieve the expected results. Pillar 2 has a lean team structure which appears adequate with its flat hierarchies and reporting mechanisms to enhance internal efficiency. The project made some cost saving efforts by replacing an international CTA position with a senior National Expert with a good network within the government and technical acumen, which seems to work very well. There are no positions for M&E and communication, which would have been beneficial for the project, given its role of increasing coordination and advocacy. Consequently, existing staff is monitoring progress and works on communication on an ad-hoc basis.

Pillar 1 staffing varies across partners, which also reflects organisational strength and geographical focus and presence of the partners. A quick assessment, which needs to be analysed more in detail, shows that BRAC is well positioned to implement its own project, but also coordinate Pillar 1 (see table), build capacity, monitor and evaluate and to develop a knowledge management platform.

OKUP and MJF on the other hand are small organisations which run short of critical funds, capacities and resources, including psychosocial counsellors, case management officer and therefore depend on unpaid volunteers and women forum members. MJF in its role as a capacity builder and backstopper does not have a dedicated resource available for quality assurance and M&E. It was also mentioned repeatedly that MJF project partners do not have adequate staffing at the field level, lack resources for counsellors, and heavily depend on unpaid volunteers. MJF has not developed any guidelines which are followed. This lack is problematic, since MJF has a capacity building role to cascade

Table 5: Staffing of Pillar 1

	Target	Full time positions	Number of staff engaged	Comments
BRAC	6000	27	110	Includes Coordination of Pillar 1 and capacity building of partners. Includes volunteers M&E function Knowledge hub and awareness campaign
OKUP	220	11	17	Since March 2025 no allocation for Psychosocial Councellor; Case Management Officer; but no allocation; 2 shelter home assistants are also engaged here; 1 Office Assistant; covered by CAFOD
MJF		1	6	3 partial paid and non-paid volunteers
MJF Partners	7000	17	36	12 partially paid and 9 non-paid (volunteers)
	13'240	**56**	**169**	

[21] Coordination meeting held in April 2024, January 2025, Partner coordination meeting in February 2024

reintegration, for which quality assurance and reporting is critical. Shortage of these resources affects quality and effectiveness of the project and should somehow be addressed.

f) Monitoring of Results and Quality of Data

In Pillar 1, BRAC coordinates the collection of field data and reports from OKUP and MJF and supports MJF in gathering data from its six partner organizations. BRAC maintains its own MIS for meeting its project targets and collects data through its own digital platform/free KoBo collect apps on a monthly basis through its local staff, who also gets monitoring support from BRAC's M&E team. OKUP too collects data through KoBo. Partner data is, however, manually consolidated in Excel sheets, making the process cumbersome and time-consuming due to the absence of an integrated data management system.

Reporting formats are simple and linked to APOs and done every 6 months, however, the quality and consistency of data provided by MJF partners remains challenging. Coordinating multiple reports requires significant effort from both MJF and BRAC to ensure consistency and assessing of progress. At this point of time, no funds have been allocated for M&E and reporting under Pillar1, except for BRAC, leading to delays in submission, and affecting quality of data collection. BRAC should put more efforts into the streamlining of data collection and analysis so that evidence can be used more effectively during discussions and reviews. Reports do not provide a cumulative % progress against the total target, which makes reading difficult. This can be addressed immediately.

Pillar 2 has a multilayered reporting structure for ILO, Government (MoEWOE, ERD, IMED) and SDC and integrates reporting and M&E into existing staff activities, without specially dedicated resources. The project team meets weekly and regularly with IOM and UNWOMEN, produces reports discussing progress made for indicators agreed to the GoB, PIC and PSC twice a year, and sends a report to the donor yearly. A significant contribution is made by the ILO to consolidate and report on both Pillars with 2 reports per annum. The last report was submitted in July 2024.

g) Reporting

Currently, reporting is time consuming and seems descriptive, rather than based on critical analysis and insights. Progress reporting based on log frames is not of sufficient quality and should improve. While case studies provide valuable perspectives on individual success stories provided by Pillar 1 partners, they do not offer the required representative overview for a target groups' experience, which limits the usefulness for policy-driven conclusions. Good case practices of reintegration, psychosocial counselling, case management etc. should be highlighted and consolidated. Some valuable harvesting work was done by OKUP, which should get special attention. There were some remarks that they would like to get more visibility so that they are more equally presented.

There is a need to strengthen two-way coordination between the two pillars. Currently, Pillar 1 gathers field-level data but misses to effectively translate these insights into solid analysis for policy recommendations, while Pillar 2 focuses on policymaking without fully leveraging on-the-ground experiences. Establishing a more dynamic feedback loop is essential; where Pillar 1 can provide well analysed field insights to inform Pillar 2's policy interventions, while Pillar 2 should offer technical guidance on policymaking. To ensure communication flow and adequate appreciation of each other's contribution, it is critical that ILO's consolidated report is shared and discussed amongst all partners involved (incl. Pillar 1 partners). This to this date has not happened.

Need for integrated just in time data availability: The project would benefit from an integrated data system to track real-time progress, assess impact, and facilitate data-driven decision-making. This is particularly evident in Pillar 1, where the lack of systematic data management makes it difficult to share insights with Pillar 2 based on data and evidence. Introducing an activity tracker will be easy and useful to address the complexity of the project and to ensure timely alignment of activities for optimal results. Such a tracker requires a dedicated staff who trains other partners and monitors quality. BRAC's M&E staff can develop the tracker and provide training to the partner NGOs to ensure timely and quality reporting. This can be done through a systematic and planned effort within the remaining phase.

Tracer studies and impact assessments: BRAC has conducted three tracer studies (up to Jan 2025) and an effectiveness study of the psychosocial counselling approach on well-being, while OKUP[22]

[22] See Bibliography

provides valuable insights into the reintegration experiences of returnee migrants, assessment of referral systems, role of PKB financial products for reintegration psycho-social counselling effectiveness. BRAC continues periodic follow-ups to track beneficiaries' reintegration trajectories and better understand the economic and psychological wellbeing of returnees. For all partners, BRAC's applied Reintegration Sustainability survey, developed by IOM and Samuel Hall should be rolled out to assess mid- or long-term reintegration outcomes and impact at individual level. Additionally, field-level data analysis and satisfaction surveys have been initiated by BRAC, to get a deeper understanding of returnee experiences, enabling Pillar 2 to derive stronger policy interventions. Further, effectiveness studies on approaches and individual tools, along with cost effectiveness assessments are required. Staff requires enhanced capacity-building in data collection, analysis, and management, ensuring that field insights are timelier and both reliable and actionable. This can be done during the remaining phase.

Limited space for joint field and monitoring visits: Another challenge is the limited field engagement between BRAC, MJF and partners within Pillar 1 to monitor progress and build capacities of partners. Further, Pillar 2 stakeholders, including ILO, IOM, and UN Women, have minimal opportunities to visit the field, which makes it difficult to gain first-hand insights into reintegration challenges. Increasing direct field visits and reflection meetings with Pillar 1 helps bridge the gap between policy discussions and ground realities, allowing for more informed decision-making.

h) Capacities of Partners and Capacity Building

Capacity building for partner NGOs should be an ongoing process, yet the project up to now, has provided limited opportunities for this within Pillar 1. BRAC has some budget for capacity building, which until now has been used for its own staff and to a certain extent for OKUP and MJF training. SDC expects that capacity building is extended to other project partners too, much more prominently, since MJF's capacity-building budget is minimal.

Partners require capacity-building support at various levels, particularly to fully grasp the project's vision. The MTR identified gaps where some partners need intensive training in economic and social reintegration, communication, and local advocacy (see Annex 6). Additionally, MJF has not developed field-level guidelines for social and economic reintegration, a gap also seen in other partners. Training on reporting, MIS, and quality assurance is also necessary. BRAC could take the lead in training partner NGOs, with OKUP contributing resource persons. MJF must take a more proactive role in strengthening field staff capacity, though this will require resource reallocation.

Pillar 1 partners possess diverse strengths that could be leveraged more strategically to enhance collaboration, knowledge exchange, and overall project impact after assessing the effect and feasibility of the approaches. For instance, OKUP's DASS-21 tool could be utilized to assess depression, anxiety, and stress levels, enabling early detection of psychological distress, with severe cases being referred to OKUP for specialized support. BRAC too, has developed criteria for selecting vulnerable returnees, which include returning pregnant women or those with young children, often resulting from abuse at work provide emergency support at the airport itself. Similarly, MJF could contribute by strengthening family counselling among partners and advancing the institutionalization of migrant forums. In addition, MJF has the mandate to build capacities for integrating a feminist perspective to all interventions and could provide technical support for monitoring progress. Finally, BRAC's practice to provide Career Counselling and Tailored Reintegration Plan (TRP) for Economic Reintegration can become a praxis across the organisations.

A significant cost-saving could involve establishing a **shared pool of psychosocial counselors and training peer counselors** -a model already used by OKUP and CARITAS - which could be continuously developed and shared among partners based on demand. Introduction of group counselling should be tested as part of psychosocial counseling offer, where it permits to ensure that existing capacities of returnee women networks for counseling and sharing of experiences is used. By saving costs, money could be used for capacity building of peer counsellors and leaders of migrant forum. BRAC could optimize its airport access by linking returnees to the appropriate organizations for tailored support based on their needs and geographic location. In addition, BRAC could also

provide existing guidelines developed for business advisory services and mentoring support to enterprises formed and how to establish stronger linkages to local businesses and networks.

ILO can further support Pillar 1 by enhancing partners' understanding of skills for decent work and livelihood and for partnering with BEF, Trade Unions, SME Foundation and ongoing ILO projects, which is crucial for effective economic integration at the local level. Greater clarity is needed among project partners on economic reintegration strategies, along with stronger collaboration with the private sector, government, and training providers for local partnerships.

3.5 Knowledge Management, Exchange and Communication

a) Knowledge management and knowledge hub

Knowledge and content management act as an important support for better coordination and coherence. Both ILO and BRAC have an important role to play in setting up a knowledge platform, which was originally planned to start with a repository, but would, over the years also become a learning and exchange platform or knowledge hub for organisations dealing with reintegration (see PRODOC BRAC). ILO does not have resources for knowledge management or communication, while BRAC has. Although activities are set to begin in June 2025, and BRAC plans to invest significant effort in developing knowledge products in 2026, there remains a lack of clarity regarding the platform's purpose and objectives. A strategy that defines the scope and purpose for knowledge management and sharing, could clarify the scope, purpose and where it should be anchored and who should manage it. A resource and knowledge and learning platform surely can facilitate better documentation, accessibility of information, and fosters cross-learning among partners and stakeholders within the project and beyond, provided it is well resourced and curated. Particularly in a political transition phase, it could help existing Pillar 1 partners and beyond to continue and accelerate capacity building but also would also be a vital instrument for advocacy.

Workshops and exchange programs, including planned engagements with Nepal or visits to the Philippines, provide opportunities for exchange and learning; however, upto now overall exchange within the project and with other projects up to now remains limited. Regular meetings between Pillars 1 and 2 are valued but primarily focus on progress updates rather than fostering collective learning, critical reflection, and innovation in approaches, which implementing partners would appreciate. Expanding structured peer learning, thematic workshops, and best practice sharing, with international inputs from projects in Sri Lanka, the Philippines, and other relevant contexts could significantly strengthen the project's impact. BRAC and ILO could enhance exchange meetings by integrating thematic discussions, while SDC could facilitate project colloquia, involving relevant stakeholders, donors, and policymakers to highlight achievements, challenges, and knowledge products, ensuring strategic decision-making and broader sector-wide learning. It is further critical that smaller organisations are given visible opportunities to present their own learnings.

b) Policy advocacy, and communication

In 2024, Pillar 2 initiated multi-stakeholder workshops at both the central and provincial levels (e.g., Chattogram), focusing on Ensuring Decent Work and Promoting Protection and Welfare for Women Migrant Workers. A national consultation in Dhaka on December 4, 2024, aimed to enhance cross-sector collaboration for improving decent work conditions and protection measures for women migrants was held. Policy advocacy efforts have also advanced, with CPD finalizing the "Analysis of National Budget for Institutional Development" to assess the welfare and rights of migrant workers. Additionally, a multi-stakeholder workshop on gender-responsive reintegration was conducted on July 16, 2024, producing an outcome document, while UN Women is currently reviewing key policies (Women Development Policy 2011, National Skill Development Policy 2015, and National SME Policy 2021) to ensure the integration of reintegration services. A consultant has been commissioned, and UN Women is drafting Terms of Reference for a gender review of life and disability insurance. These efforts, alongside enhanced cross-sector collaboration, are crucial in embedding sustainable reintegration strategies into national frameworks, budgets and implementation plans.

To strengthen communication and knowledge-sharing, ILO has commissioned several knowledge products over the past 1.5 years, including a gender analysis for returning migrant workers, a policy brief on budgeting, and a training manual for government offices on labour market reintegration. BRAC on the other hand has commissioned 3 additional studies which are supposed to feed into policy dialogue. What the project did not foresee is that on each project site, a labour market and

skills needs assessment is required, which BRAC could have coordinated; this would have been very helpful for economic integration. d

Additionally, the project plans to organise knowledge sharing workshops at the national and division/district levels from June 2025 onwards. ILO has yet to spend the budget as planned for advocacy. For campaigns to be effective, active involvement of national and local governments and other key stakeholders is necessary. A well-defined communication strategy jointly developed with the government and aligned with other ongoing projects in Bangladesh, could ensure continuation. The campaign should be target-group focussed. It can learn from ILO's past experiences with TVET campaigns during Skills 21 and ProGRESS for effective outreach and the GoB to continue these activities.[23]

3.6 Collaboration and coordination

a) Project level collaboration

All implementing partners and government officials highlighted the progress made towards building stronger collaboration and strengthen coordination within and between Pillars. As the lead, BRAC is responsible for overall coordination, collaboration, and communication within Pillar 1. A system for regular coordination is in place, but the MTR found that it can be further improved. This improvement should focus on ensuring that all partners share their learnings and the challenges they face at the project implementation level, moving beyond just the quarterly reporting and emphasizing regular thematic exchange and communication. All partners can leverage their field experiences through advocacy based on insights from the field, ultimately benefiting RMWs.

Important achievements for Pillar 2 include the intensified collaboration and advisory support to MOEWOE at centre level. This includes jointly facilitating several coordination meetings of committees and networks, including UN coordination meetings in 2025, meetings on ADP progress and sharing progress made with the Advisor, holding coordination meetings with the World Bank, WEWB and RAISE and supporting the government in coordination other departments and a newly appointed committee for referral mechanism as well as other coordination meetings with BEF, NCCWE and WARBE.[24]

The MTR team still has the impression that more emphasis should be put on building a coordination mechanism which systematically keeps an oversight of ongoing activities and enables the government to more strategically use donor loans and funding for stronger local level collaborations and partnerships. It is also felt that capacities of MOEWOE, to address re-integration in its complexity still needs to be built for effective coordination among public service providers, private sectors, employers, banks and training providers, particularly at provincial and local level. Sustainable reintegration requires political commitment, cross-sector coordination, and capacity building among service providers. However, lack of inter-agency coordination, especially at the local level, remains a key challenge, with reintegration still seen as MoEWOE's sole responsibility.

A promising starting point was made with RAISE, where IOM, welfare offices and implementing partners -including BRAC, MJF partners and OKUP closely collaborated, which resulted in higher numbers of referrals, claims of incentives (13500 BDT) for enrolment and counselling and integration services (see effectiveness section).

Coordination is also expected to improve as Pillar 1 and Pillar 2 plan to undertake joint studies and align their efforts through joint awareness initiatives and activities, particularly when engaging and sensitizing local governments, the private sector, and trade unions at local level. First experiences have been made in Chattogram, where the Chattogram women chambers of commerce plans a coordination committee to bring TTCs, BRAC, local government, enterprises and selected banks and welfare centres together. In other locations, local governments and other stakeholders got engaged in a more ad hoc manner, supported by project-based funding, which has yielded encouraging outcomes. However, strategic collaboration between NGOs to engage local actors and build

[23] The Skills 21 project had a well-designed communication strategy and action plan in place, which increased TVET awareness locally and nationally. The localised, well-executed and cost-effective communication strategy has significantly increased the project's visibility and led to higher enrolment rates in TVET institutes. Closer collaboration with ongoing TVET projects followed (ADB-World Bank-GIZ) and the requests from TMED for additional technical support, while own resources were made available by the government (2 Cr Taka) for national roll out (in https://webapps.ilo.org/ievaldiscovery/#adlzqkc).

[24] Project Progress Report Dec 2024.

partnerships should be strengthened in at least the 10 project locations, where Pillar 2 aims to enhance the institutional capacities of welfare offices. Addressing this important capacity building process will require a more systematic approach and dedicated resources and funding.

b) Within Bangladesh and planned regional collaboration

By design, the project leverages partnerships and collaboration among the EU, World Bank, USAID-WINROCK, CAFOD, Global Affairs Canada (GAC), and SDC-funded initiatives. These efforts engage the same implementation partners to carry out reintegration projects and support policy reforms for multiple donors. (see Annex 6). In Pillar 1, IOM partners with organisations like BRAC for instance, to implement Prottasha 1 and 2 with main funding from the EU. IOM is also the main vendor to implement RAISE, a GoB financed project for which World bank provided a loan to set up 31 welfare offices, reaching out to 200'000 returnees and contributing to their effective social and economic reintegration. By design, Pillar 2 complements the implementation of the RAISE programme in institutional strengthening of 10 welfare centres (Output 2.2).

Organizations like BRAC, OKUP and other MJF partners too (BNSK, BASTOB) collaborate closely with RAISE and implement multiple projects with other funding streams, through which they have been able to increase outreach and strengthen and streamline their case management approach and social and economic reintegration process. Similar synergies have been noted for BRAC, which entered into an agreement on reintegration with IOM to share data for immediate assistance at time of arrival at the airport. Additionally, Prottasha II has contributed significantly to operational support at the upazila and district levels, covering over 50% of staff costs of the project. Moreover, 14 profiled returnees from the RMW project have received cash support through the reintegration initiative of Frontex, further extending the impact of our reintegration efforts.

MJF optimizes synergies of the GAC funded Women's Voice and Leadership Bangladesh (WVLB) with the SDC project and has contributed to the feminist approach currently guiding the project partners of MJF. Further, Caritas has closely aligned its SDC funded interventions with the SDC funded WINROCK implemented project on anti-trafficking (ASHSHASH), to address psycho-social counselling and reintegration needs for especially severe cases of women returnees (see detailed list of funding for each project partner in Annex). OKUP has had multiple collaborations over the last decade with CAFOD, while BNSK has been supported by UN WOMEN and a few other donor agencies. Regarding Pillar 2, besides RAISE, ILO builds additional synergies with ongoing projects implemented by the ILO, such as EU funded Talent Partnership, Skills 21 and skills and entrepreneurship focused projects such as Canadian funded project ISEC and ProGRESS. To enhance regional coherence, the project has also made provisions for exchange between a similar project in Nepal (REMI).

3.7 Sustainability orientation

At this stage, it is too early to fully assess the project's sustainability, but there are early indications of progress. These signs highlight potential pathways for long-term impact, provided that critical gaps - such as financial sustainability, local ownership, and policy alignment - are addressed.

a) Government ownership and institutional integration

- The project's integration into the Ministry's Annual Development Plan (ADP) and the establishment of a project office within the Ministry supports MOEWOE's capacities to better coordinate 15 ongoing projects, multiple funding streams and several partners;
- MOEWOE recognizes reintegration as a part of the migration cycle and considers integrating and financing women sensitive approaches and psychosocial counselling into pre-departure training.
- Limited capacities at the central level (MOEWOE, WEWB, MOSW, DYD, MOWCA) and weak local-level capacity remain key challenges. However, local governments and enterprises have shown willingness and interest in reintegration efforts.

b) Strengthening synergies and partnerships for sustainability

- The case management approach will expand to 31 Welfare Offices under RAISE through partnerships between the GoB, IOM, and implementing partners. However, lack of impact studies and quality data do not as yet provide the required insight of the effectiveness of the re-integration process. The GoB is committed to continue with a follow up phase of RAISE II to deepen economic integration for 20,000 returnees. The continuation, however, remains uncertain. To sustain and

expand reintegration services, diversified financial support through government co-financing, donor engagement, and public-private partnerships should be explored.

- Reliable and accessible data on RMWs and their specific requirements remains a challenge need to be urgently addressed, as this effects performance and sustainability of the project;
- Enhancing capacities of implementing partners in economic integration
  - Some of the implementing partners have strengthened their expertise in case management, psychosocial and family counselling, and community mobilization, leading to increased referrals and claims, however, stronger capacities is required for career guidance, linking with training providers for upskilling and relevant training offers and partnering with private sector for apprenticeships, job placement and business partnerships.
  - Expanding community engagement is essential to ensure the sustainability of reintegration efforts by fostering local ownership, awareness-building, and long-term support networks.

c) Institutionalizing representative bodies for returnees: The formalization of the first Migrant Forum (BNSK in Khulna) marks a significant step toward institutionalizing returnee support networks.

- Local governments and enterprises are increasingly willing to collaborate, suggesting the potential for long-term engagement in reintegration efforts.
- To maintain momentum, sustained engagement with policymakers is needed to align project objectives with evolving government priorities and institutional frameworks.

d) Need for exit strategy and sustainability plan: Despite positive indications of project progress, the lack of a defined exit strategy and sustainability plan raises concerns about the project's long-term sustainability. Key issues include:

- Alternative has to be found for the Parliamentarian Caucus, which has been dissolved since July 2024 so that political representation and visibility of the topic is maintained;
- The need for structured financial planning to sustain outreach, registration, and service provision beyond the project's duration.
- Developing a sustainability plan that defines the future roles of partners, government agencies, and Welfare Offices.
- Enhance government ownership by integrating reintegration services into existing policies, structures, and financing frameworks.
- Diversifying financial resources through public-private partnerships, government funding, and donor engagement to ensure continuation
- Expand local capacity-building and awareness efforts to ensure community-driven reintegration.

3.8 Gender responsiveness and transformative approach

The project has integrated gender responsiveness into Pillar 1 and Pillar 2 by mainstreaming gender equality and implementing targeted interventions for women's reintegration. While BRAC takes a broad reintegration approach with a 5% quota for women, OKUP and MJF focus primarily on female returnees. UN Women and MJF ensure gender-responsive policies and provide support for systematic policy reviews and implementation oversight. However, the logical framework lacks specificity on GESI and women empowerment as envisaged by MJF's feminist approach, and while resources are allocated for targeted initiatives, infrastructure adjustments, and stakeholder sensitization, funding for capacity building and progress monitoring on addressing empowerment and women's transformation remains insufficient in both pillars. Governance structures and supervisory committees are inclusive, but activities and indicators are needed to measure women's empowerment and transformative change at outcome and impact level.

A unified gender strategy across Pillar 1 and Pillar 2 would strengthen gender mainstreaming and ensure a cohesive approach to gender-responsive programming and monitoring. Pillar 1 partners stress the need to better address intersectionality and the role of community-based organizations and engagement of men in policy revisions. It remains unclear how the project intends to tackle cultural and economic barriers for women, going beyond raising awareness and family counselling efforts. Moreover, the project lacks a framework to measure empowerment and transformative change, making it difficult to assess long-term impact on women's empowerment and economic independence.

