



ILO EVALUATION

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

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Acronyms

BSCC	Business Social Compliance Certificate
BEF	Bangladesh Employers Federation
BFFEA	Bangladesh Frozen Foods Exporters Association
CB	Collective Bargaining
CIFE	Chief Inspector of Factory and Establishment
CEACR	Committee of Experts on the Application of Conventions and Recommendations
DECLARATION	Programme for the Promotion of the Declaration on Fundamental Principles and Rights at Work
DIFE	Department of Inspection for Factories and Establishments
DoF	Department of Fisheries
DoFL	Department of Fisheries and Livestock
DoL	Department of Labour
DWCP	Decent Work Country Programme
ERG	Economic Research Group
FA	Freedom of Association
GOB	Government of Bangladesh
GSP	Generalized System of Preferences
ILO	International Labour Organization
IRI	Industrial Relations Institute
KII	Key Informant Interview
MoLE	Ministry of Labour and Employment
NCCWE	National Coordination Committee for Workers Education
NPC	National Project Coordinator
OECD/DAC	Organization for Economic Cooperation and Development's Development Assistance Committee
PAC	Project Advisory Committee
PC	Participation Committee
PRODOC	Project Document
SC	Safety Committee
ToC	Theory of Change
TNA	Training Need Analysis
ToR	Terms of Reference
ToT	Training of Trainers
UNEG	United Nations Evaluation Group
USAID	United States Agency for International Development
WC	Workplace Cooperation

I. Executive Summary

The project “Improving Labour Law Compliance and Building Sound Labour Practices in the Export Oriented Shrimp Sector in Bangladesh” (ILO Shrimp project) seeks to support government, industry, and labour to improve labour practices and compliance with labour standards in the shrimp processing industry of Bangladesh.

The immediate objectives of the ILO Shrimp project are three-fold: (1) ‘Increase awareness and build cooperation among national and international stakeholders on labour compliance within the Bangladesh shrimp supply chain and its labour practices’, further aided through four outputs, (2) Employees and workers and their representatives in the shrimp processing industry will have a better knowledge and understanding of labour rights and responsibilities in law and in practices, further aided through four outputs and (3) MoLE of DoFL, CIFE and labour management factory level committees will have an improved capacity to perform their labour law compliance functions, supported by two outputs.

Present Situation of the Project

The ILO Shrimp project duration was revised 2 times, i.e. from 18 months to 35 months; however, the actual implementation took place only during 25 months (May 2014-June 2016). The project budget utilization rate constitutes 97.63 per cent as of June 30, 2016.

Purpose, scope and clients of the evaluation

Purpose: The final project evaluation focused on relevance and validity of the project design, achievements related to the immediate objectives, emerging impact of the key activities implemented, assess the potential for the sustainability of project interventions and lessons learned.

Scope: The final evaluation covers the ILO Shrimp project implementation starting from August 2013 to June 2016.

Clients: The principle audiences for this evaluation are the project management, ILO (Dhaka Office, DWT-India, and ROAP-Bangkok, and Governance/Declaration department at HQ), the Government of Bangladesh and social partners in Bangladesh, and the development partner (USAID).

Methodology of evaluation

The evaluation had a participatory character and was based on a mixed-method approach. Data collection procedures included:

- a) desk review of relevant documents related to the Project and other sources (more than 40 documents have been reviewed).
- b) field visit to Bangladesh (Dhaka, Khulna, Chittagong) during June 19-28, 2016.
- c) interviews with key informants from executing agency, Government representatives, employers and workers’ organizations, national implementing partners and donor (in total, 41 interviews were conducted).

- d) focus group discussions with master trainers/co-trainers and workers trained or assisted by the project (in total, 5 focus groups were conducted with 45 master trainers/co-trainers and workers trained or assisted by the project).
- e) beneficiary surveys among workers, labour inspectors and mid-level managers from Khulna and Chittagong (in total, 59 respondents).
- f) observations (site visits to two factories in Khulna (Rupsha Food Khulna and Fresh Food Khulna).

Main Findings & Conclusions

Validity of project design: The project design was generally valid, although quite ambitious in terms of scope and duration taking into consideration country context. Consultation during planning and design phase was not done with tripartite constituents to better inform the objectives and activities of the project.

Relevance and strategic fit: ILO Shrimp project enjoyed a high relevance which remained throughout the project's lifespan. The project fully corresponds with strategic documents of the Government of Bangladesh, the ILO, and the development partner (USAID/Bangladesh).

Project progress and effectiveness: In general, ILO Shrimp project demonstrated good achievements towards reaching the anticipated results despite a challenging environment. The Project achieved most of the set targets under Immediate Objectives 1 and 3, while expected results mostly exceeded the set targets under Immediate Objective 2.

Efficiency of resource use: The project is efficient overall and is accomplishing well with respect to resources used (inputs) as compared to qualitative and quantitative impact (outputs). ILO Shrimp project had delays in its implementation; however, in overall delivered under some components more than it was initially planned.