A gender analysis conducted by the project highlighted significant data and policy gaps, as well as barriers in accessing legal, financial, and psychosocial support. It emphasized the need for intersectional approaches to ensure training centres, welfare institutions, local governments, BDS, and financial institutions address GESI-specific needs. More systematic monitoring and reporting are necessary. However, the late commissioning of the gender analysis meant that key findings were only partially integrated into implementation, as Pillar 1 partners were already ongoing. Still, financial literacy and entrepreneurship training modules were revised to emphasize income control and incorporated into awareness sessions, including school programs and community meetings.

All Pillar 1 partners adopt a gender-responsive perspective in addressing women-specific barriers. MJF and OKUP focus on supporting vulnerable groups through gender-sensitive services, family and husband counselling and local leadership development for social and psychosocial support. However, approaches vary and funding for leadership development and institutionalizing these networks is currently insufficient. Within Pillar 1, opinions differ on training migrant forum leaders as para-psychological counsellors to handle general cases, which could reduce costs and empower migrant forums as competent reintegration institutions. Addressing these differences and sharing learnings would strengthen Pillar 1.

Women's economic empowerment remains a challenge, with few women pursuing training or nontraditional jobs and/or starting to build enterprises and creating jobs. A 2024 BRAC study found a narrow perspective on assessing economic opportunities, focusing mainly on traditional sectors like tailoring, agriculture, and handicrafts. Expanding access to alternative livelihoods is difficult due to the limited availability and standardization of government and NGO training programs, which often reinforce gender stereotypes. Many returning women migrants were homemakers with no prior work experience. They need additional tailor-made training, which should strengthen their capacities.

Pillar 2, in collaboration with ILO programs like PROGRESS and ISEC and Talent Partnership, is expected to strengthen capacities through already established partnerships with organizations such as the Chattogram Women Chamber of Commerce or other business associations. These efforts aim to integrate reintegration support for female returnees into broader advocacy, skills development, and entrepreneurship initiatives and should be expanded and intensified.

Given Pillar 2's focus on the full reintegration continuum, gender analysis recommendations and Pillar 1 experiences highlight the need for basic psychosocial counselling for all returnees, with varying intensity levels. Research is needed to determine additional services required for different segments of women returnees, including those with no prior work experience and skilled professionals in urban areas. Policy-level interventions must also address age, educational qualifications, and access to loans and land for sustainable reintegration.

4 CONCLUSIONS

Relevance: The project remains highly relevant for the national and local government and returnees and their families and has increased in relevance through the project's awareness raising efforts. MOEWOE sees reintegration as part of the entire migration cycle, which needs to be structured and part of circular migration. Only then, it is possible that critical aspects causing social stigma and discrimination against returnees and their limited economic integration are addressed.

Design, Implementation Strategy & Project Setup: The project's systemic approach is a very effective way to enhance and speed up coordination amongst multiple stakeholders and promises to be more need-based, leading to positive results. Pillar 1's performance to effectively reach out to returning migrants for social and economic integration depends on approval of policy and framework conditions, and the way how the government is capable and equipped to implement these at the regional and local levels. Social and economic integration of RMW is complex; this challenge is further accentuated by a policy environment, which is still centralised and fragmented. A holistic response requires interfacing with a variety of ministries and departments at national, and most importantly at provincial and local level. The project addresses many of these aspects and seeks, through a top down (Pillar 2) and bottom up (Pillar1) approach to systematically build a mechanism that responds to the local service requirements and ultimately benefits returning migrants. More strategic planning is required to address these aspects. SDC's way or approaching a fragmented system is promising and should continue, given the system impact it can have within a short period of time. To strengthen the approach, it is suggested that SDC has more clarity on the ecosystem, stakeholders' capacities,

readiness for change and potentials. To support the government, SDC could commission a stakeholder analysis, which assess capacities of each stakeholder, their expected roles and to what extent they are ready and capable to fulfill these roles to take reform processes forward. In addition, a stakeholder management system should be set up, which measures performance and engagement, based on which strategic decisions can be made on capacity building and financing.

Pillar 1's economic integration targets have been ambitious, though partners are progressing and seem to be on track. However, they need to benefit more from each other's experiences. Pillar 2's policy reform goals for this project period appear unlikely to be achieved within the given timeframe, due to the slow approval of the reintegration policy, the inactive parliamentarian Caucus and the uncertain political situation and elections ahead. With a no cost extension, key milestones can still be achieved to move in the right direction.

Pillars 1 & 2 are, by design interconnected and regularly exchange for more effectiveness and relevance. However, coherence and timely alignment between Pillars 1 & 2 could improve effectiveness of implementation on both sides. More clarity on a long-term vision amongst all partners involved and some milestones to be achieved during this project would help and provide the basis for more integrated design. This was planned for phase 2 but could be done for the remaining phase.

Performance of Project: The interventions, combining social and economic integration proof to be effective; and there are indications that social and economic integration enforce each other for better results; the Case Management Approach is effective but inconsistently applied across partners and provided at different costs. Psychosocial counselling of RMW and family/spouse counseling have proven beneficial and should be incorporated into all reintegration processes. An effectiveness study is needed to standardize cost-efficient approaches while addressing diverse returnee needs.

Institutional Development: Pillar 1's focus on social and economic reintegration has given limited focus on integrating institutional development of local networks, government engagement, and private sector involvement systematically in the design, which is key for scalability. The Migration Forum requires clearer strategic direction, formalization, capacity building and funding. Synergies with initiatives like the World Bank's RAISE project have improved case management, outreach, and referral services, however, the partnership with NGOs and terms of engagement for outreach remain unclear and needs to be addressed.

Economic reintegration faces challenges, especially in technical and entrepreneurial skill development. NGOs struggle to create economic opportunities in both rural and urban areas. A one-size-fits-all approach seems to be used for entrepreneurship development, and financial literacy. To achieve meaningful economic empowerment, deeper engagement with the local business community, financial institutions, and group entrepreneurship initiatives is necessary. Pillar 2 aims to foster private-sector linkages (with BEF) but has yet to fully leverage their engagement, especially at the local level in collaboration with other projects already active in some of the locations (e.g. PROGRESS and ISEC). Better alignment between both pillars will enhance labour market reintegration efforts and ensure beneficiaries receive adequate support.

Data Gaps: The absence of a comprehensive database on returnee migrants (particularly women) at national level, which could inform provincial and local level government and grassroots organisations, about the size of the population and their economic and social and service needs affects effective program design and monitoring of progress of interventions for both policy makers and grassroots organizations. This area needs urgent attention.

M&E & Reporting of Project: The absence of an integrated log frame, real-time data, and a structured reporting framework hampers effective tracking, coordination, and reporting quality and depth of reporting and analysis of results. It also affects systematic two-way coordination between the pillars. Strengthening data collection, increasing HR/MIS resources, and capacity building in Pillar 1, along with improved data-driven analysis for Pillar 2, is critical for evidence-based policy and planning.

Knowledge Management: The project acknowledges the need for knowledge-sharing, including cross-national exchanges. BRAC aims to become a knowledge hub but lacks a clear strategy defining scope and purpose. More focus on capacities for harvesting experiences, conducting in-depth analysis and quality reporting is required in such a role. Without this, valuable research and

experience risk being underutilized. It also reduces the project's ability to inform stakeholders, including donors and policymakers.

While gender responsiveness are addressed in the project through mainstreaming and targeted interventions, the absence of a common gender approach between Pillars 1 and 2 and limited dedicated resources to build capacities and monitor progress makes it difficult to track gender-related outcomes and longer-term empowerment. Standardized enterprise development and training offered by NGOs or Government seem to reinforce traditional roles and livelihood activities rather than promote active participation of women in the labour market as empowered actors or explore employment and entrepreneurship opportunities (e.g. group enterprises). A strategic approach towards women's empowerment is needed, addressing economic, safety, and well-being concerns, with improved access to finance, gender-neutral training, opportunities for older groups, and enterprise support for transformative outcomes.

Collaboration & Coordination: Timely alignment between Pillars 1 and 2 implementations has been a challenge. Delays in TAPP approval have hindered Pillar 2's ability to support Pillar 1 with policy advice on economic integration. Pillar 1 collaboration as of now is limited to the minimum required interactions between BRAC, MJF and so that organisations' performances progress is known. More can be done so that partners can take advantage of learnings through thematic meeting and field findings. Further, Pillar 2 needs Pillar 1 to provide reliable analysis of and reflective reporting of progress as field-level evidence for policy influence. Regular joint field visits will foster better alignment and a shared understanding among stakeholders. These visits should be conducted more frequently based on project needs. Within Pillar 2, it is important that SDC and GoB strengthen ILO's role in the project and highlight the expectations towards IOM and UNWOMEN to perform. ILO should reaffirm its role as standard setting agency and technical lead for labour migration and decent work, also by emphasizing its convening power to bring Employers, Trade Unions and other stakeholders together and be able to advise the Government on this matter.

Sustainability & Exit Plan: With SDC's planned exit from Bangladesh by 2028, a sustainability strategy and an exit plan are essential. GoB's commitment to reintegration financing, as seen in RAISE funding, provides a foundation for long-term support. However, the World bank loan provides only for a short follow up phase with less outreach planned. Financial sustainability must be addressed on high priority basis. Similarly, Pillar 1 partners need to develop resource mobilisation strategies and explore alternative forms of funding. Approaching destination countries to fund initiatives similar to Korea or Japan could be explored (e.g. Saudi Arabia etc.)

4.1 Lessons Learnt

Provision of individual and family counselling and sensitisation of communities through an integrated approach has shown to be a critical precondition for sustainable economic integration. At the same, with increased economic activity, it was shown that acceptance of returnees has increased in families and the community. Social and economic integration re-enforce each other.

Returnee Database: Pillar 1 partners use project database to track the progress and status of returnee women to regularly share progress with government counterparts. Both hard and soft copies are maintained in targeted areas, providing valuable data for local authorities.

Migrant Forum Capacity Building promoted by OKUP and some MJF members: Union-level meetings are held to provide brief orientations on migration challenges, government support services, legal frameworks, financial literacy, and health, while also serving as networking platforms. These sessions have strengthened the capacity of Migrant Forum members, enabling them to better support and advocate for returnees' needs. To sustain and enhance their effectiveness, additional resources and support are needed to further strengthen the forums and expand their impact.

Multistakeholder coordination: Effective reintegration depends on collaboration among government agencies, NGOs, and local institutions. While still ad hoc, BRAC and MJF partners have initiated dialogues with training providers and with local employers for job placements, ensuring both skilled and low skilled returnees have access to skilling, RPL or meaningful employment opportunities. Regular visits to local institutions, such as the union parishads, DEMO, TTC, Upazila Parishad, and DC office (even though not initially planned), have proven beneficial. These visits help in effectively reaching targeted individuals and implementing activities in an organized manner. Local UP members and chairmen often refer cases and assist in convincing returnee families to seek

support. Additionally, integrating career counselling and short-term, practical training modules has proven to be an effective strategy for improving employment prospects and should be further expanded.

4.2 Good Case Practices

Close collaboration with GoB: the project's integration into the Ministry's Annual Development Plan (ADP) highlights its relevance and alignment with government priorities. Additionally, close coordination with the RAISE project under WEWB has strengthened synergies, allowing both initiatives to complement each other.

***Comprehensive Case Management Approach*:** can be universally applied to all returnees: a multi-step case management approach includes needs assessment as part of registration to thoroughly evaluate each returnee's unique circumstances, including psychological counselling requirements and well-being as well as their economic reintegration support needs. A grading system enables a deeper understanding of counselling needs and ensures tailored support leading to improved reintegration outcomes. OKUP applies a DASS-21 tool allowing for early detection of psychological distress. Similarly, BRAC uses a well-being grading assessment which can further be explored. This enables personalized counselling and, when necessary, referrals for specialized trauma care, ensuring comprehensive emotional and psychological support. Finally, family counselling with a particular focus on spouses, has shown to be very effective to facilitate successful reintegration and reunification. Couple counselling promotes emotional stability, which is essential for long-term reintegration success.

Access to Financial Resources: Facilitating returnees' access to loans, grants through referrals and financial literacy training has proven as very effective in promoting entrepreneurship and achieving better economic integration. Addressing indebtedness and ensuring low interest financial support is critical to the success of reintegration programs.

5 RECOMMENDATIONS

SDC's recent announcement to close its development desk in Bangladesh by 2028 is going to impact the project's long-term outlook, which was originally planned to continue for another 2 phases over eight years. This extended timeframe would have been crucial for a sustainable and accountable reintegration mechanism that is also fully integrated into the migration cycle. While SDC funding may shift in modality or additional funding can be negotiated from other donors, it is essential that ongoing efforts continue. A consolidation within Pillar 1 was originally planned for the next phase, but given the current circumstances, it should take place during the remaining phase to ensure that, by the project's completion, its programmatic approach can be successfully transferred to MOEWOE for continued implementation. The recommendations are formulated as immediate and mid-term recommendations.

Recommendation 1: Consolidation within Pillar 1

Addressed to	Priority	Implementation	Level of Resources
BRAC, OKUP, MJF & partners, SDC, PAC, ILO	High	Immediate	Moderate

Harvest and consolidate experiences: through workshops and comprehensive analysis of reintegration approaches implemented during this phase and earlier initiatives. This process should engage Pillar 1 partners, who have accumulated significant learnings through various donor-funded projects over the years, as well as other stakeholders from other funded projects including RAISE, PROTTASHA, and ASHSHASH. Thes learnings can be shared with partners outside the project.

- *Case Management:* Use learnings from 3 implementation approaches within Pillar 1 and develop a segmented approach based on efficiency and effectiveness studies to ensure that need based services for different returnee groups are offered which also highlight different costs;
- *Consolidate perspectives*: on peer group-based counselling, Migrant Forum, their formalization and capacity building needs of leaders (see Naraial and Khulna);
- *Strengthen female leadership and Migrant Forum:* Equip women with leadership and mentoring skills at district and upazila level. Explore a virtual network of psychosocial counsellors, trained

peer counsellors and local leaders which can also be made available for other NGOs. This can be done cost-effectively but needs to be curated.[25]

***Address economic reintegration more strategically**:*

- *Map and analyse capacities:* of local stakeholders potentially able to collaborate;
- *Undertake local labour market analysis and economic opportunities assessments, which identify demand side interests and potential linkages for placement and training in enterprises;*
- *Strengthen partnerships:* at local level NGOs for more and better training and job opportunities and improved access to credit and financial services;
- *Integrate career guidance*: as tested successfully in BRAC into economic integration;
- *Collaborate with other local migration and reintegration*: initiatives for more coherence and community-based visibility;
- *Explore alternative to individual micro enterprises*, such as collective enterprise models which could be integrated into existing market and supply chains.

Address overheads and revisit financial support and capacity building of partner organisations: While BRAC and MJF receive programme and coordination overhead financial support, MJF so far did not provide overhead payments for partners, who in turn would build the costs into their activities. This should be addressed in the remaining phase.

Strengthen quality assurance, harmonise M&E, data collection analysis: Strengthen M&E capacity by deploying M&E staff for partner NGOs, ensuring quality assurance, and improving data collection. Ensure that indicators are comparable and measured equally before they are aggregated (e.g. definitions of economically and socially integrated). An online database and dedicated M&E resources would enhance coherence and provide real-time data access. Regular analysis and reporting helps translate grassroots insights into evidence-based policymaking. Reports should also include cumulative data against project targets for clearer interpretation.

Strengthen Collaboration between partners: SDC and PAC should encourage Pillar 1 partners to intensify their thematic exchange, reflect on their approaches, strengths and weaknesses and how they could apply learnings in their own approach. Where possible, encourage field visits and adoption of approaches amongst partners. BRAC should focus on M&E and progress reporting as well as strengthening the referral system and assuring quality and consistency of the case management approach for a broad returnee population; OKUP's strength lies in severe case identification and immediate responses to their needs, effective follow up and digital qualitative documentation for each case. Further, the mobilisation and setting up of the migrant forum as a safe space and for peer support has shown promise. MJF should prioritize family and spouse counseling, para-psychosocial support, community engagement, formalizing migrant forums, and enhancing collaboration with NGOs, government bodies, and service providers. Additionally, integrating a gender-transformative approach within Pillar 1 and aligning it with Pillar 2 will be essential for achieving measurable progress in gender equity.

Strengthen knowledge management and exchange for better coordination and sharing of resources for building capacities of smaller organisations and contributing to streamlining of reintegration efforts and sustainability. Considering the limited time available till the end of the year, a pragmatic and realistic approach should be adopted by BRAC, to focus on a strategic perspective for a knowledge hub for the future, which is based on assessed needs from other grassroots organizations or stakeholders (e.g. migrant forum) who would benefit from such a platform. BRAC could start with a repository of studies, tools, policy briefs, can harvest best practices and conduct impact studies, document lessons learned in collaboration with other partner NGOs, but will only fulfil its purpose if it facilitates thematic learning exchanges, builds capacities of partners in monitoring and implementation and for joint advocacy. This requires a broad vision and commitment from BRAC to receive other competent partners into the platform for contributions and co-creation. Setting up and curating a hub takes time, skilled people and resources; this would contribute towards a better aligned and more visible grassroots voice which influences reintegration. It is advised that ILO supports BRAC in the development of such a knowledge hub and acts as a strategic partner, so that the hub takes advantage of ILO's international network, learnings and stakeholder base, which could make this hub a regional exchange and learning platform, which benefits from both, policy expertise and grassroots

[25] A similar approach has been applied in Swisscontact's project ASTHA where rural para medics have regular access to training and coaching services. See LINK.

learning. The project should explore such a perspective, and SDC could take advantage, as intended to create an impact in the space of circular migration and reintegration at a regional level.

Recommendation 2: Consolidate PILLAR 2 and integrate project with Pillar 1

Addressed to	Priority	Implementation	Level of Resources
SDC, ILO, IOM, UN WOMEN, BRAC	high	Immediate	Low

The project anticipates the government's adoption of the National Reintegration Policy and other revised policies, along with the approval of framework and action plan for reintegration by the end of the project (January 2026). However, given the prevailing political uncertainty, these processes may face delays, impacting the timely completion of the planned outputs, including the operational guidelines. To mitigate these challenges and ensure the achievement of project objectives, a no-cost extension is recommended till end of 2026. This would allow for necessary adjustments and provide the required time for policy adoption and implementation, provided that a government is formed in 2026. It must be highlighted that without the approval of the policy, quite a few outputs will not be achieved.

Revisit the log frame and revise some of the output targets with more realistic and measurable indicators which can be achieved by the end of the project.

Explore temporary alternatives to the Caucus for returnee migrants and lobby with the parliament after the next election, as the existing parliamentarian Caucus is currently inactive, and its future remains uncertain. Continue collaboration with WARBE and maintain visibility through workshops and media engagement. Resume collaboration with Parliamentarian Caucus once the new parliament is formed in early 2026. In addition, collaborate with various commissions, which draft sector drafting sectoral reports for reforms formed by this current Interim Government and ensure that reintegration and labour migration is mainstreamed.

Address access to finance, particularly for women needs to be addressed at policy level so that returnees have the necessary resources to rebuild their lives.

One-Stop Centers: the feasibility of this output, which is jointly implemented with IOM, needs to be reassessed. While the GoB has pursued this for some time, progress requires technical assistance and strategic support, and funding will be key in the future. DEMO discussions highlight challenges in coordinating multiple local departments, given the complexity of aligning mandates, fostering inter-agency collaboration, and streamlining reintegration processes. The time and effort needed to bring these departments together present considerable practical constraints and is unlikely to be enough to achieve the results during the remaining project period. The MTR suggest to drop this output and instead, do a feasibility study and learn from international best practices (e.g. Nepal, Philippines, Sri Lanka) before making a decision.

While challenging, ILO should propose to GoB to provide technical assistance for consolidation of the existing data systems for reintegration. Align data collection and reporting within Pillar 1 and Pillar 2 so that it can be leveraged towards building an adaptive management system to be handed over to GoB. Tracer studies and beneficiary feedback should be incorporated. While rapid progress in Pillar 2 may be challenging, more timely coordination with Pillar 1 is essential, particularly in local-level economic integration efforts. It is recommended that the project develop an activity tracker, like the one used in Skills 21, to provide a clearer overview of progress across both pillars.

Support Pillar 1 in consolidation of approaches and common vision for a holistic mechanism for social and economic integration. This provides proof of concepts for the GoB and a deeper understanding of approach, costing and resource requirements for improvement of existing efforts. This is the basis to prepare for large scale roll out:

- Segmentation of case management approach, including clarity on costing and responsibilities
- Clarity on scope, legal form and future of the migrant forum, and how psychosocial counselling services should be delivered (e.g. including para psycho-social counsellors)
- Joint approach to gender responsive reintegration mechanism
- Joint approach to economic integration, referrals and entrepreneurship
- Get clarity on scope of Welfare Centre services and terms of engagement with NGOs
- Address social protection gap by collaborating with upcoming ILO project for migrants

- Get clarity on cost implications and resources.

Strengthen coordination and communication with Pillar 1: Effective reintegration requires closer collaboration among implementing partners and a more efficient exchange of information. More frequent thematic discussions and planning sessions between Pillar 1 and Pillar 2 will be essential to ensuring reintegration services are well-integrated and effectively managed. This should be further supported by joint field visits and planning meetings. Structured feedback mechanisms between implementing partners and public service providers (incl. PAC, PIC, PSC) should be institutionalized and occur more frequently, ensuring alignment in actions across all stakeholders.

Expand Reporting and Knowledge Management and sharing of progress: A more inclusive knowledge-sharing approach among project partners is crucial for closer collaboration between Pillar 1 and Pillar 2. This requires enhanced information flow, frequent and in-depth exchanges to ensure more participatory programming between partners. Ensuring that reports, research findings, and project updates (e.g. annual donor reports) are systematically shared across all partners will improve decision-making and facilitate adaptive management. Implementing a participatory communication strategy that encourages input from all stakeholders—including beneficiaries—can help refine reintegration approaches based on real-time feedback.

Support Government in the development of a communication strategy to enhance dissemination and awareness efforts. A communication approach, similar to the one done in the ILO's Skills 21 project, how local stakeholders and central government collaborated for broad outreach in a cost-effective and sustainable way, could be explored.

Pillar 1 and Pillar 2 should develop an exit strategy to jointly approach donors for support, so that the project can continue the projects, as envisaged, to achieve long-term project success.

Recommendation 3: Consolidate gender responsive programming

Addressed to	Priority	Implementation	Level of Resources
SDC, ILO, UN WOMEN, BRAC, MJF	High	Immediate	Low

Review the gender strategy so that both pillars are aligned on conceptual understanding of gender responsive and 'feminist' perspective of the project.
- address intersections and different service needs of different target groups;
- jointly agree on indicators measuring women's empowerment, which goes beyond income indicators (no of women with increased income) but also could address changed social status, more equitable relationship in the family and community etc: Examples could be: wider impact: women's public status (as leaders) in public spaces (e.g. women entrepreneurs in the market etc.) no of women are head of registered enterprise, women having control over their savings and investments (own bank account and decision making), women having their enterprises in the market, women and men share household responsibilities (reduced workload) and monitor the progress;[26]
- allocate dedicated resources for capacity building and monitoring and communication

Emphasize monitoring and gender-transformative impact
- develop guidelines and materials to build capacities for monitoring and documentation.
- use qualitative and quantitative criteria and report and analyse patterns: Evaluate impact, identify gaps, and refine strategies based on findings in Pillar 1 and 2. The introduction of a Gender Monitoring Tool tested by Canadian Affairs International and their partners could be explored, since it assesses and systematically monitors transformation through a multidimensional lens.[27]
- incorporate case studies & success stories: highlight real-life examples to showcase the effectiveness of interventions and encourage best practice replication.

[26] Global Affairs Office Canada (2022): Gender Equality and Empowerment Measurement Tool.
[27] MEDA (2021): Gender Progress Markers: Implementation Manual.

Policy dialogue and advocacy: Promote reforms that enhance migrant reintegration and protect returnee women's rights in entire migration cycle.

- address networking and counselling needs in destination countries.
- allocate funds for returning migrant workers for shelter homes and safe spaces at point of arrival, and for migrant forum groups in the welfare centres.
- conduct training and workshops for government officials, community leaders, and service providers to increase awareness about women returnee needs for supportive environments.

Address stereotypes in skills development, labour market participation and economic empowerment: Intensify partnerships with ongoing skills and entrepreneurship projects (e.g. ProGRESS/ISEC) and local business networks to

- get better insight into women migrant community, their previous work experiences before migrating.
- address transformation and empowerment and avoid cementation of existing stereotypes;
- diversify skills training and business development offers
  - sensitize private sector and engage local employers
  - overcome legal barriers to land and credit and enhance banking services particularly for women
  - explore options with more forward-looking entrepreneurship opportunities, e.g. group enterprises, food processing with linkages to local markets and beyond, by collaborating with other projects, or local businesses or chambers.

Recommendation 4: Support GoB for integrated policy framework and road map

Addressed to	Priority	Implementation	Level of Resources
ILO and partners, including relevant line ministries, BRAC	Middle	Short term	Moderate

For the next two years, the project should support the GoB to ensure that reintegration is mainstreamed across government agencies. The GoB needs to unite all key stakeholders, including donors, government bodies, private sector representatives, trade unions, NGOs. Project should support GoB in initiating better collaboration among these actors to bring clarity to the fragmented system and reduce overlaps and duplications.

Consolidate and develop common vision for a holistic reintegration mechanism

- Share good practices from all projects in reintegration and international case practice
- Ensure engagement of funding agencies and projects with government departments
- Address finance/loans, social protection
- Develop TOC and results framework with a 6–10-year vision, roadmap and funding requirements for both national and local implementation.
- Develop measurable milestones and outcome indicators, ensuring that policies lead to tangible institutional improvements

Develop a systematic approach to coordination and stakeholder management at both national and local levels.

- Support the government in developing a stakeholder management strategy.
- Use stakeholder matrix and develop capacity building plan.
- Develop a stakeholder management framework which monitors and reports on performance and engagement, based on which strategic decisions can be made on capacity building and financing.

Strengthen governance mechanisms*,* aligning national and local practices and governance under an integrated re-integration framework.

- ***Reaffirm ILO's roles and responsibility*** within the migration ecosystem. **Reaffirm the ILO's role as a technical standard-setting agency** for labour migration and decent work, while also **recognizing its convening power to engage stakeholders**, including trade unions and the private sector. ILO as a technical agency with permanent presence should be more proactive in its advisory and convening role to support GoB. The ILO should assume its role focus on policy environment improvements and Conventions 189/190, IOM might have a role on service delivery through RAISE and WEWB (at least till 2026, if 2nd tranche is approved), while UNWOMEN should drive gender-inclusive policies, and implementing partners must ensure full-scale outreach. SDC and GoB should jointly clarify expectations towards IOM and UNWOMEN, which could ease current lack of collaboration.

Financial sustainability: With SDC funding ending, developing a sustainability strategy with a long-term vision, operational plan and resource mobilization is timely and needed. The GoB has initiated reintegration financing in collaboration with the World Bank, with a next phase planned. In the remaining project period, Pillar 2 should initiate a dialogue on innovative solutions for sustainable financing of social and economic reintegration. Additionally, NGOs play a critical role in the Case Management cycle and reintegration process, and need financing to sustain collaboration, as welfare centres lack the necessary resources and capacity and cannot reach out to upazila level.

Address the co-existence of multiple data systems by working on an integrated data system giving overviews of tracking returning migrants. Explore to what extent SDC's original offer to provide technical assistance could be beneficial, while the EU would invest into setting up the database. A streamlined database will enable better planning, service provision, and policy evaluation, ensuring that reintegration efforts are evidence-based and efficient.

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Documents used during MTR

- Project documents Pillar 1 (SDC-BRAC) and Pillar 2 (SDC-ILO)
- Annual donor reports ILO: 2022/2023/Jan-June 2024/provisional update for Dec. 2024,
- Progress reports BRAC: 2022/2023/Jan-June 2024
- Progress reports MJF, OKUP
- Financial reports, 2022/23/24
- Self-assessments, 2024. ILO, BRAC, MJF, OKUP
- Meeting and workshops reports
- PCA minutes
- PSC minutes
- Financial reports, 2022-2024.
- Studies:
    - ILO 2024. Study on Gender and Social Inclusion.
    - MJF 2024. A Brief Feminist Analysis
    - BRAC 2024. Effectiveness of Psychosocial Counselling on Well-Being.
    - BRAC-MJF-OKUP. 2024. Service Mapping Returning Migrants.
    - OKUP Publications: 2018-2024
        - Lesson Learned. The Sustainable Reintegration of Returnee Migrant Workers
        - Sustainable Economic Reintegration of Bangladeshi Migrant Workers: The Role of the Probashi Kallyan Bank (PKB).
        - Developing an Institutional Referral Mechanism: A way forward for sustainable reintegration of returnee migrant workers in Bangladesh
        - Mental Health Consequences of Women Migrant workers
        - Access to Justice for Bangladeshi Migrant Workers: Improving the system
        - Why government should introduce a social protection scheme for vulnerable returned women migrant workers
        - Access to Justice for Bangladeshi migrant workers: Opportunities and lessons learnt
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Annexes

1. Assessment Grid of the DAC Criteria
2. Overview of Recommendations and Management Response
3. List of persons interviewed
4. Analysis of the Log Frames for Pillar 1 and Pillar 2
5. Overview of case management approach and observation of service provision
6. List of ongoing funding sources for implementation partners
7. Questions from Inception Report
8. Cost Efficiency Analysis (CEA) for Pillar 2
9. Presentation of the findings after the field visit to the Embassy team

Annex 1: Assessment Grid for the DAC Criteria

Assessment Grid for project/programme evaluations of the SDC interventions

Note: this assessment grid is used for evaluations of SDC financed projects and programmes (hereinafter jointly referred to as an 'intervention'). It is based on the OECD Development Assistance Committee evaluation criteria.[28] In mid-term evaluations, the assessment requires analysing the likelihood of achieving impact and sustainability. All applicable sub-criteria should be scored and a short explanation should be provided.

Please add the corresponding number (0-4) representing your rating of the sub-criteria in the column 'score':

0 = not assessed 1 = highly satisfactory 2 = satisfactory 3 = unsatisfactory 4 = highly unsatisfactory

Key aspects based on DAC Criteria	**Score** (put only integers: 0, 1, 2, 3 or 4)	**Justification** (please provide a short explanation for your score or why a criterion was not assessed)
Relevance **Note**: the assessment here captures the relevance of objectives and design *at the time of evaluation*. In the evaluation report, both relevance at the design stage as well as relevance at the time of evaluation should be discussed.		
1. The extent to which the objectives of the intervention respond to the needs and priorities of the target group.	1	The project addresses limited capacities within MoEWOE to reach out and provide systematic and well-coordinated social and economic re-integration services, including case management, referrals, and training. The project works through 2 pillars, with Pillar 2 addressing an enabling policy environment and access barriers and social exclusion of returnees, particularly women and vulnerable groups. These include social stigma and discrimination, lack of information and access to counseling, training, entrepreneurship, loans and jobs. Pillar 1 tests a variety of case management and integration approaches to ensure effectiveness of responses at social and economic integration levels with need-based approaches, by engaging communities and women-based organisations in the process.
2. The extent to which the objectives of the intervention respond to the needs and priorities of indirectly affected stakeholders (not included in target group, e.g. government, civil society, etc.) in the country of the intervention.	1	Objectives address fragmentation and systemic weaknesses of the migration cycle, and the lack of solutions to social and economic reintegration at policy. By building an enabling environment and strengthen the mechanism and services at local levels, clarity of procedures and capacities of stakeholders are built. The objective is that overall coordination of involved departments and other actors (incl. BEF, NCCWE, local government, private sector) who are relevant for social integration increases at national and local level. By sharing grassroots experience, policies at national levels become more need based and responsive.
3. The extent to which core design elements of the intervention (such as the theory of change, structure of the project components, choice of services and intervention partners) adequately reflect the needs and priorities of the target group.	2	While the project uses a bottom um and top-down perspective to contribute to the coherence of reintegration mechanism, the project has two independently operating pillars which at this point do not have an integrated TOC, results frame and intervention approach. The purpose of 2 pillars was that collaboration with relevant stakeholders (Pillar 1: BRAC, MJF and partners, OKUP) would increase, while in Pilllar 2, ILO would closer collaborate with IOM, and UNWOMEN. SDC had planned to move towards an integrated programme during the second phase; however, the project will come to a close by Dec 2026. The project as it stands focuses on outreach and access for beneficiaries to reintegration services, however, has limited provisions for the institutional development of institutions which are key to a reintegration mechanism in the long run. The project heavily relies on NGOs which are change makers; however, they have no formal roles in the mechanism as yet to deliver services. It is unclear whether NGOs like BRAC, MJF and their partners, OKUP will be registered service providers for lasts mile outreach. Similarly, for sustainability and last mile outreach other institutions are required (e.g. Migrant Forum) for which no provisions have been made.

[28] For information on the 2019 revisions of the evaluation framework see: Better Criteria for Better Evaluations. Revised Evaluation Criteria. Definitions and Principles for Use, OECD/DAC Network on Development Evaluation, 2019.

Coherence		
4. Internal coherence: the extent to which the intervention is compatible with other interventions of Swiss development cooperation in the same country and thematic field (consistency, complementarity and synergies).	1-2	The intervention is different from other projects, since it intentionally brings various policy and grassroots actors together under one umbrella and ensures that they better coordinate and collaborate. This improves fragmentation and supports GoB in better alignment. SDC's role to ensure that the intervention aligns with other projects is very present and strong. However, the project can improve from stronger alignment and consolidation of partner approaches within Pillar 1 and from better timely alignment with Pillar 2. It also benefits from a more integrated programmatic approach (integration of Pillar 1 and Pillar 2), where progress is jointly monitored and more systematically discussed.
5. External coherence: the extent to which the intervention is compatible with interventions of other actors in the country and thematic field (complementarity and synergies).	2	The project's objective is coherent with GoB's, ILO's and SDC's priorities of developing an accessible mechanism for returning migrants to reintegrate economically and socially as highlighted in SDC's programme strategy 2020-24, Bangladesh's 7th and 8th 5-year plan – and the 2030 Agenda for sustainable development. SDC has, by design brought IOM, UNWOMEN and ILO together to collaborate. IOM is implementing large standalone projects (incl. RAISE) with the same grassroots partners (e.g. BRAC, OKUP, MJF); this will contribute to increased coherence of the portfolio. Similarly, SDC is in regular exchange with EU, which supports IOM and BRAC on a large scale to address reintegration. This set up is a good sign with the right direction, however, it needs to further consolidate during the remaining phase and beyond the project and bring together all relevant departments required to make reintegration work (BMET, DYD, TMED, NSDA, MFIs etc.). Development partners should make more active use of the Migration Network, where all stakeholders come together to support GoB in policy and fund allocation.
Effectiveness		Overall coherence
6. The extent to which approaches/strategies during implementation are adequate to achieve the intended results.	2	Pillar 1: case management is quite streamlined and partners effectively access and reach out to returnees. Costing and support for services differ. Effectiveness assessments, combined with cost efficiency assessment for various target groups and needs will be useful. Referrals are increasing, however are mostly done by NGO partners and not through Welfare Offices. Payment of claims remains challenging. Systematic monitoring of progress in this regard should be initiated. EDT, access to loans and economic reintegration remain challenging (particularly for women) and more efforts are needed to strengthen economic integration, job placements and labour market outcomes, which go beyond gender typed and traditional rural ones, by identifying more innovative skills offers, building stronger linkages with local business networks, entrepreneurship and addressing urban needs. The feasibility of setting up migrant forums as formal support organisations addressing migration, information and potentially delivering first aid psychosocial counselling could be explored. There is need to take advantage of returnees' organisational capacity.
	2-3	Pillar 2: while there are signs of change towards building a more coherent policy environment and coordination committees are being formed (e.g. for referrals), the project (due to late TAPP approval, elections and current political situation) has yet to progress on its ambitious KPIs, which include approval of reintegration policy and development and approval framework and action plan. The Parliamentarian Caucus at this point is not functional and it is not sure to what extent, in its form it will continue. Similarly delayed and weakly aligned are capacity building initiatives of BEF and trade unions to reach out to local associations, enterprises and trade unions/workers; a much-needed initiative, which could strengthen ongoing economic reintegration of returnee efforts at local level.
	3	The setting up of one stop centres in 10 project sites which, during this short remaining phase seem not feasible, since there is no clarity how they will function within the current government mechanism and system.
7. The extent to which the intervention achieved or is expected to achieve its intended objectives (outputs and outcomes).	2-3	Pillar 1 partners seem to be on track and capable of achieving their targets when it comes to social integration, however, significant additional efforts are required so that targets for economic integration can be achieved, and beneficiaries are supposed to earn 8500 Tk income (not sales in the case of self-employment) for over 6 months (according to BRAC). All organisations struggle with economic integration, realizing that it requires additional, more systematic efforts to engage with local labour markets and business opportunities. More interventions in building local ecosystems are required, which

		requires additional resources. More clarity and harmonization of measurement methods needs to be given and stricter methods to assess economic and social impact provided across Pillar 1 organizations.
	2-3	Pillar 2: under given circumstances and with a cost extension up to December 2026, it might be possible that some of the Pillar 2 outputs will be achieved. Some outcome indicators, however, were formulated as long-term vision/goals, which is unrealistic to be achieved within 4 years. Similarly, outputs as highlighted in the log frame analysis cannot be achieved.
8. The extent to which the intervention achieved or is expected to achieve its intended results related to transversal themes.	2	Pillar 1: BRAC still struggles on achieving gender targets but is positive that it can achieve results within project period, while OKUP and MJF and partners have by design implemented gender responsive and women targeted interventions. All Pillar 1 partners have adjusted their interventions based on recommendations made in the gender analysis. However, all partners have a very narrow and traditional understanding of livelihoods and skills training, which tends to reproduce gender stereotypes and might not lead to the empowerment envisaged by the project. Access to training, skills development and entrepreneurship, as well as addressing opportunities which go beyond the obvious ones are part of gender responsive initiatives. More needs to be explored (group entrepreneurship, linking to job markets and enterprises, joint initiatives with private sector and training providers) as alternatives to create the transformative environment which is envisaged for women. Change should also be measured explicitly over time. Pillar 2: gender responsive policy reviews are ongoing and hence, depend on whether policies, and reform process progresses as envisaged. Desk analysis, and reviews of policy documents are on track.
Efficiency		
9. The extent to which the intervention delivers the results (outputs, outcomes) cost-effectively.	2	Pillar 1: Organisations operate on tight budgets but addressed these shortages by building synergies with other project sources they raised to complement these financial gaps (OKUP, BRAC, MJF). There are significant differences amongst partners on money spent per beneficiary, for which no reasons have been elaborated. A cost effectiveness assessment, sensitive to the reintegration needs of particular groups is required to understand the reasons and factors leading to different costing.
	3	Pillar 2: The burn rate up to December 2024 was 25% of the project budget and mostly spent on staff funding. However, with ongoing initiatives, ILO has made commitments to spend 76% of the budget by end of the project period and is confident to achieve results as planned by December 2026 through a cost extension.
10. The extent to which the intervention delivers the results (outputs, outcome) in a timely manner (within the intended timeframe or reasonably adjusted timeframe).	2	Pillar 1: Organisations have faced some challenges during 2024, and continue to face challenges with economic reintegration, however, have been able to deliver and seem to be on track. MJF partners were too ambitious with their targets, which could delay expected results.
	3	Pillar 2: as mentioned, TAPP delay, political uncertainty have delayed deliverables and affected project performance. With UNWOMEN and IOM having timebound contracts, their interventions are hoped to be achieved during 2025 so that their effectiveness can be assessed. The cost extension can accelerate implementation, provided that the political situation and elections enable continuation.
11. The extent to which management, monitoring and steering mechanisms support efficient implementation.	2	The steering mechanism is responsive, timely and supportive. Discussions and meetings however require a more strategic format, which is based on more systematic evidence gathered from the field. The limited use of dedicated M&E funds and capacity building resources might have impacted overall quality and effectiveness (e.g. MJF) of interventions and reporting efficiency of MJF, OKUP, BRAC. Quality assurance and M&E need to be consolidated, synchronized and linked to capacity building. More focus on evidence based just in time reporting could inform Pillar 2 in policy development and reviews.
Impact		
12. The extent to which the intervention generated or is expected to generate 'higher-level effects' as defined in the design document of the intervention.	2	Pillar 1: Some tracer studies done by BRAC indicate successful economic and social reintegration of returnees and the effectiveness of the approach on returnees. The incidences are on case-by-case basis but do not provide the required systematic data analysis so that conclusive decisions can be made on these experiences. More systematic analysis across

Note: when assessing this criterion, the primary focus is the intended 'higher-level effects'. In the event that *significant* unintended negative or positive effects can be discerned, they must be specified in the justification column, especially if they influence the score.		organisations is required, using the same analysis and approach, and analyse what works better and less and for which target group. Further, it is crucial to measure women's empowerment in a systematic way, by using a multidimensional perspective. Pillar 2: It is too early to assess to what extent the project has been able to generate an impact and at what level. There are however, signs towards building more coherence and synergies within Pillar 2, where IOM and ILO started to collaborate. It remains to be seen to what extent ILO can build on RAISE project and database and, jointly with IOM, develop initiatives towards strengthening Welfare service centres and their performance and sustainability. It is unrealistic that Pillar 2, within the remaining project period, can develop one stop centres, as envisaged by the project. Assessment of their feasibility, requirements for legal and policy adjustments will be required before such centres can be set up.
Sustainability		
13. The extent to which partners are capable and motivated (technical capacity, ownership) to continue activities contributing to achieving the outcomes.	2-3	Pillar 1: Awareness on reintegration has increased in the project areas. Project partners have increased their capacities and have been motivated to achieve agreed outcomes, however, more work needs to be done on quality assurance, impact assessments and tracer studies. In addition, more consolidation of approaches, clarity about servicing specific needs of target groups is required. This can be done amongst partners during the remaining phase. Pillar 2: Local and national stakeholders have a strong stake in reintegration, however, perceive the same as part of the overall migration cycle. The step for GoB to take a loan for reintegration is a step towards acknowledging that reintegration needs to be addressed and financed. At local level, capacities and awareness of social welfare offices involved in RAISE has increased. Awareness of the importance of reintegration has increased in local government institutions, TTCs, PKBs and DEMOs, however, more clarity and strategic approach is required how stakeholders and migrant forums can remain engaged and their services financed and formalised.
14. The extent to which partners have the financial resources to continue activities contributing to achieving the outcomes.	3	Pillar 1: NGOs as service providers depend on funding and will not be able to continue their interventions unless ODA funding or government funding is provided. Pillar 2: GoB has started to mobilise own resources by taking World bank Loan for RAISE. It is at this point of time, unclear how these services will be sustained. It is unlikely that partners continue beyond the project unless GoB finds ways to mobilise funds and an institutional mechanism that registers these partners as valid service providers for reintegration of migrant workers. More capacity building of GoB and stakeholders is required in this field. PPPs might be explored.
15. The extent to which contextual factors (e.g. legislation, politics, economic situation, social demands) is conducive to continuing activities leading to outcomes.	3	While policies have been drafted and reviewed, it is unclear whether the current political situation will fast track approval or rather give reintegration policy a lower priority. Approvals would ensure that binding agreements and financial commitments would be made, which is a critical foundation for sustainability. Should however, latter be the case, some of Pillar 2 outputs and outcomes will not be achieved during the project period. It is important to highlight that such a project cannot be achieved within a project period of 4 years. Sustainable financing should be addressed during the remaining phase and might include a mix between social protection, pensions, contributions from migrants etc.

Additional information (if needed): The project is a very important initiative, that addresses fragmentation and the complexity of reintegration mechanism in an effective way. A good momentum has been created where MoEWOE and WEWB and their connected departments and projects can benefit from better collaboration and integration. The initial two years clearly indicate positive response and interest in continuation at national and local levels. It is a good momentum to revisit approach, assess learnings and review design and KPIs for the remaining phase, so that a foundation can be laid to continue this effort and work towards building capabilities to operate and finance reintegration mechanisms and service provision.

Title of the intervention: Reintegration of Returning Migrant Workers in Bangladesh (2022-2026)

Assessor(s): Sandra Rothboeck



Hassan Imam Shaon



Date: Horgen 29 March 2025

Annex 2a: Pillar 1 Overview of Recommendations and Management Response

Note: The evaluator team has to create 2 different tables (one for BRAC and another for ILO). The evaluator team has to complete the 'recommendations' and any possible 'measures'.