Effectiveness of management arrangements: The project management model was adequate for ensuring proper project implementation and reaching sustainable and meaningful results. ILO Shrimp project showed good adaptability to the changes in the country context in spite of the absence of the risk analysis. The project resources have been effectively leveraged with other ILO Bangladesh projects and programmes to maximize the project impact. The project received adequate political, technical and administrative support from almost all national partners and build up a strong collaboration with local social partners at the target areas. The project has a strong project governance structure and established a robust M&E system for proper assessment of achievement of project's objectives.

Impact orientation: The project enjoys a considerable impact. ILO Shrimp project has showed the positive signs of short-term and medium-term impacts at beneficiary and factory levels through raising awareness and understanding about the labour law and rules, OSH and workplace cooperation which in its turn contributed to the improvement in labour law enforcement and implementation in the shrimp sector. Nonetheless, further support is needed to ensure long-term impact in improvement of the labour compliance in the whole shrimp supply chain.

Sustainability: The project does not have a strong phase out strategy developed in participatory way with social partners. The main practices and behaviors promoted by ILO Shrimp project that may be sustainable include trained manpower at factory level and developed publications and tools (Training

manuals on Labour Law and workplace cooperation, Employers Handbook and Voluntary Self-Assessment Checklist, Green Book leaflet, mapping study on shrimp sector).

Gender: ILO Shrimp project promoted and took into account gender mainstreaming aspects wherever applicable; however, the involvement of women into project's capacity building activities were unequal due to the existed gender imbalance in the shrimp sector between permanent and casual workers.

Conclusions

ILO Shrimp project achieved its development objective and was successful in providing support to the Government, industry, and labour to improve labour practices and compliance with BLL & ILS in the shrimp processing industry of Bangladesh. The Project has a number of accomplishments including (1) creation of an enabling environment and platform for improving social dialogue among Government, employers and workers on BLL in the shrimp processing industry, (2) substantially increasing the knowledge of key social partners on the labour law compliance in the shrimp processing sector, (3) strengthening cooperation among national and international stakeholders on labour compliance, (4) deepening the employer and worker engagement with the brands and buyers on issues related to compliance and (5) increasing trust between employers and NGOs. This project is the first step to strengthen the labour law compliance in the shrimp sector and continuation is required to cover the whole supply chain and bring up the lasting impact. ILO Shrimp project could serve as good practice, which was small in scale but was able to be very functional and produce a number of important results within a short timeframe; therefore, it would be valuable to replicate best practices and lessons learned from the ILO Shrimp project to future or on-going projects of ILO.

Recommendations

Recommendation 1: Due to the importance of the shrimp sector for Bangladesh consider extension of the Project for at least 2 more years for ensuring sustainable impact of the results achieved under ILO Shrimp project.

Recommendation 2: To support better the industry competitiveness, the design of any subsequent Phase of the Project in the shrimp sector should focus more on:

- (a) adding one more target group of supply chain (depot owners and workers);
- (b) put more focus on casual workers;
- (c) involvement of other actors of food production industry to increase export and compliance with non-tariff trade rules;
- (d) institutionalization of capacity building programmes through establishing of the Center of Excellence at BFFEA;
- (e) introducing specific skills trainings for workers aiming on increasing productivity and improving products quality;
- (f) continuing trainings on workplace cooperation and OSH with involvement of workers and factory owners/management;
- (g) establishment of factory based cultural teams for awareness raising on BLL.

Recommendation 3: To integrate the learning from the ILO Shrimp Project during development of the next Decent Country Programme (2018-2022) and expand the programme coverage to food processing industry and agriculture.

Recommendation 4: In design of the future projects to involve all tripartite constituents in the project design and do it before the finalization of PRODOC with the development partner.

Recommendation 5: In future interventions, project development should proceed from the Logframe. For a better understanding of the success, it is recommended that for each outcome, targets be set.

Recommendation 6: In future interventions, establish effective collaboration with both national and local authorities through involvement in project implementation in order to ensure better ownership and replicability of practices piloted/created by the project.

Recommendation 7: In future projects, to ensure allocation of sufficient time for conduction of proper lessons learned exercises, i.e. 3 months prior to project end.

Recommendation 8: In future projects, to identify strategies at the planning phase that will lead to sustainability of core project outputs and outcomes within the project timeframe.

Recommendation 9: To make a follow up with Inspector General of DIFE of the developed Sector Specific Labor Inspection Checklist to ensure its approval for further usage as additional tool by labor inspectors

Recommendation 10: To ensure allocation of funding for publication of the Industry Mapping and Labour Compliance Analysis study

Recommendation 11: The design of any future Project should pay further attention to articulating an outcome-based strategy towards gender mainstreaming in order to strengthen the gender orientation of activities undertaken by its partners, as well as impact of the Project.