1.	[Recommendation 1] Harvest and consolidate experiences of approaches within Pillar 1	
2.	[Recommendation 2] Clarify legal status/role of NGOs and returnee migrant forums to engage them in reintegration services	
3.	[Recommendation 2] Address economic reintegration more strategically	
4.	[Recommendation 3] Strengthen quality assurance, harmonise M&E, data collection analysis	
5.	[Recommendation 4] Strengthen knowledge management and exchange for better coordination and sharing of resources	
6.	[Recommendation 6] Address stereotypes in skills development, labour market participation and economic empowerment	
7.	[Recommendation 7] Work on resource mobilisation within donor community, and explore alternative funding streams to sustain initiative	
Fully agree	Partially agree	Disagree

Overview of recommendations, management response and measures

Recommendation 1		
Harvest and consolidate experiences		
Management response		
Fully agree	***Partially agree***	***Disagree***
[Explain why and to what extent you agree with the recommendation of the evaluator(s)]		
Measures	**Responsibility**	**Timing**
a) Conduct series of internal knowledge sharing workshops with partners and external workshops with partners beyond project.	GoB, ILO, BRAC	Immediately
b) Case Management: develop a segmented approach based on efficiency and effectiveness studies to ensure that need based services for different returnee groups are offered at different costs;	BRAC with partners, supported by ILO, SDC	2nd Semester
c) Consolidate perspectives: on peer group-based counselling, migrant forum and formal status. Explore online peer learning plat form for professional and para psychological counsellors	BRAC with partners, supported by ILO, SDC	2nd Semester

Recommendation 2		
Clarify legal status/role of NGOs and returnee migrant forums to engage them in reintegration services		
Management response		
Fully agree	***Partially agree***	***Disagree***
[Explain why and to what extent you agree with the recommendation of the evaluator(s)		
Measures	**Responsibility**	**Timing**
a) Harvest partner experiences and their role and engagement as part of last mile outreach and their interaction with Local Government, Social Welfare Centres, communities etc.	BRAC with partners, supported by SDC	Immediately
b) Strengthen female leadership and migrant forum: equip women with the skills to become community leaders and mentors at district and upazila level. Explore ways to financially sustain such forums, either by integrating them in the referral mechanism and/or through membership fees.	BRAC with partners, supported by SDC	Immediately

Recommendation 3		
Address economic reintegration more strategically		
Management response		
Fully agree	***Partially agree***	***Disagree***
[Explain why and to what extent you agree with the recommendation of the evaluator(s)		
Measures	**Responsibility**	**Timing**
a) Map and analyse capacities of stakeholders at local levels, including TTCs, MFIs, Banks, private sector and develop a strategic approach towards assessing local labour and service demand and skills gaps to better match returnees' economic integration needs and local demand.	BRAC with partners, supported by ILO, SDC	Immediately
b) Strengthen partnerships: at local level NGOs for more and better training and job opportunities and improved access to credit and financial services;	BRAC with partners, supported by PAC, SDC	Immediately
c) Integrate career guidance: as tested successfully in BRAC into economic integration;	BRAC with partners, supported by ILO, SDC	Immediately
d) Collaborate with other local migration and reintegration initiatives for more coherence and community-based visibility;	BRAC with partners, supported by PAC, SDC	Immediately
e) Explore alternative to individual micro enterprises, such as collective enterprise models which could be integrated into existing market and supply chains.	BRAC with partners, supported by PAC, SDC	Immediately

Recommendation 4			
Strengthen quality assurance, harmonise M&E, data collection analysis			
Management response			
Fully agree	***Partially agree***	***Disagree***	
[Explain why and to what extent you do not agree with the recommendation of the evaluator(s)]			
Measures		**Responsibility**	**Timing**
a) BRAC reviews results management framework, replaces manual data collection with KOBO as part of an M&E system and builds capacities of partner organisations. Agree on common indicators, measuring economic and social integration, which are being measured consistently and with high level of reliability.		BRAC with partners, supported by PAC, SDC	immediately

Recommendation 5			
Strengthen knowledge management and exchange for better coordination and sharing of resources			
Management response			
Fully agree	***Partially agree***	***Disagree***	
[Explain why and to what extent you agree with the recommendation of the evaluator(s)]			
Measures		**Responsibility**	**Timing**
a) Conduct studies, involving all partners in the data collection. Ensure quality data. Conduct study on case management effectiveness for each step, harvest learnings and ensure that need based services and their effectiveness are well analyse, costed and measurable.		BRAC with partners, supported by PAC, SDC	immediate
b) ILO supports BRAC to develop capacities for concept and strategy for knowledge hub, for setting up including repository, and for exchange and learning and community of practice; and ensure that learnings from partners are visible and integrated.		BRAC with partners, supported by ILO, SDC	June 2025 onwards

Recommendation 6			
Address gender stereotypes in skills development, labour market participation and economic empowerment			
Management response			
Fully agree	***Partially agree***	***Disagree***	
[Explain why and to what extent you agree with the recommendation of the evaluator(s)]			
Measures		**Responsibility**	**Timing**
a) Use findings from gender analysis b) Undertake local labour market and economic opportunity analysis c) Learn from other similar initiatives d) Build strong partnerships with local partners, NGOs, enterprises, training providers and government promoting livelihoods economic integration (e.g. projects like ASHASHASH, ProGRESS, ISEC)		BRAC and partners, support by SDC and PAC	[immediate]

Recommendation 7			
Work on resource mobilisation within donor community, and explore alternative funding streams to sustain initiative			
Management response			
Fully agree	***Partially agree***	***Disagree***	
[Explain why and to what extent you agree with the recommendation of the evaluator(s)]			
Measures		**Responsibility**	**Timing**
a) Assess funding opportunities/map donors, actors actively funding reintegration projects, collaborating on circular migration (e.g. KOICA/JAICA). Explore funding from Middle East.		BRAC and partners, support by PAC	[immediate]

Annex 2b: Pillar 2 Overview of Recommendations and Management Response

Note: The evaluator team has to create 2 different tables (one for BRAC and another for ILO). The evaluator team has to complete the 'recommendations' and any possible 'measures'.

1. [Recommendation 1] Accelerate implementation by Pillar 2 (Policy & Institutional Reform)	
2. [Recommendation 2] Consolidate Pillar 1& 2 to prepare for transition	
3. [Recommendation 3] Support GoB in development of integrated policy framework, implementation strategy, road map and milestones for handover	
4. [Recommendation 4] Consolidate gender responsive programming	

Fully agree	Partially agree	Disagree

Overview of recommendations, management response and measures

Recommendation 1		
Accelerate implementation by Pillar 2 (Policy & Institutional Reform)		
Management response		
Fully agree	***Partially agree***	***Disagree***
[Explain why and to what extent you agree with the recommendation of the evaluator(s)]		

Measures	**Responsibility**	**Timing**
a) Revisit the log frame and revise some of the output targets with more realistic and measurable indicators which can be achieved by the end of the project.	ILO together with IOM, UN WOMEN and SDC	[immediately
b) Intensify lobbying for policy approval	ILO together with IOM, UN WOMEN, BRAC and SDC	[immediately
c) Increase media presence and networking activities, including interaction with government commissions as an alternative to Caucus to have political platform for returnee migrants in parliament	ILO together with IOM, UN WOMEN and SDC	Medium
d) Address access to finance, particularly for women needs to be addressed at policy level so that returnees have the necessary resources to rebuild their lives.	ILO together with IOM, UN WOMEN	immediatly
e) One-Stop Centers: feasibility of this output which is jointly implemented with IOM needs to be reassessed. Drop output and conduct feasibility assessment, learn from international experiences and facilitate decision making process.	ILO, together with IOM	Medium

Recommendation 2		
Consolidate Pillar 1& 2 to prepare for transition		
Management response		
Fully agree	***Partially agree***	***Disagree***
[Explain why and to what extent you agree with the recommendation of the evaluator(s)]		

Measures	**Responsibility**	**Timing**
a) Harmonize implementation strategies across both pillars	ILO together with IOM, UN WOMEN and SDC	[immediately
b) Support Pillar 1 in consolidation of approaches and common vision for a holistic mechanism for social and economic reintegration. This will provide the right vetted evidence for the GOB to strengthen existing efforts.	ILO together with IOM, UN WOMEN	Medium
c) Align data collection and reporting between Pillar 1 and Pillar 2, ideally through an integrated, real-time MIS with an activity tracker	ILO -SDC provide advice	immediate
d) Strengthen coordination and communication with Pillar 1: Effective reintegration requires closer collaboration among implementing partners and a more efficient exchange of information.	ILO and BRAC	Immediate
e) Expand Reporting and Knowledge Management and sharing of updates: more inclusive knowledge-sharing approach among project partners is crucial for closer collaboration between Pillar 1 and Pillar 2. Support BRAC in developing a knowledge hub.	BRAC, with ILO	From May/June onward
f) Pillar 1 and Pillar 2 should develop an exit strategy to jointly approach donors for support, so that the project can continue the projects as envisaged to achieve long-term project success.	BRAC with partners, ILO and SDC	2025

Recommendation 3		
Support GoB in development of integrated policy framework, implementation strategy, road map and milestones		
Management response		
Fully agree	***Partially agree***	***Disagree***
[Explain why and to what extent you agree with the recommendation of the evaluator(s)]		

Measures	**Responsibility**	**Timing**
a) Consolidate and develop common understanding and vision for a holistic reintegration mechanism. Through harvesting, knowledge sharing workshops and ensuring that key stakeholders are on board and aligned.	ILO, BRAC, SDC	medium]
b) Develop Transition Team,	ILO, SDC	

c) Develop a systematic approach to coordination and stakeholder management at both national and local levels.	ILO, BRAC,	medium
d) Strengthen governance mechanisms, aligning national and local practices and governance under an integrated re-integration framework.	ILO and partners, BRAC and partners, MoEWOE,	medium
e) Operational Implementation plan with clarity of roles and responsibilities within the migration ecosystem.	ILO and partners, BRAC and partners, MoEWOE,	medium
f) Financial sustainability: With SDC funding ending, advise GoB to develop sustainability strategy with a long-term vision, operational plan and resource mobilization.	ILO and partners, BRAC and partners, MoEWOE, guest countries and consultants	Medium
g) Address the co-existence of multiple data systems by working on an integrated data system giving overviews of tracking returning migrants. A streamlined database enables better planning, service provision, ensuring that reintegration efforts are evidence-based.	ILO, together with SDC supports EU with consultants	2026

Recommendation 4			
Consolidate gender responsive programming			
Management response			
Fully agree	***Partially agree***	***Disagree***	
[Explain why and to what extent you agree with the recommendation of the evaluator(s)			
Measures		**Responsibility**	**Timing**
a) Review the gender strategy so that both pillars are aligned on conceptual understanding of gender responsive and 'feminist' perspective of the project. Explore GEM method and tool developed by GAC and partners over the years.		ILO with partners and BRAC with partners	immediately
b) Emphasize monitoring and gender-transformative impact: develop guidelines and materials to build capacities for monitoring and documentation of change and empowerment		ILO, BRAC and MJF set up system	Immediately
c) Policy dialogue and advocacy: Promote reforms that enhance migrant reintegration and protect returnee women's rights in entire migration cycle.		Pillar 1 and Pillar 2 and SDC	Immediately
d) Address stereotypes in skills development, labour market participation and economic empowerment. Intensify partnerships with ongoing skills and entrepreneurship projects (e.g. ProGRESS/ISEC) and local business networks to get better insight into women migrant community, their previous work experiences before migrating and whether it had an impact on their experience abroad. This knowledge is required to address the entire migrant cycle.		ILO with partners and BRAC with partners	Immediately

Annex 3: List of persons interviewed: 113 total, 60% women

REMOVED

Annex 4a: Logframe Analysis Pillar 1

All three projects had independent logframes, outcome and output indicators, which BRAC has tried to consolidate in a results matrix.
The KPIs, based on which reporting is done are mentioned here. As can be seen, some of the indicators are not comparable. The data have been collected either from self-assessment, reports or results matrix provided by partners. Filed colour for the **Overall Status** columns marked based on - Gross achievement up-to 25% marked as RED, 30%-49% Marked as ORANGE and 50% and above marked as GREEN.

Indicator Level	BRAC's Indicator	OKUP's indicators	MJF's Indicators	Assessment	Overall Status		
					BRAC	OKUP	MJF
Impact	**65% (3900) of women and men returnee MW are economically and/or socially reintegrated, out of 6'220 (15% women)**	**72 % (158) among 220 women migrant workers especially those who are survivors of abuse and exploitation in the migration cycle reintegrated economically and/or socially**	**65% (4550) of returnee women are economically and/or socially reintegrated, out of 7000 (earlier 80% women)**	**53% of target seems to have been met, while 50% for women. BRAC's performance on reaching women needs to increase. Pillar 1 is likely to meet this target, however, the project does not reach the target set by the project originally, to integrate 13220 men and women socially AND economically.**	**59% 2480 f-152**	**55% 120 f-120**	**45% 2030 f-2030**
Sub-Outcome 1	**4'500 (or 75%) of women and men returnee migrants earn at least BDT 8'500/month for 6 months and/or are gainfully self/wage-employed**	**90 (or 75% of 120) of women returnee migrants who received EDT (out of 120) earn at least BDT 8'500/month for 6 months and/or are gainfully self/wage-employed**	**2650 (or 75% of 3500) of women returnee migrants earn at least BDT 8'500/month for 6 months and/or are gainfully self/wage-employed**	The partners fall short of meeting the target for economic integration, which is either job placement or self-employment. As of end of 2024, BRAC reached 32% of the target; similarly, OKUP reached 18% of the target (53 women are economic active, however, only 20 women earn above 8500 BDT), while MJF reached 36% of the target. BRAC highlighted that recent tracer studies are on the way which will provide evidence for results and is positive that targets can be met.	**32% 1458 f-91**	18% 20 f-20	36% 951
Output 1.1.1	6000 registered in MoEWoE Data base of which 5% are women	220 registered women	7000 registered women	The partners fall short on meeting the target for registration and/or receiving cash support of 13500 BDT under RAISE, which also requires career guidance as part of the reintegration process to receive the Cash 'incentive'.	**30% 1855 f-143**	150% 536	17% 1205
	4000 receive cash support from GoB/RAISE, 5% women	No targets for 220 to receive services	No targets for receiving cash support	Bureaucratic procedures and overlaps between project and RAISE make it difficult to enroll in RAISE, undergo counseling and claiming cash transfer. It requires 4 visits to the Welfare office. Further, payment of cash transfer only started in June 2024, therefore payment is ongoing.	24% 986 f-80	50% 110	299
	500 women are provided with immediate support (Food, transportation, accommodation, treatment	40 women are provided airport transfer support, health support, trauma-informed psycho-social care, shelter home support, health support, etc.		135 returnee migrants have received immediate support, including food, transport, health care, trauma counseling, and shelter when needed. BRAC and OKUP provide these services to female returnees, achieving 22% and 55% of their targets, respectively, with an overall progress of 25%.	22% 116	55% 22	NA
Output 1.1.2	6,000 returnee MWs (15% women) receive career guidance services and have a tailormade reintegration plan			BRAC achieved 61% under this activity with providing career counselling to 3684 returnee migrants worker, among them 6% are women. While it is likely that BRAC reaches the target by end of the project, more efforts need to be made to reach women.	61% 3684 f-234	NA	NA

Indicator Level	BRAC's Indicator	OKUP's indicators	MJF's Indicators	Assessment	Overall Status		
					BRAC	OKUP	MJF
Output 1.1.3	5'500 returnee MWs (of which at least 10% will be women; 550 women) enrol for entrepreneurship skills (including savings and financial literacy training)	168 returnee migrant workers received training	1.5.2. At least 3500 returnee's migrant workers and/or family member enrol for entrepreneurship and technical skills training (including savings and financial literacy training) and at least 3400 of them completed training in entrepreneurship and technical skill training through project support.	All three partners are on track in providing entrepreneurship training and are likely to achieve the project target by the end of the project. BRAC's lags behind the 10% women target and requires additional efforts in enrolling women, after case management and career guidance, into EDT training. If skills development and EDT are summarized: MJF has up to now, enabled 2191 returnee women to be trained, which amounts to 62% of the project target achieved up to now.	53% 2933 **f-196**	44% 74	39% 1366
	500 returnee MWs enrol for technical skills training/RPL	*Note: There are no specific targets for skills development set by OKUP, these are part of training above*	*Note: There are no specific targets for skills development set by MJF. These are subsumed under training above.*	BRAC faced difficulties enrolling returnees into technical skill training, upskilling and RPL, highlighting the existing age barriers, qualifications required for upskilling and absence of locally available relevant training offers as reasons why there is limited interest in training. Duration of training is another reason, why middle-aged returnees hesitate to enrol into train. They need more flexible training offers. Exploring collaborations with the private sector is an option.	20% 99	3	825
Output 1.1.4	2,300 graduates (of which at least 5% will be women; 115 women) of entrepreneurship training started new or expanded existing businesses and 200 graduates of skills training recipients placed in job	90 of returnees who received business/enterprise-based skills training directly will be set up new businesses/expanded businesses and/or placed in the job *Note: OKUP has subsumed EDT and any other skills development under one indicator. Data have however been collected for both.*	2650 of returnees who received business/enterprise-based skills training directly will set up new businesses/ expand businesses and/or placed in the job *Note:MJF have subsumed EDT and skills development under one indicator. Data have however been collected for both.*	BRAC has achieved 62% of its overall project targets so far in supporting beneficiaries to start or expand small businesses. However, falling behind in its goal to secure jobs (including 26 men, or 10%). Progress in meeting targets for women also achieved expectations. OKUP has reached 22% of its target, while MJF has achieved 36%, bringing total progress to 32%, indicating that overall targets have not yet been met. Establishing successful entrepreneurship takes time, involving skill development, loan applications, and obtaining trade licenses. While achievements remain low, the MTR found that with the project now in full implementation, there is still an opportunity to meet the targets within the remaining timeframe.	Total 62% 1447 **f-89**	22% 20	36% 951
					Job 10% 26 f=0		
Outcome 2	**3'000 returnee MWs (10% women) report that they are better integrated into their communities and families**	**At least (158) of 220 women migrant workers especially those who are survivors of abuse and exploitation in the migration cycle reported**	**3500 returnee migrant workers receive referral services and graduate through referral services like technical skills training, loans/credit/grants**	The MTR found that this outcome indicator is on track, with an overall 54% of the target achieved so far. The project has been laying the groundwork for reintegration since its inception, and progress aligns with the implementation plan. It is expected to meet its target by project completion. However, special attention is needed for BRAC to achieve the targeted proportion of female beneficiaries.	80% 2414 **f-143**	55% 110	31% 1079

Indicator Level	BRAC's Indicator	OKUP's indicators	MJF's Indicators	Assessment	Overall Status		
					BRAC	OKUP	MJF
		reintegrated socially through need-based support	**facilities from public and private services.**				
Output 2.1.1	2,000 returnee migrant workers (out of which at least 25% will be women; 500 women) and/or their family members receive psychosocial services, using virtual/in-person modalities including follow up session	220 of targeted returnee women migrant workers especially those who are the survivor of abuse and exploitation in any part of the migration cycle received need-based support and services	Provide need-based through (approximately 30% (2100) returnees out of 7000) psychosocial counselling for identified migrant workers through project intervention and/or linkage/network/ partnership with Psychosocial Institution/Specialist	This indicator tracks the number of returnees receiving psychosocial counseling, particularly those with traumatic experiences. BRAC supports both male and female returnees, OKUP focuses on vulnerable survivors of abuse and MJF provides counseling as needed. So far, BRAC has achieved 23% of its target, OKUP 55%, and MJF 49%, with an overall progress of 37%. While the achievement remains below expectations, the intervention is likely to meet its target by the project's end. However, BRAC needs to strengthen its efforts in identification and screening to better support targeted women. MJF partners explore para counsellors and group counselling as potential options for that majority of cases, while referring more severe cases for more extensive professional trauma counselling to the partner project ASHSHASH. Similarly, OKUP refers cases with severe trauma for advanced professional counselling.	23% 470	55% 120	186% 3911
Output 2.2.2	At least 1,745 community members and leaders come forward to support the returnee MWs for their economic and social reintegration	180 active forum members providing information, direct assistance, and referral support to migrant workers, their families, and community people on a regular basis	120 active forum members providing information, direct assistance, and referral support to migrant workers, their families, and community people on a regular basis	Supporting the returnee migrant workers in reintegration through social/community engagement are tracked under this indicator. BRACs' focus is on engaging the community members in the reintegration process with their existing support whereas OKUP and MJF are mobilizing the community with its forum members as leaders and mobilisers. BRAC ensured support from 57% of their total target, MJF achieved 27% and OKUP reached 167% active members, while 57% of the total has been achieved. It is expected that by end of the project, targets will be reached.	57% 300	167% 300	27% 35
Output 2.2.3	At least 1,500 returnee MWs will receive benefits from referral services of skills trainings, loans/credit/grants facilities and asset transfers	180 active forum members providing information, direct assistance, and referral support to migrant workers, their families, and community people on a regular basis	3500 receive referral services to access training, skills development, loans, social protection etc.	This indicator tracks various referral efforts, ranging from activity-level to outcome-level interventions, making direct comparisons under this MTR challenging. BRAC has facilitated referrals for skills training, loans, health or asset transfers for 78% of its targeted 1,500 RMW beneficiaries. OKUP has ensured that 93% of active forum members are engaged in providing information, direct assistance, and referral support to migrant workers and their families. MJF has referred 75% (1,710) of its target beneficiaries and has reached 34% of its referral targets. While 47% of the referral support target has been achieved, continued efforts are needed to ensure that referrals also lead to receiving the cash or service benefits.	78% 1218 f-89	93% 300	34% 1205
	732,480 community people, including family members of returnees, are reached on social and economic returnee integration				57% 418392 f-241378	NA	NA

BRAC Sub-outcome 1.3 as highlighted in the PRODOC: Performance

Level of Indicator	Indicator	Comments from MTR
Sub-Outcome 1.3 BRAC has a knowledge management system for implementation and documentation of the project and to transform itself into a 'Centre of Excellence for Reintegration' in Bangladesh and in the region.	The BRAC Migration Programme in Dhaka has improved capacity to monitor and communicate results achieved	
Output 1.3.1: BRAC works with Outcome 2 of the project to document the lessons and capturing the good cases, arising from the project • BRAC conducts 2 capacity building workshops for the Migration Programme on capturing lessons and good case practices from the project • BRAC produces knowledge product (study/report) on lessons learnt and good cases, by using critical thinking and analysis. • BRAC works in a collaborative manner with the other implementers of the project.	• At least 15 staff from the BRAC Migration Programme are trained. • BRAC can publish at least 8 Knowledge product (study/report/publications) on lessons learnt and good cases, by using critical thinking and analysis. • BRAC collaborates with other implementers of the project to disseminate these studies at the national and regional levels	On track, training and workshops for BRAC staff have been held. 3 knowledge products have been developed, including Training need analysis, study on effectiveness of psychosocial counselling, and study on service mapping. Observation: While initially planned that training would be provided for BRAC's internal purpose, OKUP and MJF both attended supervision session with psycho-social counsellors and attended TOT on financial literacy and entrepreneurship development training. More such capacity building should be done in a systematic way during the remaining phase. While note foreseen by the project, local labour market analysis in each project area should have been made to identify economic opportunities and job placement opportunities.
Output 1.3.2: BRAC Migration Programme improves its processes to become a knowledge-management hub • BRAC conducts 5 capacity building workshops for the Migration Programme on Project Cycle Management, Monitoring for Results/Result orientation, Partnership orientation and collaboration, Leadership and vision, and Migration and Reintegration Model/Approach etc. • BRAC forms and functions a knowledge hub	• At least 15 staff from the Migration Programme are trained in each of the 5 workshops • Collaboration of BRAC towards other agencies in the migration sector	On track, training and workshops for BRAC staff have been held. Observation: while initially planned that training on PCM, monitoring, etc. would be provided for BRAC internal purpose, discussions with SDC led to the conclusion that training and capacity building should be provided to all partners and their staff within Pillar1. This should be done in a systematic way during the remaining phase. BRAC up to now has not developed any concept/strategy for a knowledge hub, what it plans to do and which services it plans to provide. Further, it is unclear how BRAC plans to engage with other migration-oriented NGOs. A repository is planned to be set up from June 2025 onwards but needs to have a strategy and clarity of scope. This is even more important now, since SDC funding will discontinue after the project ends in end of 2026.
Output 1.3.3: BRAC coordinates with the implementing agencies of the project to work towards the common objectives • Prepare report for UN/ILO on a biannual basis • Participate in quarterly meetings with the other implementers of the project, with the objective of learning and sharing. • Meet with SDC (and/or their implementer) and GPMD colleagues annually (4 meetings) to discuss reintegration model, lessons learn and good cases • Undertake 1 visit to the SDC Reintegration Project in Nepal after the mid-term to learn (5 days each for 3 project staff)	• SDC receives one unified report from ILO, consolidating the programme activities and achievements for all implementers • Mutual learning sharing among GPMD, SDC Nepal, and BRAC colleagues (and/or their implementer) regarding collaboration.	On track: Although regular knowledge exchange occurs through formal conferences, planning, and strategy meetings, there is a lack of dedicated space and time for in-depth discussions among practitioners on implementation challenges and technical themes. Planning meetings with PSC, SDC, Pillar 2 and Pillar 1 take place, are purpose oriented and responsive; similarly, PAC meetings are held regularly, however, some partners feel that they are less focussed on strategic and thematic discussions, which could help implementation and policy dialogue to be strategically aligned. The remaining phase can be used towards consolidating re-integration approaches, including case management, psychosocial counselling, women specific interventions, social and economic integration and standard operation procedures including reporting procedures. Nepal visit and other international exposure have been postponed, however should be enabled so that mutual learning and willingness to collaborate are accelerated.

Annex 4b: Logframe Analysis Pillar 2

Beneficiaries: MoEWOE; WEWB; ministries; worker and employer organisations; returnee migrant workers.					
Project title: Reintegration for migrant workers Project			Project duration: Aug 22 – Jan.26	Status (Green, orange, red)	Remarks/Comments
Results chain	Indicators	Means of verif.	Assumptions		
Impact (Development Objective): The MoEWOE ensures an inclusive and accountable framework for reintegration and has capable institutions, systems and schemes that can provide services for sustainable reintegration to RMW					
Outcome 1: The MoEWOE endorses an inclusive, gender responsive and accountable framework for sustainable reintegration	# new references to returnee migrants and reintegration in the broader policy/legal/regulatory framework (Baseline:0, Target: 5)	National policy/legal/ regulatory documents	The MoEWOE will maintain the same political will towards reintegration.	2	The outcome is progressing slowly due to political unrest and government transitions. While some activities have been completed, many remain pending. The consultative process for integrating reintegration into policy frameworks and developing a separate reintegration framework is ongoing. The approval and endorsement of these efforts will depend on the political situation and how quickly the government is reestablished following the 2026 elections. The ILO needs to push forward the approval of five policies, legal instruments, and the endorsement of the framework to complete the remaining activities, following a revised action plan to ensure progress under each output. However, the ILO considers the project's goals and expected impact to have been overly ambitious and believes they should be formulated more realistically. Achieving this outcome will require favourable policy conditions and a no-cost extension.
Output 1.1 MoEWOE assesses and updates the existing policy, legal and regulatory framework, incorporating inclusive and gender-responsive provisions that facilitate sustainable reintegration of migrant workers	# policy/ legal/ regulatory instruments updated to incorporate inclusive and gender-responsive provisions that facilitate sustainable reintegration of migrant workers (Baseline:0, Target: 3)	Analysis of gaps Policy, legal and regulatory instruments	That the assessment and update will only be applied to key policy, legal and regulatory instruments that are relevant to reintegration.	2	Pillar 2 has initiated the assessment and update of the existing policy, legal, and regulatory framework. In collaboration with IOM and UN Women, the project has begun reviewing policies, with some consultations already completed. The ILO anticipates that the review and recommendations will be finalized by June/July 2025. Additionally, Pillar 2 has started assessing and updating five existing policies, legal frameworks, and regulations. The review, conducted jointly with IOM and UN Women, is based on the final draft of the reintegration policy. To enhance synergy, complementarity, and a whole-of-government approach, the MoEWOE has decided to establish a single technical committee instead of three separate committees.
Output 1.2: MoEWOE articulates an inclusive and gender responsive regulatory/operational framework (such as an action plan and operational guideline) for sustainable reintegration of returnee	# regulatory/operational frameworks for sustainable	Regulator and operational	As above	2	ILO is positive that it will accomplish activities under this output in collaboration with IOM and UN Women. The reintegration Policy is ready, but it is yet to be approved. On the other hand, the sub agent rules are endorsed. Technical committees are being set up. A policy brief on budgeting has been developed

migrant workers in consultation with other relevant actors	reintegration of returnee migrant workers (Baseline:0, Target: 2)	framework documents MoEWOE workplans			and a gender analysis was undertaken to inform about gaps and barriers which are to be addressed in the policy revisions. Some consultations and trainings have taken place and will take place in the remaining phase to ensure broader awareness and access to required information. The output related to drafting an Action Plan and SOP has been started and the consultant is in place. The project supported the MoEWOE to organize a series of stakeholder consultations including inter-ministerial meetings to finalize the draft. Three National trainings (each 25 participants) were also organized for GoB officials and relevant stakeholders including NGOs/CSOs, Employers' organization, private sector and trade unions to sensitize about the need of revision and amendment on selected legal and policy framework to mainstream reintegration of migrant workers. ILO expects to accomplish all activities by June 2025.
Output 1.3: MoEWOE along with other ministries devise social protection schemes for returnee migrant workers.	# social protection schemes that incorporate returnee migrant workers (Baseline:0, Target: 1)	Policy paper Social protection scheme documents Meeting minutes	Political will and necessary capacity of other relevant ministries.	2	The Project organized a workshop on Social Protection for Migrant Workers in 2024 to increase overall understanding of social protection and its importance for migrant workers. The workshop was a first of its kind to discuss about the importance of the social protection of migrant workers. All relevant actors of GoB including CSOs, NGOs and UN partners participated in the workshop. One desk study on the needs of migrant workers for social protection was initiated. The recently approved social protection project financed by SDC and implemented by ILO in which Bangladesh is also a partner, will expedite integration of social protection into the migration cycle, which is also relevant for reintegration. More activities are planned as outlined in the log frame, and can be accomplished by the extended time period.
Output 1.4: The Parliamentary Caucus on Migration and Development monitors legal and policy reform on reintegration and raised issues with the Parliament.	# references to reintegration of migrant workers in the Parliamentary Caucus (Baseline:0, Target: 10) # reintegration issues raised by the Parliamentary Caucus that are raised in the Parliament (Baseline:0, Target: 3)	Report of the Parliamentary Caucus Reports of the Parliament	Engagement of the Parliamentary Caucus on Migration and Development.	3-4	Until July 2024, several activities were already completed under this output which is almost 50% of the planned activities. They include the development of strategy papers, national consultations on migrant workers' welfare, policy briefs, and dialogues with stakeholders on ethical recruitment, gender-based violence, and the protection of migrant workers. Additionally, there were lobbying meetings, coordination meetings, and events such as International Migrants Day. After political changes in July 2024, the Parliamentary Caucus became inactive, leading to the submission of revised activities for approval, with a possible no-cost extension for completion. During 2023-24 Pillar 2 engaged actively with Parliamentary Caucus on Migration and Development. ILO and WARBE developed a Strategy for the Caucus. However, due to governmental change on July 2024, ILO had to stopped working with the Caucus as parliament was dissolved. Alternatively, they are planning to work with WARBE on Labour reform issues with the existing fund and additional options are explored how finances can be used for additional training and awareness raising activities on re-integration at provincial/district levels. Therefore, there will be change in the planned activities and the output is under revision based on the current political shift. If government is formed and Caucus is activated by 2026, WARBE and

					ILO will be able to expedite revival, and more progress might be made in this area.
Outcome 2: MoEWOE has a policy-based, well-defined, coordination mechanism with participation of the concerned Ministries and departments to address the issues of sustainable reintegration	# ministries with migrant returnee and reintegration issues incorporated in workplans or strategies (Baseline:1, Target: 5)	Workplans Strategy documents	The mechanism is based on existing high-level as well as emerging policy commitments.	2-3	Pillar 2 has made good progress with MoEWOE on building effective and functional relationships with other ministries for the sustainable reintegration of RMWs. The planned activities need to perform based on a revised timeline and can be achieved if no cost extension is provided.
Output 2.1: MoEWOE connects the existing databases of aspirant migrants, migrants and returnee migrants into a credible and digitized database.	# of MoEWOE officials with capacity to connect and use database (Baseline:0, Target: 50)	Training records Database use	The technical side of the database connection is functional.	4	The output has been deleted in consultation with IOM, UN Women and SDC. The budget was allocated to output 2.3.
Output 2.2: MoEWOE mainstreams reintegration is mainstreamed into the work and mandate of the existing National Steering Committee and the Labour Migration Forum	# references to return migrants and reintegration in the National Steering Committee (Baseline:0, Target: 3) # references to return migrants and reintegration in the Labour Migration Forum and its sub committees (Baseline:0, Target: 3)	Meeting minutes from the National Steering Committee Meeting minutes from the Labour Migration Forum	Engagement of National Steering Committee and Labour Migration Forum on reintegration	2	Pillar 2 together with MoEWOE are very present in the national steering committee and have contributed to the increased prominence of returning migrant workers challenges in the migration debate. It is increasingly noted that returning is considered as part of the overall migration cycle which needs to be addressed from the time when a person migrates. The project has a strong holding in the UN Network on migration and is present in the respective committees. The project is optimistic to hold the Labour Migration Forum meeting chaired by the Advisor of the MoEWOE for an inclusion of reintegration in the TOR of the committee. Pillar 2, with a no-cost extension can accomplish rest of the activities by End of 2025.
	# of officials with capacity to operationalise the Reintegration Policy action plan (Baseline:0, Target: 25)			3-4	Whether this target can be achieved depends on whether the policy and legal instruments and frameworks on gender responsive social and economic re-integration is approved and hence, becomes binding.

Output 2.3: Wage Earners' Welfare Board (WEWB) and their district offices have the capacity to function as a 'one-stop centre for reintegration' using services	# of WEWB offices using the platform of integrated services with enhanced capacity (Baseline:0, Target: 30)	Analytics	The WEWB and their district offices are established and functioning	4	The relevant ministries, departments, and agencies involved in reintegration services have been identified. IOM has conducted five training programs for RAISE project staff, and, in collaboration with the ILO, plans to strengthen the capacity of welfare offices to function as one-stop centers for reintegration services. Additionally, 11 policy advocacy briefs are being developed to establish a coordinated referral mechanism for reintegration services and integrate migration-related issues into the work of various ministries and departments. However, the concept of a "one-stop center for reintegration" has yet to be fully developed, and its feasibility and practical implementation still need to be discussed with MoEWOE and other relevant departments. The operationalization of these centers, necessary legal adaptations, and required funding appear unlikely to be achieved within the remaining project timeframe. Furthermore, the development of guidelines, action plans, and a monitoring system is still needed. The goal of fully equipping one-stop centers with the required capacities is considered overly ambitious given the limited time available. Both the MTR and ILO believe this objective is beyond the scope of a single project. A key challenge is the highly compartmentalized nature of government agencies in Bangladesh, which tend to operate in isolation. While they may coordinate on multisectoral decisions on an ad hoc basis, regular collaboration remains limited, posing a significant barrier to achieving this outcome.
Output 2.4: Reintegration is mainstreamed into the work of government officials from other departments (i.e. Social Welfare, Women Affairs) who are engaged in public service delivery.	% increase in understanding of government officials on how to mainstream reintegration into their services (Baseline:0, Target: 30% increased)	Ministry workplans Survey	Engagement of ministries in reintegration	2	ILO and IOM are supporting WEWB and SME foundation jointly for capacity building on basic entrepreneurial services for the returning migrant workers. This output is still under plan, progressing gradually and needs intensive attention so that results, even with a no-cost extension can be achieved. ILO has developed a module for the labour market reintegration of migrant workers. The project is currently in the process of conducting skills profiling of 5000 return migrant workers by ILO. The project is also drafting 15 Policy Reform Agendas for 15 Ministries/Divisions to mainstream reintegration services at grass root levels withing their existing mechanism. After drafting these Policy Reform Agendas, the project has planned to support the MoEWOE to advocate to those 15 ministries/divisions for possible inclusions of reintegration services. Pillar 2, with a no-cost extension can accomplish rest of the activities.
Output 2.5: The Welfare Wing of the MoEWOE develops and delivers a module of training and information materials for labour attachés on how to incorporate return and reintegration into post-arrival information	# of training and information materials produced for labour attachés on how to incorporate return and reintegration into post-arrival information for MW workers (Baseline:0, Target: 4)	Training materials Assessments	Low turnover of officials for higher retention of learning	2	This output is still under plan, progressing gradually and needs intensive attention so that results, even with a no-cost extension can be achieved.

	# officials with capacity to provide services related to post-arrival information for MW(Baseline:0, Target: 75)				
Outcome 3: MoEWOE, BMET and WEWB strengthen systems that connect employers' organizations and workers' organizations to skills development and wage-employment opportunities for returnee migrant workers.	# returnee migrant workers connected to skills development and wage employment (Baseline vs Target: 3000)	Service referral records	Engagement of employers and workers organisations on reintegration	2	To strengthen the system, ILO has planned a series of trainings and workshops to be organized with the support of MoEWOE, BMET, WEWB, and private sector actors to achieve this outcome. So far, little progress has been found, and ILO is planning to progress this with a revised plan.
Output 3.1: MoEWOE, BMET and WEWB support the private sector including employers' organizations to develop initiatives responding to the needs of returnee migrant workers at the local levels.	# Implemented or planned, new or strengthened initiatives on skills matching, job placement services or entrepreneurship for returnee MWs (Baseline:0, Target: 4)	Media; marketing; private sector strategy Interviews with private sector actors; Survey of MWs	Private sector organisations are able to connect with returning migrants.	2	The ILO, jointly with MoEWOE and BEF, has organized four workshops in Chattogram and Dhaka resulting in an MOU with the Women Chamber of Commerce. Strengthening cooperation with BMET is essential to enhance referrals and linkages to RPL, skills development and job placement as part of the economic reintegration process. Several barriers to RPL, skills development, upskilling, reskilling and low interest loans have been identified, particularly affecting returnees over 30 years old who do not intend to remigrate, limiting their access to these services. BEF developed guidelines for reintegrating returning migrants into enterprises and plans to engage with its local member base. Additionally, ILO and BEF are jointly developing a business case/model for the job placement of returned migrant workers and sector mapping across 10 districts under Pillar 1. Most workshops and training programs are yet to be conducted. Achieving the target is feasible with a no-cost extension and intensified efforts.
Output 3.2: Trade unions, and CSOs have knowledge and capacity to refer returning migrants to reintegration services including skills development and wage employment opportunities.	# TUs and CSOs with increased referrals to reintegration services (Baseline:0, Target: 25)	TU and CSO service beneficiary records	Link to the platform of services.		The project, jointly with the NCCWE, is developing a network of returning migrant workers with the support of the Trade Unions to raise their collective voice. Several meetings and consultation were conducted to design the interventions with TUs and NCCWE. With a 'whole of the government' and 'whole of the society' approach in every activity, TUs and CSOs are also included in other activities. A series of workshops and training programs are yet to be organized at local level, jointly with partners from Pillar1. This target can be achieved with no cost extension.
Outcome 4: MoEWOE and ILO share knowledge on sustainable reintegration of migrant workers to inform programming, policy and practice.	# events on sustainable reintegration (Baseline:0, Target: 10)	Event reports	Learning is developed by the project.	2	The coordination with Pilar 1, RAISE project, PSC and PIC is ongoing, active, and collaboration is responsive and pro-active. However, Pillar 2 misses good data and evidence based research, based on which informed policy decisions can be made. Knowledge sharing events and dissemination of studies and learning exchange have made little progress upto now. The ILO plans to

	# users to consult MoEWOE and use resources on sustainable reintegration (Baseline:0, Target: 2000)				initiate activities together with BRAC, from July 2025 onwards. Pillar 2 could support BRAC in the development of a concept and strategy, how a knowledge sharing platform could be set up, so that it also takes advantage of already existing platforms (e.g. Government Platform) and networks. It should also go beyond a repository of documents. A vision for a knowledge exchange and learning platform is needed.
Output 4.1: ILO and its partners, with SDC (Bangladesh, Nepal and GPMD) (and implementers of SDC Outcome 1), have shared learning on reintegration of migrant workers including development of a knowledge hub	# Collaborations between ILO, SDC and partners on reinte-gration of MW (Baseline:0, Target: 12)	Workplans Publicity	Partners coordinate to share the learning	Not active as yet	This is planned for 2025.
Output 4.2: MoEWOE disseminates research from the project on the needs/feedback on services related to reintegration	# policy, advocacy and learning products dissemi-nated on project learning (Baseline:0, Target: 20)	Knowledge/ learning products	Learning can be captured in policy briefs and advocacy documents	Not active as yet	The project will develop a knowledge hub and works related to sharing knowledge and policy advocacy will be starts in July 2025.

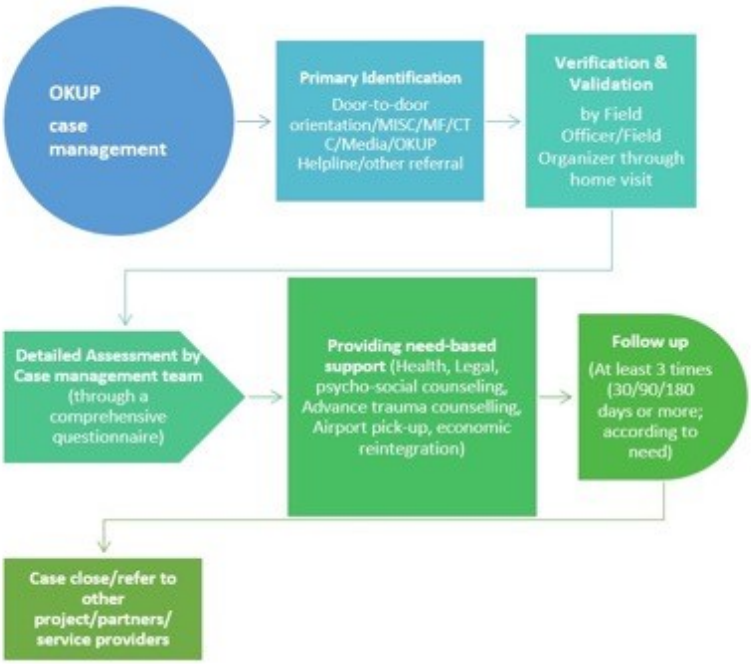
Annex 5: Overview of case management approach and partner specific observations on service provision

BRAC



Source: Self-Assessment prepared by BRAC

OKUP



Source: Self-Assessment prepared by OKUP

Overview approaches to support social and economic integration by implementing partner

Case Management	BRAC	OKUP	MJF and partners
Identification	Community, door to door, Airport	Airport pick up. Community/ forum members door to door Online questionnaire 30 mins	Community and direct access, door to door
Profiling & Need assessment	1.5 hrs for all	50 mins for all	30 mins for all
Detailed mental assessment of wellbeing and grading	45 mins for all	DASS-21: 1 hr for all	Part of profiling
First psychosocial session	45 mins for all	45 mins for all	Try to reach all, 45 mins by para counsellor/ group counseling
Career Guidance	45 mins for all	Part of life skills training and EDT.	Part of profiling
Individual Reintegration plan	Done	It's specifically being conducted in the life skill training and EDT.	NA
Referral Support	Individual	Individual	Individual
Psychosocial follow up support		Monthly for 3 months and more than this if there is crucial needs	
EDT	Group based	Group based	Group based
Technical Skills Development	Through referral	Through referral	Through referral
Follow up on economic integration	Individual	individual	

*MJF partners do not have a streamlined approach. MJF is not aware in detail of approach. A mapping is required. Can be part of the internal consolidation.

Overview of observed areas of strength and areas which need attention

BRAC:

	Expected role in project	Observed strong areas	Areas needing attention
BRAC	**Case Management**	- Addresses continuum (various groups of returnees) - Well-developed case management approach - Systematic assessment of wellbeing - Access to professional psychosocial counsellors	- Not able to scale (availability of counsellors at local level) - Check, whether all steps need to be applied to returnees (cost effectiveness) - Explore para counselling (MJF partners) or group counselling (OKUP).
	Social Integration Presence in each Upazilla	- Awareness outreach to leaders, Local government, families, migrants - Enrolment capacity	- Can be intensified through existing BRAC presence in each Upazilla and Union level.
	Economic integration Institutional capacity for economic / livelihood development (skills, entrepreneurship, loan access)	- Career guidance as specific - Entrepreneurship Development Training, financial Literacy	- Diversify EDT/ financial literacy approach - Systematic approach: assess private sector demand - Build stronger links to existing BRAC skills and livelihood projects, private sector, training providers
	Gender equality and social inclusion are institutionalized in BRAC	- Case management addresses specific women's needs	- More proactive outreach to women returnees required - Stereotypical approach to women's economic integration needs - Limited offer for women's economic reintegration (e.g. group enterprises)
BRAC coordination role	**Centralised M&E system**, unified database and reporting	- Use KOBO for digitized data collection for own project - Developed integrated Results Management Framework	- No unified database and M&E framework for entire Pillar 1 - Limited systematic capacity building of OKUP, MJF (and partners) - Measure change (of capacities of partners; returnees)
	Institutionalised **quality assurance**	- Regular exchange but projects implement independently	- Limited quality assurance of partners' progress made
	Research capabilities inhouse and through close collaboration with universities	- Tracer studies	- Limited analytical documentation and research up to now - Action research and more systematic focus on learning from each other is required within Pillar 1.
	Exchange and learning	- Have regular exchange meetings (monthly), and are supported by PAC - BRAC trained OKUP and MJF on EDT	- More learning and exchange on thematic aspects is required. - BRAC, OKUP and MJF should learn from each other's strength.
Advocacy	BRAC is major player in Bangladesh	Available network and presence can be further used to ensure that grassroot experience is well addressed at policy level.	- Intensify outreach and awareness through existing network at Upazilla level. - Strengthen collaboration between other partners - Strengthen advocacy role at policy level and build partner network for part of grassroots representation

OKUP

Expected role in project	Observed strong areas	Areas needing attention
Case Management: Vulnerability and need based returnee service support, particularly for women	- Well-developed case management approach - Depth of approach to address trauma and integration needs of women migrants. - DASS-21 assessment, case documentation - Professional psychological counseling - Regular follow up with victims	- Resource intensive (costly services provided from Dhaka - Limited access to professional counsellors at local level
Community based approach: Migrant Forum	- Community sensitization focus - Migrant Forum and volunteer model	- Migrant forum concept and future unclear but has very high potential to reduce costs: how will it sustain? - Limited resources for leadership development
	- Economic integration focus encourages women to engage economically	- Gender stereotypical economic activities - Limited linkages to training providers, private sector - Need to strengthen capacities for labour market integration, meeting private sector demand (too supply driven)
Research	- Strong database on returnee's case - Qualitative research	- Narrow orientation towards economic reintegration (limited market demand side perspective)
Advocacy		- Strengthen advocacy role together with BRAC and other relevant organisations

MJF:

Expected role in project	Observed strong areas	Areas needing attention
Mobilisation and Capacity building of partners	- Grant management experience and massive network across the country. - Together with BRAC, some training provided - Facilitates exchanges between partners	- Minimal capacity building and monitoring is minimal (very limited resources)
Case Management and Social Integration	- Para social-psychological counsellors for majority of returnees - Group and peer counselling - Family, spouse involvement counselling - Referral for serious cases in need to other projects	- Partners do not follow Standard Operating Procedures. - Very limited quality assurance.
Community based approach	- Formalisation of migrant forum by BNSK and Caritas - Collaboration with other NGOs for local lobbying and awareness rising	- Partners apply different approaches. These approaches should be documented, their strength and weaknesses identified.
Economic Integration	- Referral focus, linking to existing projects, training providers and locally available social assistance	- Need to strengthen MJF/partners' capacities for labour market integration, meeting private sector demand (too supply driven)
Management and quality assurance, including M&E	- Acts as effective fund distributor - Database on returnees available at local level.	- MJF supported by BRAC to systematize and strengthen M&E and data collection across all partners. - Limited resources for capacity building and quality assurance.
Gender transformative approach	- Developed multidimensional conceptual framework on social and economic empowerment for women	- Approach not as yet reflected in indicators, data collection and analysis within Pillar 1. - MJF could take lead in streamlining GESI after partners agree on KPIs and approach.
In house research capabilities		Use existing research wing fully to better understand partners' approaches, their strengths' and weaknesses and for research and tracer studies
Advocacy	Available network can be further used to increase awareness on reintegration.	Strengthen advocacy role together with BRAC and other relevant organisations

Annex 6: List of selected reintegration projects currently implementated by partners

Name of the Project	Funded By	Project Duration	Partners
Ashshash: For Men and Women who have Escaped Trafficking	SDC, WINROCK international	2023 - 2027	CARITAS
Addressing Medium to Long-Term Reintegration Needs and Strengthening Social Protection Support Mechanisms	UNDP Multi-Partner Trust Fund		UNDP, Government Agencies, NGOs OKUP
Collective Action for Improving Migrants Rights and Access to Justice (CLAIM)	Finnish MFA/CAFOD	2023 - 2026	OKUP
Fight Slavery - Trafficking in Person (FSTIP)	USAID & Technical Donor Winrock Intern.	2022 - 2026	OKUP
Promoting Self- Sustaining Migrants Communities (ProSeS)	SCCF	2022 -2025	OKUP
Prottasha 2	EU	2022 – 2026	BRAC, IOM
Recovery and Reintegration Support for Bangladeshi Returnee Migrant Workers.	Global Fund to End Modern Slavery (GFEMS)		OKUP, Caritas
Recovery and Advancement of Information Sector Employment (RAISE)	World bank-GOB-IOM	2023 - 2025 extension to 2026	AVAS, Bangladesh Nari, BASTOB, BNKS, BRAC, CARITAS Bangladesh MUKTI NARI, Mukti Seba Sangstha, Sramik Kendra Khulna, OKUP
Skills - 21	EU-ILO	2020 -2023 with extension	OKUP, UCEP
Social and Economic Reintegration of Survivor Bangladeshi Returnee Migrant Workers (SERe)	Karuna Trust & CAFOD	2024 - 2028	OKUP
Women's Voice and Leadership (WVL)- Bangladesh Project	Global Affaires Canada (GAC)	1st phase: 2019- 2024 2nd phase: Approaching	Policy Advocacy Alliance for Women Migrant Voices (AWMV), G-Gap analysis of Legal framework of Migration, Leadership development CWCS, BOMSA and 16 organisations Note: Specific focus on the programs implemented by partners

Other projects implemented by BRAC, as provided by BRAC in January 2025.

Project Name	Duration	Partners	Donor	Focus
Reintegration of Migrant Workers in Bangladesh	Ongoing	Not specified	Not specified	Providing support for the reintegration of migrant workers
RAISE: Reintegration of Returning Migrants Project	Ongoing	Not specified	Not specified	Supporting returning migrants through various reintegration services
Emergency Support for Vulnerable Returnee Migrants	Ongoing	Not specified	Not specified	Providing immediate assistance to vulnerable returnee migrants
UK Home Office Reintegration Programme for Sustainable Reintegration for Bangladesh Returnees Phase II (UK HORP)	Ongoing	UK Home Office	UK Home Office	Sustainable reintegration support for Bangladeshi returnees
Frontex-Joint Reintegration Service Sustainable Reintegration for Bangladesh Returnees Phase II (Frontex-JRS)	Ongoing	Frontex	Frontex	Collaborative reintegration services for Bangladeshi returnees
Combating Human Trafficking through Strengthening 4Ps Project	Ongoing	Not specified	Not specified	Addressing human trafficking through prevention, protection, prosecution, and partnership
DRC-BRAC Cooperation Agreement (Return and Reintegration Counselling Project)	Ongoing	Danish Ref. Council (DRC)	(DRC)	Providing counselling services for return and reintegration
Migration Support Enterprise Project (MSEP)	Ongoing	Not specified	Not specified	Supporting migrants through enterprise initiatives

Annex7: Questions from Inception Report

Question Relevance	Implementing Partners	Other stakeholders
How is the project relevant to GOB priorities (8th FYP, SDG priorities, Reintegration Policy of the Government), SDC priorities and international migration frameworks?	*BRAC, ILO*	*PSC,MoEWOE, WEBE UNWOMEN, IOM, EU, WB Documents*
How do stakeholders, including CSOs, communities, returning migrants, and their families, perceive the relevance of the project's interventions?	*BRAC, OKUP, MJF, ILO*	*PSC,MoEWOE, WEBE UNWOMEN, IOM, EU, WB Local Stakeholders, Beneficiaries Documents*
How is the project still relevant in the changed political scenario?	*BRAC, OKUP, MJF, ILO*	*PSC, MoEWOE, WEBE UNWOMEN, IOM, EU, WB Local Stakeholders, Beneficiaries Documents*
What are the recommendations to increase relevance of project?	*BRAC, OKUP, MJF, ILO*	*PSC, MoEWOE, WEBE UNWOMEN, IOM, EU, WB Local Stakeholders, Beneficiaries*

Question Coherence	Implementing Partners	Other stakeholders
Do you think that the current project design is internally coherent and systematically contributing to the expected results? What is missing?	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB UNWOMEN, IOM*
Are the activities and outputs of the project consistent with the intended results and the effects (on beneficiaries and institutions)?	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB UNWOMEN, IOM*
What should be strengthened to increase internal coherence of each Pillar? How is partnership and collaboration within each pillar?	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB UNWOMEN, IOM*
What should be strengthened to achieve better internal coherence between Pillar 1 and 2?	*BRAC,ILO*	*PSC, MOEWOE, WEWB UNWOMEN, IOM*
Is the current project is coherent with SDC's project portfolio? Where do you think is need to strengthen coherence with other SDC projects?	*BRAC, ILO*	*Helvetas? WINROCK, IOM, WB*
Is the project able to build synergies with other projects such as World Bank-RAISE, IOM-EU financed project, and others? What is required to strengthen collaboration for external coherence?	*BRAC, ILO*	*EU, IOM, UNWOMEN, WB*
Does the exchange between SDC Bangladesh and Nepal generate to increased coherence?	*BRAC, OKUP, MJF, ILO*	

Question Effectiveness	Implementing Partners	Other stakeholders
How effective does the project influence policy, performance of WEBE and MOEWOE and local level actors?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM
Are outcomes and outputs of the project achieved by the end of the project? Please provide tables for each outcome	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM Local stakeholders
List major factors influencing the achievement/non-achievement of the outcomes and outputs	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM Local stakeholders
How effective is management set-up of Pillar 1 and Pillar 2 (e.g. systems, processes, human resources, etc.)?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM
How effective are the Project Steering and Coordination Committees?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM
How effective are teams from Pillar 1 and Pillar 2 in creating synergies and added value with other projects?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM
How does project apply transversal themes including gender transformation, social inclusion? What needs to be improved?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM
Reflect on your capacity to build awareness on re-integration of RMW	*BRAC, OKUP, MJF, ILO*	
Highlight positives and discuss shortcomings and recommendations	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM Local stakeholders

Question Efficiency	Implementing Partners	Other stakeholders
Provide spending statistics as defined in presentation as percentage of project: effectively spent against planned spending	*BRAC, OKUP, MJF, ILO*	
How efficient is coordination within each Pillar (Pillars 1,2)? Where are challenges, where is need for improvement? How can you improve collaboration with each other?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM
How well are results achieved in time? Where is room for improvement?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM
How does do implementation partners of Pillar 1 and 2 optimize efficiency and avoid overlaps?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM
How well is progress monitored, documented and analyzed to ensure transparent delivery and measurable impact? What is the quality of your monitoring system and framework? Where is room for improvement?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM
How well has project steering committee been able to monitor progress and ensure fast decision making, collaboration and implementation?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM
Are baseline, progress reports and tracer studies in place? Are transformative indicators guiding change?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM
How well are results/research findings used for adaptive management and project improvement?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM
Reflect on your capacity for reporting and knowledge management to document progress		
Highlight positives and discuss shortcomings and recommendations	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB, UN WOMEN, IOM

Question Impact	Implementing Partners	Other stakeholders
How does project contribute to the long-term goal of the project 'that an increasing number of RMW, particularly women benefit from well-tailored and effective service provision, including, registration, counselling, skilling/ RPL certification, access to finance as part or re-integration support?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB
How will the project generate significant positive or negative, intended or unintended, higher-level social/economic effects?	*BRAC, OKUP, MJF, ILO*	PSC, MOEWOE, WEWB
Which mechanisms assess impact on partners' and institutions capacities to deliver better, more accessible and more impactful services?	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB,* UN WOMEN, IOM
Provide evidence of outcomes and impact on final beneficiaries (e.g. better employment or increase income)?	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB*
How well have gender transformative approaches contributed to better results and improved wellbeing for returning migrant women in particular? Where is need for improvement?	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB* UN WOMEN, IOM
Please also reflect onunintended and potential negative effects the project has.	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB* UN WOMEN, IOM

Question Sustainability	Implementing Partners	Other stakeholders
What is the sustainability plan of the project as per design? To what extent project team monitor the progress against the sustainability plan?	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB*
Provide evidence for readiness and ownership of Ministry, Welfare board, local partners (local government, welfare offices, TVET providers, testing centres, chambers, enterprises, communities) to pro-actively reach out and deliver services to returning migrants?	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB* UN WOMEN, IOM
What changes has project already brought about to the current practices at national and local government/NGOs level? To what extent are these practices likely to be sustained?	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB* UN WOMEN, IOM
What measures are taken by the project to increase ownership from system actors and thus the sustainability of the initiatives?	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB* UN WOMEN, IOM
What could be the major factors that may influence the achievement or non-achievement of the sustainability of the program activities?	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB* UN WOMEN, IOM
What are the main recommendations?	*BRAC, OKUP, MJF, ILO*	*PSC, MOEWOE, WEWB* UN WOMEN, IOM

8. Cost Efficiency Analysis Pillar 2

Cost Efficiency Assessment for Pillar 2 of the "Reintegration for Migrant Workers Project: Enhancing Policies, Capacities and Systems for Inclusive and Sustainable Reintegration"

1. Background

The ILO, with funding from Switzerland (SDC), has been supporting Bangladesh in migration governance and reintegration efforts for the last decade. Projects include the Reintegration for Migrant Workers Project, implemented by ILO and BRAC, which focus on developing sustainable reintegration policies and systems for returnees. The first project (2012-16) focused on establishing legal and policy frameworks, addressing the lack of structured reintegration policies and high migration costs. The project introduced the Expatriates' Welfare and Overseas Employment Policy (2016) and strengthened institutions like Ministry of Expatriates Welfare and Overseas (MoEWOE) and Wage Earners Welfare Board (WEWB), resulting in more structured reintegration programs that reduced ad-hoc spending, easing financial strain on returnees. The follow up project (2017-20) prioritized digital transformation and financial efficiency, tackling slow manual reintegration processes and limited access to financial services. Key initiatives such as the Labour Attaché Reporting System (LARS) and RAIMS reduced administrative costs, reduced recruitment fraud and improved oversight and overall cased management. The transition to digital services reduced operational expenses, and minimized financial distress among returnees, ensuring a structured pathway to economic stability and ensuring that re-migrating workers do not repeat migration risks.

A cost effectiveness and efficiency analysis (CEA)[29] done by the ILO in 2023 highlighted measurable progress and financial and operational improvements made over the last 12 years, leading to higher efficiency of migration management and lower per capita migration costs. According to the Bangladesh Bureau of Statistics (BBS) (2023) migration costs reduced from 17 months' salary in 2000 to 15 months' salary in 2022; costs were further reduced to 13 month's salary so that 26 lakhs were saved through the project. Despite the progress made, the costs remain very high and are far away from the zero-cost goal envisaged for labour migration. The challenge of data accessibility, multiple data systems and lack of an integrated platform across involved departments and ministries remains, which makes registration, tracking and supporting integration of migrants and also returnees through referrals and effective case management time consuming and costly.

1.1 CEA for Pillar 2 of Reintegration for Migrant Workers Project: Enhancing Policies, Capacities and Systems for cost effective and sustainable integration.

SDC is legally obliged to manage allocated funds and assets in an orderly, effective, cost-efficient, and economical manner, aligning with specific project objectives. This commitment underscores the necessity for projects to demonstrate clear results, including tangible benefits for primary stakeholders, and to maintain a strong awareness of costs and efficiency to assess the justification of investments (SDC, 2019/24). This also applies for the project "Reintegration for Migrant Workers Project: Enhancing Policies, Capacities and Systems for Inclusive and Sustainable Reintegration in Bangladesh". Pillar 1 is expected to conduct a cost-benefit analysis (CBA) for social and economic integration at the end of the project. For Pillar 2, however, this cost efficiency assessment (CEA) was done during the Mid Term Review (MTR) in January 2025, which is more of a qualitative exercise at this point, since the project has not progressed enough so that enough data are not available.

When building a reintegration mechanism for returnees, it will be critical for GoB/MoEWOE and WEWB to provide services in a cost-efficient manner by reaching a variety of returnee groups and addressing their needs effectively. The CEA seeks to highlight some areas which contribute to the reduction of expenses of services without compromising quality.

1.2 What CEAs tries to address

The CEA tries to estimate what contribution Pillar 2 makes to reduce costs and increase social and economic impact on returnee migrants resulting from a more conducive policy environment, better coordination and a better mechanism and referral system. It also tries to monetize the increase of benefits generated for returnees resulting from better coordinated and accessible services and referrals. We originally tried to assess which expenses and costs there would be if the project is absent. This would include income loss, social and psychological costs returnee migrant workers; similarly, at the institutional level, what efficiency and outreach loss the government would have had without PILLAR 2 addressing policy and framework conditions and reintegration mechanism.

[29] ILO (2023): An Exercise to Capture Cost vis-a-vis Benefit and Cost Efficiency of the additional endowment under Reintegration for Migrant Workers Project: Enhancing Policies, Capacities and Systems for Inclusive and Sustainable Reintegration

The MTR team would like to highlight that currently, not enough information and data are readily available for such an analysis. This CEA is rather ad hoc and will mainly address qualitative information and some quantitative estimates. For the CEA to be comprehensive, such data need to be systematically collected for the purpose of a CEA during the remaining phase. Based on systematically collected data, a more quantitative and qualitative analysis can be made.

1.3 Framework for CEA

With limited data available, the MTR team tried to quantify and qualify cost efficiency of the project as follows:

1. Quantitative Aspects
   - Project co-funding: GoB contribution and other projects co-financing initiatives;
   - Project location within the Ministry reduces coordination costs
   - Replacement of international CTA by national expert after 12 months
   - Streamlined integration process
   - Synergies with RAISE and Prottasha leading to increased access
   - More effective referral system leading to claims
   - Better Social Protection Coverage reducing risk and vulnerability
   - Increased economic activity and income of returnees
2. Qualitative Aspects and project related information
   - Effect of Policies
   - More Coordination leading to better synergies and streamlining of efforts
   - More access Skills Development and RPL
   - More access to Financial Literacy, Entrepreneurship training and Loans leading to higher incomes and job creation

2. Quantitative Factors

Based on the ILO's inputs provided and existing data, the project has saved expenses and increased efficiency, while generating the same impact as follows:

2.1 Project co-funding

This project was developed in close collaboration with the GoB. The GoB has contributed CHF 3.5 million in in-kind support (48,12 Crore BDT) and incudes RAISE contribution to strengthen Social Welfare Centres and infrastructure support. Another contribution includes office space within the Ministry/Probashi Kallyan Bhaban, as well as personnel from existing public institutions. The monthly cost of the office premise including utilities is approximately BDT 1,40,000, amounting to BDT 6,720,000 for 48 months contribution from Government for the project. SDC provided CHF 3.5 million (48,12 Crore BDT) to the ILO under a formal agreement (ILO PRODOC). This government contribution indicates that MOEWOE sees reintegration as a priority.

2.2 Project location within the Ministry reduces coordination costs

The location of the project office is inside the Ministry; hence it creates an easy access to the government counterparts and close coordination with the senior Management of MoEWOE and WEWB, leading to quicker responsiveness and accelerated decision making on project decisions. Furthermore, it also enhances the involvement of the relevant government officials for active participation in project delivery and sustainability of the project outcome.

Reduced travelling costs are noted, and more informal exchanges take place, which expedite decisions and improve coordination. According to the ILO, interactions with officials from MoEWOE and its agencies takes place on a daily basis. *Each day, the project has saved approximately 2–3 hours, totaling 920 hours over 230 working days in a calendar year. This is equivalent to the workload of at least two project staff members out of a total of six.*

2.3 Replacement of international CTA by national expert after 12 months

The decision to move from an international position to a national position increases cost efficiency. The significant experience of the Project Manager (NOC) and her long-term relations with the Government has created a strong trust and dependency, which is very unique in this project, so that despite frequent changes in the leadership levels of the MoEWOE, the project does not get too affected. The team is well qualified, now comprising of 3 management and technical experts and 3 admin and support staff. They work efficiently and assume multiple roles beyond their assigned specialisations, including gender mainstreaming, monitoring, reporting and communication. *Total savings from replacing a CTA by an NOC for the project amounts to USD 279'103. Apart from these financial savings, the Project Manager has played an important role to expedite project approval process which was pending for long time.*

2.4 Streamlined integration process

Policy development, revisions and the development of implementation frameworks, along with targeted psychosocial support, and most importantly, project funding and World bank financing of RAISE have led to streamlining of case management and contributed to a deeper understanding of the validity of the integrated social and economic reintegration process. These initiatives enhanced cost efficiency and increase the potential

that returnees rely less on prolonged social welfare interventions since they can contribute productively to the economy. While not available at aggregated level, some estimations were made based on Pillar 1 inputs for the project. *According to BRAC and OKUP, cost for reintegration reduced to BDT 75'274 per person, which highlights the increased efficiency of the case management and reintegration efforts (BRAC assumed BDT 85'256, at the beginning of the project; similarly, OKUP estimated expenses of BDT 86'364, while it effectively spent BDT 71'279 per person).*

More research is required on assessing the changing per head expenditure, taking advantage of RAISE data if possible. Ideally, all donor funded projects should be analyzed so that change of costs and cost efficiency can be adequately assessed. Pillar 1 partners will do a cost benefit analysis, however, should also analyse cost efficiency of project implementation over time.

2.5 Synergies with RAISE and Prottasha leading to increased access

The ongoing projects funded by EU (Prottasha II), SDC (Reintegration Project) and the World Bank (RAISE) strengthen the capacity of welfare offices and partner NGOs by improving registration, referrals, and case management processes, as well as facilitating social and economic reintegration. The synergy between the RAISE project under WEWB and the SDC project was enhanced through additional capacity building workshops of GoB, including Welfare Offices and local governments on reintegration services. These efforts resulted in large-scale registration and the commitment to provide cash support of BDT 13,500 to 200,000 individuals within 18 months. The strict following of case management process ensured that identification of returnees was transparent and according to the criteria, so that people not qualifying for the services would discontinue. With continued institution building support by ILO and IOM in 10 Welfare Centres, it is expected that the centers and associated partners will further increase their effectiveness and efficiency, however, institutionalization of the case management process, including sustainable financing need to be addressed. Studies on cost efficiency and effectiveness can accompany these efforts. The GoB-funded RAISE project has registered 200,000 returnees, providing them with initial needs-based support and career counseling. Each returnee is expected to receive a cash transfer of BDT 13,500. *By strengthening collaboration between implementing partners from Pillar 1 (BRAC, MJF partners, OKUP, etc.) and Pillar 2 (IOM), the project aims to disburse a total of BDT 27 Crore (200,000 × 13,500 BDT) to the registered and counselled returnees.*

2.6 More effective referral system

The strengthening of the referral system too has created qualitative and quantitative benefits for returnees as shown in the table below. At this point of time, no analysis has been made at aggregated level, which would provide the required information that is relevant to monetise increased capacities of WEWB to refer and link with other departments. However, within Pillar 1, as the table below shows, referrals have been made, but data should be systematically collected so that conclusions can be made. In addition to the 13,500 BDT cash transfer provided through RAISE, many returnees also benefit from referral support services, including access to loans through PKB (846), social safety net support (426), skills training (927), entrepreneurship development training and psychosocial counseling, contributing significantly to their families' well-being. These are services with a monetary value which without the project would not have been available. *According to the interim report by BRAC for June 2024, 420 returnees received a total of BDT 45,160,000 (CHF 347,385) in loans.* Tracking and monetizing this information is critical so that impact assessments can consider these services systematically. The table below provides some tentative information, however, it needs further validation and updating and the data of services provided. Additional data analysis is needed to determine the monetary value of these services provided for different groups. These are additional contributions made, which would not have been available otherwise.

Table 1: Referral information, which requires more systematic data collection and analysis by BRAC

No	Service Type	Service providing institutions	No. of referred case	Service received	No. of referred case	Service received	No. of referred case	Service received
1	Health Compensation	WEWB			3	3		
2	Insurance facilities	WEWB			12	1		
3	Disability Allowance for the migrants' children	WEWB	22	2	76	41		
4	Education Scholarship for the migrants' child	WEWB	3	0	5	4		
5	Incentive for registration (RAISE- 13500 Tk) with IOM support	Welfare Center	4000	**1332**	536	**110**	1205	**299**
6	Skill Training to male returnee	TTC/DYD/	116	57	3	3		825
7	Social SafetyNet support	Social welfare	22	6	3*	3*	417**	417**
8	Death Compensation	WEWB			3	3		
9	Migration Loan/ Financial support/	PKB	757	757	1	1	88	88

* Maternity allowance, allowance for husband, abended women, VGF and ration card services

2.7 Better Social Protection Coverage reducing risk and vulnerability

The WEWB launched a life and disability insurance scheme for migrant workers using official channels. Coverage increased from 200,000 BDT to 400,000 BDT, while the premium was reduced from 999 BDT to 499 BDT. From April 2019 to March 2022, 1.15 million workers were insured, generating 671 million BDT (USD 7.2 million) in premiums and exceeding the project cost value of USD 7.5 million. During this period, claims were paid to the families of 199 deceased workers, totalling 60 million BDT (USD 767,000), with a fund usage rate of about 11%. The low usage rate may be due to limited awareness or difficulties in accessing claims. Stakeholders reported that filing claims through DEMO offices is challenging and often requires NGO assistance but also can support access of returnees to access funds.

To address this, MOEWOE has published 20,000 pocketbooks on insurance awareness for distribution at DEMO seminars and BMET registration points. Claim support is also available at Dhaka airport's welfare desk and 42 DEMO offices. However, returnee workers also require better access to these benefits as part of their reintegration process. It is also important to note that the insurance fund is now solely financed by migrant workers, as government contributions have been removed, and employers are not required to contribute. Stakeholders have raised concerns about equitable cost-sharing among GoB, migrants and employers abroad, and ensuring the portability of social protection across home and destination countries.

2.8 Increased economic activities and income

Increased economic activity and increased income would have been less likely generated without the project's holistic support, which includes case management, psychosocial counselling, career guidance, facilitation of access to training, enterprise training and loans. According to Pillar 1 data availability at the time of the MTR, 2276 men and women have been economically integrated so far, each earning BDT 8,500 per month, resulting in a total monthly income of BDT 20,646,500. Among them, 1,065 women returnees have generated a combined monthly income of BDT 9,027,000 for their households. Partners remain optimistic about achieving their target of integrating 7,240 men and women, each earning BDT 8,500 or more per month, which would contribute an additional BDT 61,659,000 in monthly income by the end of the project. The aggregated and cumulative value generated over the entire project period would be significant.

Table 2: Calculation of income generated during SDC project phase

	BRAC	OKUP	MJF	Income generated /month	Income generated for entire period
Target	**4500** economically integrated, earning 8500 BDT and above	**90** economically integrated, earning 8500 BDT and above	**2650** economically integrated, earning 8500 BDT and above	**7240** x8500 BDT= 61,659,000 BDT/m	**To be calculated 6 months after project ending**
Beneficiaries Dec 2024	1458	20	951	**2276**x8500 BDT= 20'646'500 BDT/m	**To be calculated as cumulative values**
Women	91	20	951	**1065**x8500 BDT= 9'027'000 BDT/m	**To be calculated as cumulative values**

3. Qualitative Factors

While not measurable at this point of time at an aggregated level, discussions with beneficiaries and implementing agencies highlight that the project has resulted in significant cost-benefit outcomes for returnees.

3.1 Effect of Policies

Specific policies and legal frameworks developed (in numbers) over the years have significantly improved the policy environment for migrant and returnee workers (ILO CBA, 2023). Gender responsive reintegration of returning migrants has been mainstreamed in Bangladesh's 8th Five Year Plan and is in the process to be integrated during the revision of the Women Development Policy 2011, National Skill Development Policy 2022, National SME Policy 2021, Youth and Migration policy and sensitization of various departments/ministries at central levels and division levels are planned. Without these frameworks it is impossible for service providers, including public offices, to enforce and be accountable. These instruments are not only crucial for enhancing governance capacity by empowering the MoEWOE and WEWB but have also been the basis for MoEWOE to raise World bank loans amounting to 60 Mio USD, from which RAISE has been recently implemented, benefitting 200'000 profiled returnee migrant workers.

3.2 More Coordination leading to better synergies and streamlining of efforts

While difficult to measure in quantitative terms, there are some qualitative indications that the project as of now has been able to increase cost efficiency and contributes to a better coordination mechanism. Project governance including various departments, and other relevant stakeholders are key towards building a common understanding and vision for well-coordinated migration governance, including mechanism for reintegration of returnee migrants. A coordination committee for the referral mechanism for returning migrants is being set up

under MoEWOE to increase its outreach, effectiveness and efficiency. ILO will continue supporting the MoEWOE. The committee will be particularly challenged to find appropriate solutions at local levels, how one-stop centres can be operational and hence, accelerate access to services. It is advised that this committee has access to regular evidence-based information and analysis for which performance data need to be systematically collected from Welfare Offices and analysed.

3.3 More Access to Skills Development and RPL

Access to Skills training programs, upskilling and certification (RPL) for returnees is easier through a well-functioning and well-coordinated referral system, leading to enhanced employability and potentially higher income if well aligned with labour market needs. Links made by the project remain loose and have been ad hoc. A structured coordination mechanism with private sector for employment creation among return migrant workers ensures their smooth reintegration into the workforce, leveraging their skills and experiences gained abroad to contribute to enterprise growth. More efforts need to be put by the project to strengthen linkages between training providers, and the private sector and returnees. This will reduce unemployment-related costs for the government, increases private sector performance and household financial stability and resilience.

3.4 More Access to Financial Literacy, Entrepreneurship training and Loans

Financial Literacy for returnees and their families potentially reduces dependency on informal high interest loans and long-term indebtedness. Easier access to loans and entrepreneurship support for returnees is crucial for a significant part of returnees opting for self-employment. Pillar 2 has, through the link with SME Foundation and local chambers of commerce and by building collaborations with BEF the potential to ease procedures for trade licenses, loans and business training support etc. The project, within Pillar 1, could so far facilitate access to commercial loans provided by PKB to 514 returnees, however, barriers of access, particularly for women remain. There is need for additional policy dialogue on addressing women's barriers to access loans and additional studies are required to assess monetary value created by granting these loans, trainings and entrepreneurship support. This in turn will boost SMEs to stabilize and grow, which leads to job creation. More research is required at aggregated level in the future so that monetary value can be calculated.

9. Presentation of the findings after the field visit to the Embassy team

SDC MTR: Reintegration of Migrant Worker Project Debriefing

Dhaka, 30 January 2025

Consultant team:
Sandra Rothboeck
Hassan Imam Shaon
Rezaul Karim

CONTENT

1. About the MTR
2. Findings
   - 2.1 Context and Relevance
   - 2.2 Design
   - 2.3 Performance
   - 2.4 Gender Integration
   - 2.5 Partner Capacities
   - 2.6 Efficiency
   - 2.6 Sustainability
3. Summary/Lessons Learnt
4. Recommendations



1. ABOUT THE MTR

2

Objective and Scope of Review

- Design of project, implementation strategy and set up
- Performance of progress and achievements (intended and unintended)
- Capacities of implementing partners (BRAC, DKUP, MJF and partner NGOs)
  - Recommend improvements.
  - Organizational arrangements
- Effectiveness of Gender Assessment conducted and recommendations to enhance gender-related outcomes
- Coordination and collaboration: with other labour migration projects in Bangladesh and recommendation

3

2. Process and Methods

- ✓ Participative
- ✓ Formative
- ✓ Gender responsive

Total number: 113

1. **Analysis of documents, reports, evaluations**
2. **Self-Assessment: BRAC, DKUP, MJF, ILO**
3. **Missions** to Dhaka, Manikganj, Munshiganj, Narail, Khulna, Barisal

KII and FGDs with key stakeholders: online and during missions

- Staff of implementing partners in Dhaka and field offices
- Government offices: MOEWOE, RAISE; WDWB, DYD, WC, DEMO;PNB, DDLG, other local administration;
- Beneficiaries: Members of Migrant Forum, direct beneficiaries.

5. **Debriefing** with SDC and project partners

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2. Findings

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2.1 Relevance of migration in the current scenario

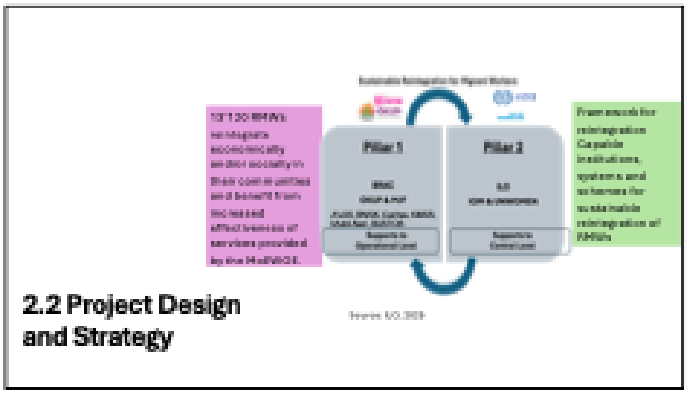
- Upcoming elections will keep transition GOB busy with other priorities
- GOB works on economic diplomacy, quick wins
- Migration as one way to address national labour market challenges in Bangladesh
  - Remittances as income opportunity for Bangladesh
- Image: decent work/protection deficits abroad and in Bangladesh
  - ILO: labour governance and protection and circular migration to shift to economic and right based diplomacy
  - Increased number of bilateral and multilateral agreements/projects for protected circular migration
- Ongoing Labour Commission committed to address migration/reintegration of migrant workers
- Re-integration has high priority at district level

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Relevance and Strategic Fit

Alignment with existing frameworks and priorities	Government and specific ministries MOEWOE: WDWB: medium	Relevance for implementation partners: medium - high	Community, Family, Ultimate beneficiaries: high
✓ GoB priorities for migration - 7MFYP ✓ SDG 1.3; 5.1; 8.5; 10.7 ✓ UNDOOF: 2.8 ✓ SDC Strategy (2021-24), CP 2022-25, priority 1&3) ✓ ILO DWCP/Conv. 190, 189 ✓ IOM/MI ✓ GCM	✓ Outdated migration is priority ✓ Re-integration second priority (MB RAISE II in discussion) ✓ Fragmented system with limited synergies to services. ✓ Appreciate project ✓ Require TA for stronger capacities/quality/impact orientation ➢ Clear interest in integration in migration governance	✓ Social partners on board ✓ See it as part of migration cycle ✓ Focus vulnerability beyond not covering entire picture ✓ Participatory approach and policy involvement appreciated ✓ Collaborative efforts ➢ Seek Solution to scale (BRAC) ➢ Expect sustainable and more accessible support to services and finances	✓ Increased sensitization ✓ Positive feedback to services ✓ Feeling of empowerment ✓ Means to amplify voices in policy making

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2.2 Project Design and Strategy

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Design: Pillar 1

Feedback from Partners

- Fosters collaboration for broader reach and alignment
- Contributes to policy dialogue
- Participative, consultative approach appreciated
- Collaborative effort good but poses challenges
- Need for clarity from the beginning regarding partners and coordination

Observation on design

- Outcome indicators not change oriented
- Need for results chain and causal logic
- Strategy of set up and implementation not aligned
- No direct focus on institutional development (program forum, community organizations)
- Different approaches and indicators are difficult to align within a joint TOC
- How were numbers determined? (RUF with small budget aiming at 1808 beneficiaries)
- Results measurement entire entering framework not aligned
- Complex project set up with many layers of monitoring

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Pillar 1&2:

Pillar 2: Observation of design and feedback from partners

- Adds to coherence of ongoing efforts
- Ambitious for one phase: rather for multi-phase programme given current political context
- Strengthens ecosystem around MOEWOE
- Outcome and output indicator formulation need to be realistic
- Strategies for various outputs?
- Need for more strategic orientation and programmatic focus beyond Pillar 1 and Pillar 2

Intersection Pillar 1 and Pillar 2

- Needs clarity and joint vision: what does it really want to achieve?
- Integrated TOC required for long-term and specific results frames and for short term
- Indicators need a focus on change an outcome level (incl. gender transformative)
- Limited alignment: have to jointly implement and benefit from each others' capacity
- Institutional outcome indicators needed

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Coherence of project

PILLAR 1: Right set up to build coherence between partner approaches for scale

- Limited internal coherence between projects (independent projects: BRAC, OKUP, RUF)
- Outcome indicators: need for more specific definitions 'socially and/or economically integrated': seem to be different for BRAC/OKUP/RUF
- Output indicators: some overlaps (vulnerable women) in different outputs

PILLAR 2: Contributes to coherence between initiatives run by GOB (e.g. RAISE)

- Limited internal coherence between partner activities
- Outcome indicators too ambitious for a 4 year project. Programme of multiple phases.
- The project should concentrate around the MoEWOE and its relevant agencies.

Limited coherence between Pillar 1&2 for overall project and vision

- Pillar 1 has to provide more evidence data to influence policy dialogue
- Pillar 2 should ensure enabling environment for mechanism to access at national/local levels (incl. stronger linkages to private sector)
- Not enough thematic exchange

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Target Groups

PILLAR 1:

- Implementing partners focus on different target groups with different needs.
  - BRAC: broader spectrum with 5 % women returnees
  - OKUP/RUF: vulnerable, exploited and traumatized women
- Groups need different responses and intensity of services

PILLAR 2:

- Comprehensive coverage.
- Focus on all types of re-integrating migrant workers planning to remain in Bangladesh.

Observation:

- Younger population is likely to remigrate. Elderly do less
- Most women migrate without prior working experience (housewives without exposure to work)
- Challenge for partners to reach out to returnees
- Need for diversified case management (and costs) not highlighted in M&E matrix

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External Coherence:

Coordination

- With SDC-ILO project: building on earlier project phases 1&2
- With SDC-BRAC project: learning from earlier phase
- EU-BRAC-IOM Protection 1 & 2: BRAC main partner

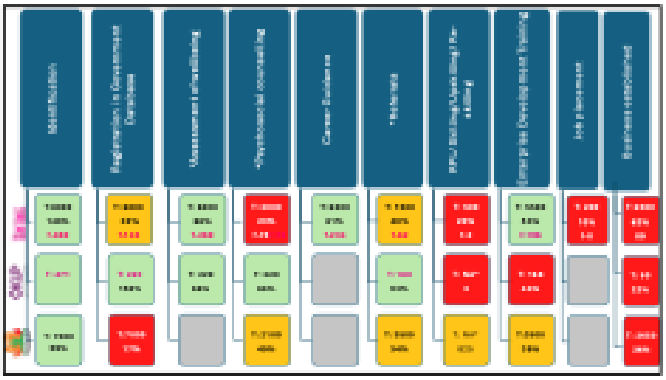
Collaboration

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2.3 Performance

Performance of KPIs Pillar 1
Effectiveness of Approaches
Performance of KPIs Pillar 2

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Effectiveness of psychosocial counseling and social integration

Case management strong and effective way to address needs of returnees

- Meets specific needs (women, men, levels of abuse and psychosocial needs)
- Different registration and case management process
- Difference in depth and duration -> scoring
- Strong up to counselling and re-integration plan
- Psychosocial counselling: different approaches (professional vs para psychosocial)

Family and community engagement for Social Integration crucial

- Family counselling very effective (MF), OXUP)
- Community engagement reduce stigma

➢ Strong part within project
➢ Effectiveness study vs costs/lead required
➢ Emerging alignment with RAISE and WEWB (NGO staff employed in Welfare Offices)
➢ Approval process through Welfare Offices for 11500 TA takes 3-4 months (in control of IOM)

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Effectiveness of Returnee groups and Migrant Forum

All partners have strong outreach, community presence

Returnee groups and Migrant Forum (MF)/RMF

- Safe space for sharing, learning
- Essential institutions for last mile outreach: at this point very informal and not sustainable

Not mentioned in results framework (except in OXUP)

- Need for institutional development and strategy

No budget lines for formalization and capacitating Migrant Forums

Different views and approaches about Migrant Forum

- Informal: Traumatised women only at women (sending and returning) sending and returning women and men
- Registered forum (by Government @ district (Khujand level) BRAC, BMM & Central Asia and Kulna

Needed:
- For sustainability project needed to add Migrant Forum like institutions at outcome and impact level
- Need for budget for capacity building of Migrant Forum and their institutionalisation
- Joint harvesting of approaches (BRAC, OXUP, MF) for consolidated approach required

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Effectiveness of economic reintegration

Skills and labour market integration

- Limited interaction with labour market (local businesses)
- Narrow focus: EDT as main offer
  - ➢ Standard approach: people require different support
  - ➢ Rural livelihood focus, less on urban
- Access barriers to relevant skills development and labour markets: rural, age, qualification
- RPL offer: language, theory barriers

Enterprise Development Training

- ➢ Standardised training: is it enough?
- ➢ Comparability: SIYB (ILO-BME foundation); EDT by BRAC-MUF and OXUP
- ➢ Returnees (male) also require upskilling, higher level business skills
- ➢ Access to low interest finance challenging, but some institutions for access to PKB

➢ Project needs more effort to identify innovative approaches
➢ Explore alternatives to individual entrepreneurship

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Some referrals and claims: challenges

			BRAC		OXUP		MF	
No.	Service Type	Service providing institutions	No. of referred case	Service received	No. of referred case	Service received	No. of referred case	Service received
1	Health Compensation	MEWR			3	3		
2	Insurance facilities	MEWR			12	1		
3	Disability Allowance for the migrants' children	MEWR	22	2	76	61		
4	Education Scholarship for the migrants' child	MEWR	9	9	5	4		
5	Incentive for registration (RAISE- 13500 TA) with IOM support	Welfare Center	4000	1200	326	118	1200	200
6	Skill training to trade returnees	TPO/CPDP	156	97	3	3		826
7	Social Benefits/Aid support	Social welfare	22	6	3*	3*	417*	417*
8	Death Compensation	MEWR			3	3		
9	Migration Loan/ Financial support	PKB	157	157	1	1	66	66

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Contd.

			BRAC		OXUP		MF	
No.	Service Type	Service providing institutions	No. of referred case	Service received	No. of referred case	Service received	No. of referred case	Service received
10	Referred for Job placement		2	2				
11	Referred for in-kind grant		5	3				
12	Referred for other social reintegration support		104	66				
13	Referred for Trade license		58	43				
14	Referred for various ID documents		2	1				
15	Referred for RPL		10	3				

These data are not yet vetted
Comprehensive analysis of project data and RAISE data needed

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Outcome 1	Target: Policy Support	Status	Observation
Output 1.1-1.4	5 Policy Reviews, regulatory Framework and action plan. Social protection schemes, review Caucasus	In progress	Caucus dissolved and needs new format
Outcome 2	**Target: System Supports & Coordination, Mainstreaming**	**Status**	**Observation**
Output 2.1/2.4	MoEWOE mainstreams reintegration in dept.	In progress	
Output 2.2	WEWB and district offices have capacity to function as a 'One Stop Centre for Reintegration' using the available services.	Not available	Database RAISE not yet available
Output 2.4	The Welfare Wing of MoEWOE delivers module of training and information materials for labour attaches	In progress	
Outcome 3	**Target**	**Status**	**Observation**
Output 3.1	MoEWOE, BMET and WEWB support private sector including IMF to develop initiatives at local level.	In progress	Initiated in 10 districts
Output 3.2	Trade unions, and CSOs have knowledge and capacity	In progress	Initiated
Output 4.1	Project partners have shared learning	NA	Starting in June 25
Output 4.3	MoEWOE disseminates research	NA	

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Intended / unintended results

National elections might slow down policy related work, enactments, endorsements and commitment

Changed attitudes of local government, families, leaders, husbands towards returnees

RAISE led to registration of 300'000 returnees, and generated momentum, however

- RAISE MIS not yet accessible for analysis
- Unclear whether skills profiling survey (5000) could use RAISE database
- RAISE phase II plans continuation for 20 000-50 000 beneficiaries (deepening of re-integration). What happens to new returnees and sustainability?

Unclear how one-stop shops will function: seems too ambitious for the project period

- Scope? Implementing partners currently do case management
- Current government is highly fragmented and departments have defined responsibilities.
- Clarity responsibilities and roles: Welfare centre-other government offices, NGO partners
- Strategy? Will take a long time of capacity building of centres

Private sector engagement in Pillar 1 remains weak, few linkages to chambers of commerce and enterprises at local level

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2.4 Gender Integration

Not too much of a difference between organisations

PILLAR 1&2: address gender and inclusion barriers in a systematic way based on gender gap analysis. Ensure gender responsive policy environment.

PILLAR 3: need based (responsive), address stigma, social, cultural, economic barriers

Project can learn from

- MF, BMM: women's leadership development, peer coaching, family coaching, migrant forum
- OXUP: community support, peer coaching and support, migrant forum
- BRAC: (not to be) doing gender responsive practices and monitoring

No partner measures change and transformation resulting from the project (outcome and impact indicators)

Skills and livelihood choices are still very much traditional: limited offers at local level

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2.5 Capacities of Partners Pillar 1

Different levels of capacities amongst partners
- Understanding on vision of project
- Limited capacity to transfer thematic understanding

Economic integration
- Need for stronger capacity for skills, labour markets and in urban settings

Capacity building of partners
- Limited funds for capacity building of partners

M&E limited and not used for learning
- MJF: no guidelines for partners
- Reporting activity based
- Reporting is time consuming due to lack of centralized MIS
- Limited QA: BRAC -> partners, MJF -> partners
- CKUP-MJF: No resources for monitoring and evaluation



No integrated monitoring frame and quality assurance system

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Capacity of Pillar 2

UN partners with expertise and international experience

Focus on building capacity building of WEIWB and local level (18 centres planned)

Complexity of fund flow within UN reduces efficiency

Ad hoc M&E staff to follow up with governments, partners

Understanding of skills for decent work needs to be stronger across all partners (ILO role)

Pillar 2 could engage more in capacity building and joint monitoring of Pillar 1

- Private sector access
- Government access
- Linkage to other ongoing projects
- Cross recognition/monitoring of results



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2.6 Efficiency

1. Finances

2. Coordination, Governance set up

Knowledge Management and learning and exchange, external communication

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Spending and finances: pillar 1 and pillar 2

		Total budget SDC	Total fund received from SDC	Total expenditure upto November, 2024	Total project burn rate against total budget
Pillar 1	BRAC	333,508,000	172,880,000 (51%)	146,274,840 (85%)	44%
	CKUP	19,088,044	8,837,228 (43%)	8,553,464 (100%)	45%
	MJF	56,009,997	24,111,524 (43%)	25,078,841 (100%)	45%

*BRAC, CKUP and some partners other complementary funding to achieve results

		Total budget	Remaining commitment upto Dec. 2026	Total expenditure upto December, 2024	Total project burn rate against total budget
Pillar 2	ILO (USD)	3,700,000	1,415,840 (38%)	934,000 (62%)	Spent: 24.85% Utilized and committed: 76%

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Spending and finances MJF partners: very high commitment but low budget

		Total budgeted fund	Total fund received from SDC	Total expenditure upto November, 2024	Total project burn rate against budget
Pillar 1	BNSK	50,84,155	26,54,962 (56%)	26,54,616 (100%)	56%
	Caritas	53,28,151	25,89,861 (48%)	25,38,984 (98%)	48%
	KMSS	47,27,412	26,24,142 (56%)	24,63,296 (94%)	52%
	RAG	43,58,604	21,82,800 (50%)	21,01,502 (100%)	50%
	Multi Plan	43,80,126	25,94,886 (59%)	25,22,330 (97%)	58%
	BASTOB	70,80,000	40,33,940 (57%)	40,28,680 (100%)	57%
	Total (Partners)	3,80,54,447	1,58,60,029 (54%)	1,55,61,388 (98%)	54%

Very low budget for meeting targets and to create impact

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Fulltime staff for project: pillar 1

	Target	Full time positions	Number of staff engaged	Comments
BRAC	6000	27	110	Includes Coordination of Pillar 1 and capacity building of partners. Includes volunteers M&E function Knowledge hub and awareness campaign
CKUP	220	11	17	Since March 2025 no allocation for Psychosocial Counselor; Case Management Officer; but no allocation; 2 shelter home assistants are also engaged here; 1 Office Assistant; covered by CAP DD
MJF		1	5	3 partial paid and non-paid volunteers
MJF Partners	7000	17	26	12 partially paid and 9 non-paid (volunteers)
	13220	56	159	

Similar to BRAC, MJF has coordination and monitoring staff needs, which have not been foreseen

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Approximate per capita cost for re-integration, Pillar 1

	BRAC (June*)	CKUP (Dec*)	MJF (Dec*)
Total expenditure divided by # integrated	15,274	71,279	12,845
Total budget divided by expected # integrated	85,286.4	80,356	8,143

* Integrated=8660 TK economic and/or socially
**Social integration: panta survey feels accepted.

- Different approaches, different budgets and different costing
- More in-depth analysis needs to be done during remaining phase

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Coordination and Governance

Pillar 1:
- Monthly meeting by SDC
- Quarterly exchange between BRAC, CKUP and MJF on project progress
- Thematic and knowledge exchange
- Each organization implements separately

Pillar 2:
- Regular exchange
- Limited collaboration between IOM, ILO, UNWOMEN

Joint Meetings
- PAC (5/y)
- PSC effective (2/y)
- PCC includes Pillar 1 partners

> Limited strategic focus
> Not enough exchange

- No district level project coordination: important for Welfare centres/migrant forum
- Planned joint advocacy can contribute to coordination

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Reporting, Knowledge Management, communication

Reporting: requires more reflective perspective

Just in time integrated Data system needs to be in place!

Knowledge Management

- No concept/strategy developed (content, sharing and exchange)
- No digital knowledge platform

Knowledge Sharing: Workshops, exchange programmes planned with Nepal etc.

- Activities planned for June 2020
- Limited exchange and learning options
- Meetings are focused on update of progress

Joint awareness campaigns at national and division levels

- Need for coordinated communication strategy and plan
- Campaign should be tailor made and assess effectiveness
- IEC/BCC materials not available even though there is need in the Field

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2.7 Sustainability snapshots

The implementation plan of the project in the Ministry's ADP

Project office in Ministry enables coordination

Case management approach has reached 31 Welfare Offices (MoSD); however, sustainability of MoSD is in question

Partners have increased capabilities on case management and mobilizing returnees, families and communities

Referrals and claims have increased in all the projects but yet to improve the system

First Migrant Forum reaching formal status (BOVS, town Kulmi)

Local governments, enterprises ready to engage

But:

- What will be the future role of partners? Will they remain in their roles as registered agencies?
- Need for sustainability vision and plan

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3. Summary and Lessons Learnt

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Summary and lessons learnt from project

Systemic approach is appreciated and brings stakeholders together

Social and economic integration enforce each other

Low level of Private Sector Engagement

Focus on labour market reintegration needs to be stronger

Current project design requires more internal coherence and integrated approach (within and between pillar 1 and pillar 2)

- Pillar 1: some targets have been set too high
- Pillar 2: ambitious given the available time and current policy environment

Project coordination: more coordination and strategic for collaboration required

M&E-Data needs common framework and integrated system with resources (HR and MIS)

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Contd.

Implementation approaches in Pillar 1 have high level of variation and costs/head

- Case Management Approach is effective mechanism to address reintegration
- Skills and economic re-integration not comprehensive enough (technical skills, entrepreneurial skills etc.)

Capacities of partners differ and need attention

Institutional model (migration forum) key for outreach and scale and needs more attention to ensure sustainability

Knowledge Management: no strategy as yet in pillar 1 and pillar 2

No sustainability vision/plan

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4. Recommendations

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Recommendation 1: Consolidation within Pillar 1

Honest experience and stocktaking workshop (effectiveness, impact)

Segmentation of approaches: responses should differ for target groups (service and scaling)

Enhance collaboration: systematic engagement with district/local stakeholders and private sector and migration projects

Strengthen economic integration (entrepreneurship, RPL, Skills) for higher level outcomes (e.g. Talent Partnership)

Funding for institutional development and migration forum and community based organizations

Develop coordination and collaboration plan, real time communication and data systems

Include capacity development of partners and knowledge sharing

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Recommendation 2: Develop integrated programme (Pillar 1&2)

1. Develop programme TOC, which is aligned with government road map

- Outcome indicators need to be transformative (% against baseline)
- Add institutional outcome for migrant forum and local ecosystem, welfare centre
- Address barriers: loans, training, RPL, markets
- Strengthen linkages to economic interventions for higher labour market outcomes

2. Project Management Setup

- Clarify roles within and between pillars, commitment and processes for collaboration
- Discuss progress at outcome levels and with more strategic focus in PIC/PSC/PMC
- More strategic programming exchanges, incl. retreat for more synergies

3. Revisit budgets and costing of initiative

- Costing of case management/head, forum and setting up welfare centres
- M&E staff and MIS: Capacity building

4. Use integrated M&E frame, MIS, Dashboard for progress

- Just in time MIS and analysis for evidence-based management
- Integrate tracer studies into planning
- Integrate beneficiary feedback into system

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Recommendation 3a: Support to GOB for programmatic integrated policy framework road map

1. Support GOB on organizing stocktaking and participatory planning workshop

- Pillar 1&2 shares consolidated learnings from intervention
- All donors and project present their learnings

2. Bring in Sri Lanka/Philippines for sharing experience

3. Assist GOB to develop coherent TOC and results framework with long term vision, road map for national and local implementation

- Reintegration within migration cycle
- Address design and funding gaps identified during the last 3 years
- Clarity of Welfare services and partnerships
- Use Caucus money for capacity building (GOB)
- Stronger focus on economic integration, accessory services, demand focused training
- Re-integration Mechanism and nexus Pillar 1& Pillar 2: national and local practice and governance
- Development indicators and outcome indicators measuring change and institutional performance

4. Prioritize integrated data system on returning migrants for better overview

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Recommendation 3b: Strengthen coordination between actors

Support GOB to bring all actors together beyond project

Support GOB in development of systematic approach for coordination and stakeholder management at national and local level

- Funding agencies and projects, relevant departments, private sector, trade unions
- District level government and department and other stakeholders

Address financing of re-integration, coordination responsibilities between Welfare Centres, implementing by NGOs

- Sustainability plan

Clarity and strategy for one-stop centres

Clarify roles and responsibilities within ecosystem and for re-integration

- ILO: Policy environment, Convention (C190), strengthen BMET, NSAW/STEP
- IOM: roll out of BMSC, MDWB capacity building/support delivering effective services at one-stop centres
- UNWOMEN: increase mainstreaming and access to existing schemes
- Implementing partners: full implementation and outreach at local level

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Recommendation 3c: Capacity building of partners

Pillar 1

- Strengthen implementation strategy and streamline approaches
- Capacity development plan for pillar 1 and pillar 2
- Foster cross-learning and capacity building in regular meetings and regular exchange
- Focus on institution building of Migrant Forum
- Strengthen capacities for economic integration, skilling and economic empowerment for women

Pillars 1&2

- Vision and programming view beyond project period: goal build a sustainable mechanism that is anchored in local government structures
- Integrated PIME frame for Pillar 1 and Pillar 2
- Financial allocation for M&E for all partners
- Just in time M&E for evidence based programming
  - Monitoring of milestones
  - More focus on evidence
  - Better integration of lesser findings for project adjustments
  - Monitoring of progress on input and outcome indicators
  - More dissemination of findings to all stakeholders

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Recommendation 4: strengthen gender transformation

Focus on decision making, empowerment and control

- Enable women to 'dream big'
- Address decision making within community and household
- Address control over resources

Case management approach: make stronger use of women's capabilities

- Integrate group and peer counselling to bring down costs and contribute to sustainability
- Strengthen women leadership development, migrant forum: peer coaching, family coaching, referrals
  - Child P, HJP, BNSK

Skills and Livelihood: focus on transformative economic change and control

- Stronger linkages with private sector, training providers and innovative skills programmes
  - Apprenticeship model BMAC
  - More engagement with re-wheels, BDB
  - Explore group entrepreneurship

Reporting at outcome/impact level: focus on gender transformation

- Not only in case studies to highlight qualitative changes
- Social: Changing acceptance and role in family and community, women leader's ideas
- Economic: growth of enterprises, job creation, women in employment

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Recommendation 7: Strengthen Knowledge Management, Hub and Awareness efforts

1. **Knowledge Management:** more strategy/reflection needed

2. **Knowledge and Learning Hub**
   - Define scope: more than a repository
   - Strategy
   - HR and platform
   - Streamline tools, instruments
   - Harvest approaches (what, for whom, how, at what price, how sustained)
   - Establish community of practice
   - Facilitate learning hubs



3. Support GoB on development of **Communication Strategy** for consolidated dissemination and awareness efforts (ILO Skills 21 experience)

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Thank you for your hard work and support!

Any questions/comments?

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Schweizerische Eidgenossenschaft
Confédération suisse
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Embassy of Switzerland in Bangladesh

Ref. 7F-10392.01/HAINA/GGL

06 August 2025, Dhaka

Md. Shariful Islam Hasan
Associate Director
Migration Programme and Youth Platform, BRAC
BRAC Centre, 75 Mohakhali
Dhaka-1212, Bangladesh

Management Response to the Mid-Term Review (MTR) of the Reintegration project

Dear Mr Islam,

I am pleased to inform you that the Mid-Term Review (MTR) of the Reintegration Project was completed in late May 2025, covering both Pillars 1 and 2. This document outlines the Management Response (MR) to the evaluation and presents the position of the Embassy of Switzerland in Bangladesh on the recommendations.

The evaluation was conducted by two independent experts, Ms. Sandra Rothboeck and Mr. Hassan Imam, in accordance with international standards. It involved consultations with relevant stakeholders, service providers, and project beneficiaries. The objective was to assess the programme's current trajectory, particularly in light of the present context, and to determine whether the existing approaches remain fit for purpose or require adjustment to achieve the programme's goals over the next two years. The evaluators successfully met the main objectives of the review. The Embassy of Switzerland in Bangladesh appreciates the comprehensiveness of the evaluation and the sound analysis of the project's key elements. The report's findings and recommendations are considered valuable for strengthening the strategic orientation of the Reintegration Project and guiding the phasing-out process.

A key finding of the MTR is that with Switzerland's phasing out of bilateral cooperation with Bangladesh by 2028, consolidation of efforts is essential to ensure sustainability and continued impact beyond the project duration. Lessons learned and best practices should be captured through structured workshops and analysis to refine reintegration approaches. As BRAC's reintegration model focuses on economic integration, livelihood efforts must be aligned with market demand through strengthened local collaboration. A more business-oriented approach, deeper sectoral understanding, and enhanced collaboration with enterprises, business development services (e.g. SME Foundation), and NGOs offering future-focused skills training should be central to BRAC's reintegration strategy. A unified M&E system (including data from MJF and OKUP) and a knowledge hub under BRAC will support institutional learning, promote local ownership, and improve long-term effectiveness.

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Of the four recommendations (outlined in Annex 1), the Embassy of Switzerland's fully agrees with three (green), and one is 'partially agreed' (amber). The Embassy of Switzerland in Bangladesh encourages all partners to seize this opportunity to improve outcomes by taking concrete actions aligned with the measures provided in Annex 1.

While important progress has been made, the Embassy of Switzerland in Bangladesh recognises that further effort is required to achieve consistent and impactful results across all partners and components of the project. We thank you again and assure you that, building on these insights, the Embassy of Switzerland in Bangladesh will take proactive steps to enhance alignment and translate recommendations into practical improvements.

Your sincerely,

Lisa-Tanita Greminger
Regional Advisor for Migration and Protection
Swiss Agency for Development and Cooperation SDC
Embassy of Switzerland in Bangladesh

Copy to:

- Ms Nazia Haider, Regional Programme Manager, SDC, Embassy of Switzerland
- Mr Shakirul Islam, OKUP
- Ms Shaheen Anam, Manusher Jonno Foundation

Annex 1:

Recommendation 1		
Harvest and consolidate experiences of approaches within Pillar 1		
Management response		
Fully agree	Partially agree	Disagree
Given Switzerland's phasing out of bilateral cooperation with Bangladesh by 2028, it is strategic to support this recommendation of harvesting and consolidating experiences. Consolidating learning, strengthening systems, and nurturing a knowledge hub will ensure sustainable impact, promote local ownership, and position Switzerland's legacy within broader regional reintegration efforts—contributing meaningfully to circular migration and policy dialogue.		

Measures	Responsibility	Timing
a) Conduct series of internal knowledge sharing workshops with partners and external workshops with other relevant civil society organization (CSOs).	BRAC with partners	Immediately
b) Case Management: develop a segmented approach based on efficiency and effectiveness studies to ensure that services for different returnee groups are offered for the different needs at different costs.	BRAC with partners	December 2025
c) Consolidate approaches: on peer group-based counselling, migrant forum and formal status. Explore online peer learning for para psychological counsellors.	BRAC with partners	December 2025
d) Contribute to a joint exit strategy for the project.	BRAC and ILO	December 2025
e) Prepare for assessment and consolidation of the 3 models of Pillar 1.	SDC	By third quarter of 2025

Recommendation 2		
Clarify legal status/role of NGOs and returnee migrant forums to engage them in reintegration services		
Management response		
Fully agree	Partially agree	Disagree
Formalizing the forums would institutionalize a key grassroots mechanism for reintegration, ensuring its continuity and credibility. It would empower local leadership and promote sustainability. However, respecting OKUP's position we would like to encourage further dialogue between the partners of pillar 1. This will allow for exploring feasible and light formalization pathways without imposing rigid structures, overloading grassroot structures with heavy and unnecessary bureaucratic burdens, ensuring continuity, credibility, and sustainability of the forums beyond the project period.		

Measures	Responsibility	Timing
a) Document and analyse partner organizations' experiences in delivering last-mile support, with particular focus on their roles, methods of engagement, and collaboration with local government institutions, Social Welfare Centres, and community structures.	BRAC (OKUP)	Immediately
b) Strengthen female leadership and migrant forum: equip women with the skills to become community leaders and mentors at district and upazila level.	BRAC (OKUP)	Immediately

Explore ways to financially sustain such forums, either by integrating them in the referral mechanism and/or through membership fees.		

Recommendation 3		
Address economic reintegration more strategically		
Management response		
Fully agree	Partially agree	Disagree
To promote sustainable, locally driven reintegration by strengthening local capacities, aligning with labour market needs, and enhancing coordination, we agree with this recommendation. The below measures ensure long-term impact and continuity beyond the project duration.		

Measures	Responsibility	Timing
a) Undertake local labour market analysis and economic opportunities assessments, which identify demand side interests and potential linkages for placement and training in enterprises.	BRAC with partners	By third quarter of 2025
b) Strengthen partnerships at local level for more and better training and job opportunities and improved access to credit and financial services	BRAC with partners	By third quarter of 2025
c) Collaborate with other local migration and reintegration initiatives for more coherence and community-based visibility.	BRAC with partners	December 2025

Recommendation 4		
Consolidate gender responsive programming		
Management response		
Fully agree	Partially agree	Disagree
SDC acknowledges the importance of a coherent and gender-transformative approach across pillar 1. We will support the alignment of conceptual understanding on gender-responsive and feminist principles, ensuring intersectionality and diverse needs are addressed. SDC promotes the use of both qualitative and quantitative indicators and tools.		

Measures	Responsibility	Timing
a) Addressing gender transformative approach in Pillar 1 (perhaps a quarterly partners meeting dedicated to this topic). Jointly agree measuring women's empowerment, which goes beyond income indicators (number of women with increased income) but also could address changed social status, more equitable relationship in the family and community etc.	BRAC and MJF	December 2025
b) Reporting qualitatively on these agreed parameters in the progress report.	BRAC with partners	To continue till end of project.
c) Address stereotypes in skills development, labour market participation and economic empowerment diversify skills training and business development offers for women, by:	BRAC and OKUP	To continue till end of project.

○ Sensitizing private sector and engage local employers to gender ○ Overcoming barriers to credit and enhance banking services, particularly for women ○ Exploring options with more forward-looking entrepreneurship opportunities, e.g. food processing with linkages to local markets and beyond, by collaborating with other projects, or local businesses or chambers.		
d) Policy dialogue and advocacy: Conduct training and workshops for government officials, community leaders, and service providers to increase awareness about women returnee needs for supportive environments.	BRAC with partners	

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Embassy of Switzerland in Bangladesh

Ref. 7F-10392.01/HAINA/GGL

23 November 2025, Dhaka

Mr Max Tunon
Country Director
International Labour Organization (ILO)

Subject: Management Response to the Mid-Term Review (MTR) of the Reintegration project

Dear Mr Tunon,

I am pleased to inform you that the Mid-Term Review (MTR) of the Reintegration Project was completed in late May 2025, covering both Pillars 1 and 2. This document outlines the Management Response to the MTR evaluation and presents the position of the Embassy of Switzerland in Bangladesh on the recommendations.

The evaluation was conducted by two independent experts, Ms. Sandra Rothboeck and Mr. Hassan Imam. Its objective was to assess the programme's current trajectory and determine whether the existing approaches remain fit for purpose or need adjustment to achieve the goals over the remainder of the project. It involved consultations with relevant stakeholders, service providers, and project beneficiaries. The Embassy of Switzerland in Bangladesh appreciates the comprehensiveness of the evaluation and the sound analysis of the project's key elements. The report's findings and recommendations are considered valuable for strengthening the strategic orientation of the Reintegration Project and guiding the phasing-out process.

Switzerland welcomes the Mid-Term Review findings and jointly revisited the log frame with ILO in July 2025 to align outcomes and outputs with the current context and the MTR findings. I am pleased to note that the Reintegration Policy has since been approved by the government, and preparations are underway to hand over the action plan to the Ministry of Expatriates' Welfare and Overseas Employment (MoEWOE). Going forward, Switzerland will also supports the intensifying of advocacy efforts for adoption and implementation of the action plan.

Switzerland remains committed to ensuring the long-term sustainability of reintegration interventions by fostering strong local ownership and institutional capacity – as such, ensuring the buy-in of the Ministry/Government of Bangladesh and anchoring project interventions in the Wage Earners' Welfare Board (WEWB) or the World Bank's RAISE project, is of utmost importance. A key finding of the MTR is that with Switzerland's phasing out of bilateral cooperation with Bangladesh by 2028, consolidation of efforts is essential to ensure sustainability, institutionalization and continued impact beyond the project duration. Lessons learned and best practices should be captured through structured workshops and analysis to refine reintegration approaches – Switzerland looks forward to ILO's continued support, together with Pillar 1/BRAC, in facilitating the integration of this model into government systems and programmes.

Recognizing the interdependence of Pillars 1 and 2, Switzerland remains committed to supporting their consolidation in 2026. During the remaining project period, we hope that priority will be given to ensuring a systematic exchange between field insights and policy guidance, facilitated through enhanced communication and joint field visits, the first of which was initiated by Switzerland in July 2025.

Of the four recommendations outlined in Annex 1 that are relevant to ILO, the Embassy of Switzerland fully endorses all of them. We encourage ILO to take advantage of this opportunity to enhance project outcomes by implementing concrete measures in line with the recommendations provided in Annex 1.

SDC remains committed to supporting ILO in its technical standard-setting mandate. We look forward to maintaining a dynamic, iterative feedback loop between grassroots implementation and policy reform, ensuring that lessons learned translate into sustainable impact.

Your sincerely,

_____

Lisa-Tanita Greminger
Regional Advisor for Migration and Protection
Swiss Agency for Development and Cooperation SDC
Embassy of Switzerland in Bangladesh

Copy to:

- Ms Nazia Haider, Regional Programme Manager, SDC, Embassy of Switzerland
- Ms Rahnuma Khan, Project Manager, ILO

Annex 1:

Recommendation 1		
Consolidation of Pillar 1		
Management response: While Pillar 1 has been advised to consolidate approaches and share experiences, ILO can also play a crucial role in this consolidation. Given Switzerland's phasing out of bilateral cooperation with Bangladesh by 2028, it would be strategic to support this recommendation of harvesting and consolidating data, to demonstrate results and impact.		
Fully agree	Partially agree	Disagree

Measures	Responsibility	Timing
a) Facilitating policy dialogue with MoEWOE and WEWB to align the consolidated reintegration model with government frameworks such as RAISE. b) Providing technical support to systematize and harmonize tools, M&E, and data systems across Pillar 1. c) Support BRAC to developing a knowledge hub, linking it with ILO's regional networks to strengthen learning and visibility and even linking it to the MoEWOE's hub.	ILO	Continuously

Recommendation 2		
Harvesting of results in Pillar 2		
Management response		
Fully agree	Partially agree	Disagree
Consolidate Pillar 2 and integrate it effectively with Pillar 1 to ensure a holistic, coordinated reintegration approach. This includes strengthening policy engagement, harmonizing data systems, enhancing operational coordination, promoting gender-responsive and economic integration, and establishing knowledge-sharing and sustainability mechanisms to support government adoption and long-term impact.		

Measures	Responsibility	Timing
a) Revisit the log frame	ILO	Completed in July 2025
b) Policy support to the government: Intensify advocacy for adopting the 5 related policy frameworks that were revised by ILO, to address reintegration of migrant workers	ILO	Immediately
c) Sustainability and Exit Strategy: Assist BRAC technically to prepare their exit strategy. At the same time, develop a sustainability strategy for the project, to ensure donor engagement, and leverage initiatives for long-term project impact.	ILO	By June 2026.

Recommendation 3		
Consolidate gender responsive programming		
Management response		
Fully agree	Partially agree	Disagree
For equitable development, Switzerland would like both pillars to adopt a coordinated, gender-responsive strategy that addresses women returnees' diverse needs, strengthens capacity building,		

promotes economic empowerment beyond traditional occupations, and fosters policy advocacy and partnerships.		
Measures	**Responsibility**	**Timing**
a) Policy Advocacy and Partnerships: Engage government bodies and other partners to promote women returnees' rights, safe spaces, economic empowerment, and inclusion in reintegration programmes.	ILO	Continuous
b) Capacity Building and Monitoring: Support trainings, development of monitoring tools, and documentations to assess gender-transformative impact and inform strategy adjustments.	ILO	Continuous
c) Align the Gender Strategy Across Pillars: Facilitate joint agreement between Pillars 1 and 2 on a gender-responsive, feminist framework, including multidimensional indicators of women's empowerment beyond income.	ILO	By December 2025

Recommendation 4		
Support GoB for integrated policy framework and road map		
Management response Support the government to mainstream reintegration across its different agencies/ministries, improving coordination, consolidating a holistic reintegration vision, strengthening governance, ensuring sustainable financing, and developing an integrated data system for evidence-based planning and service delivery.		
Fully agree	Partially agree	Disagree

Measures	**Responsibility**	**Timing**
a) Technical and Convening Role: Act as a technical advisory agency, supporting policy improvements, labour migration standards (relevant Conventions), and stakeholder coordination at national and local levels. Engage trade unions, private sector, and government agencies to foster coherent reintegration governance.	ILO	Continuous
b) Capacity Building and Strategic Planning: Support the GoB in developing a Theory of Change, results framework, stakeholder management strategy, and measurable milestones for long-term reintegration implementation.	ILO	Continuous