Important lessons learned

An important lesson learned of the ILO Shrimp project is the need to enhance capacities of regulatory bodies to better enforce labour laws and up-graduate and reorganization of the Government institutions (DoL, MoLE departments) to meet the contemporary demand of the industry. Therefore, technical assistance offered in the field of social development requires long-term interventions and need to be embedded in the vision of change for the industry

Good Practices

The project organized educational and outreach campaign on labour rights and responsibilities at factory level using one of the folk cultural media tools, i.e. 'Pot song'. The 'Pot' refers to a painted banner that is used during a performance featuring songs, dance and acting in order to engage with the audience and convey message to them.

Capacity building activities of the ILO Shrimp project have included ToT programmes for mid-level managers and factory level training programme for workers/factory management to build capacity of participants on the amended labour laws with a special focus on enterprise level application of labour law, OSH and workplace cooperation. In delivering these capacity building interventions, ILO outsourced either external collaborators who are consultants with relevant expertise in their area of endeavor or social partners (government and workers' organization).

II. Background and Project Description

This report documents the main findings and conclusions of an external independent final evaluation of the “Improving Labour Law Compliance and Building Sound Labour Practices in the Export Oriented Shrimp Sector in Bangladesh Project”, which was carried out in June and July 2016.

2.1. Project Context

In recent years’ aquaculture has become more and more important for Asia, particularly in Bangladesh. It represents the second largest export industry for Bangladesh after garments with 97 per cent of the shrimp produced being exported, and contributing about 4 per cent to national GDP¹. Among shrimp producing countries, Bangladesh ranks fourth with respect to area of shrimp farming and sixth in volume of production². However, the contribution of Bangladesh shrimp is small in terms of its share in the international market (i.e. Bangladesh captured 2.5 % of world shrimp market)³.

Bangladeshi shrimp farmers are producing about 170,000 million tons of shrimp per year in a cultivation area of over 217,877ha of land, mainly in the districts around Khulna, Satkhira and Bagerhat in the south-west of Bangladesh. Shrimp and shrimp products exported to around 40 countries. The European Union is the largest export of Bangladeshi shrimps, accounting more than 70 per cent, followed by the US and Japan. The shrimp value chain in Bangladesh is a buyer driven chain.

There are 168 fish processing plants in the country of which 80 plants are GOB licensed and BFFEA member⁴. Annual production capacity of these 80 plants is more than 4,00,000 MT. Out of 80 plants, 70 plants are European Union compliant and 30 plants are USFDA Green ticketed. HACCP has already been introduced in most of the fish processing establishments.

The shrimp industry provides direct employment to over 60,000 people who in turn support well over 3.5 million dependents. Most of the workers in the Bangladesh shrimp and fish-processing industry are women (77 per cent of the permanent workforce and 97 per cent of the contract workers)⁵.

American Federation of Labour and the Congress of Industrial Organizations (AFL-CIO) filed a petition in June 2007 with the USTR demanding removal of Bangladesh from the list of countries eligible for the Generalized System of Preferences (GSP)⁶. AFL-CIO made four allegations: (1) violations of workers’ rights in shrimp processing plants, (2) violations of labour standards in the shrimp sector, (3) violations of child labour law in the shrimp sector and (4) harassment of violence by GOB security forces against TUs, workers and labour rights groups. Three hearings were held at the USTR on October 4, 2007, April 24, 2009 and January 24, 2012. Bangladesh team was headed by the Ambassador to the USA including BFFEA President, BSFF Chairman, and high officials from MoFL, MoLE and MoC. Bangladesh argued that any violations of child labour laws was due to ignorance, industry is respectful to the Bangladesh labour Law (BLL), awareness creation should remove any lapses and stricter monitoring of compliance should also help. USTR did not immediately impose any negative measures, but decided keep Bangladesh under observations. After that the Government of Bangladesh (GOB) introduced a number of changes including added the labour issues for renewing license for the plants, approved minimum wage for the shrimp industry in November 2009, intensified inspection of shrimp processing factories. In spite of positive changes, the SAFE 2012 report indicates that the compliance with 2006 BLL provisions is still

¹ BFFEA presentation, June 2016

² <http://seatglobal.eu/wp-content/uploads/2013/04/A-Sustainable-Future-for-Bangladeshi-Shrimp.pdf>

³ https://www.researchgate.net/publication/262014123_SHRIMP_EXPORT_MARKETING_OF_BANGLADESH

⁴ BFFEA presentation, June 2016

⁵ SAFE, Report ‘The Plight of Shrimp-Processing Workers of Southwestern Bangladesh’, January 2012

⁶ <http://www.shrimppalliance.com/memorandum-of-agreement-signed-to-secure-labor-rights-in-bangladeshi-shrimp-processing-sector/>

low in the shrimp processing sector due to lack of up to date information and knowledge on working conditions in the sector as well as an absence of coordination and cooperation among key stakeholders at all levels. Bangladesh oversight agencies have limited capacities to ensure proper labour compliance.

Figure 1. Map of Bangladesh shrimp cultivation area⁷



⁷ Source: BFFEA 2015

2.2. Project Description

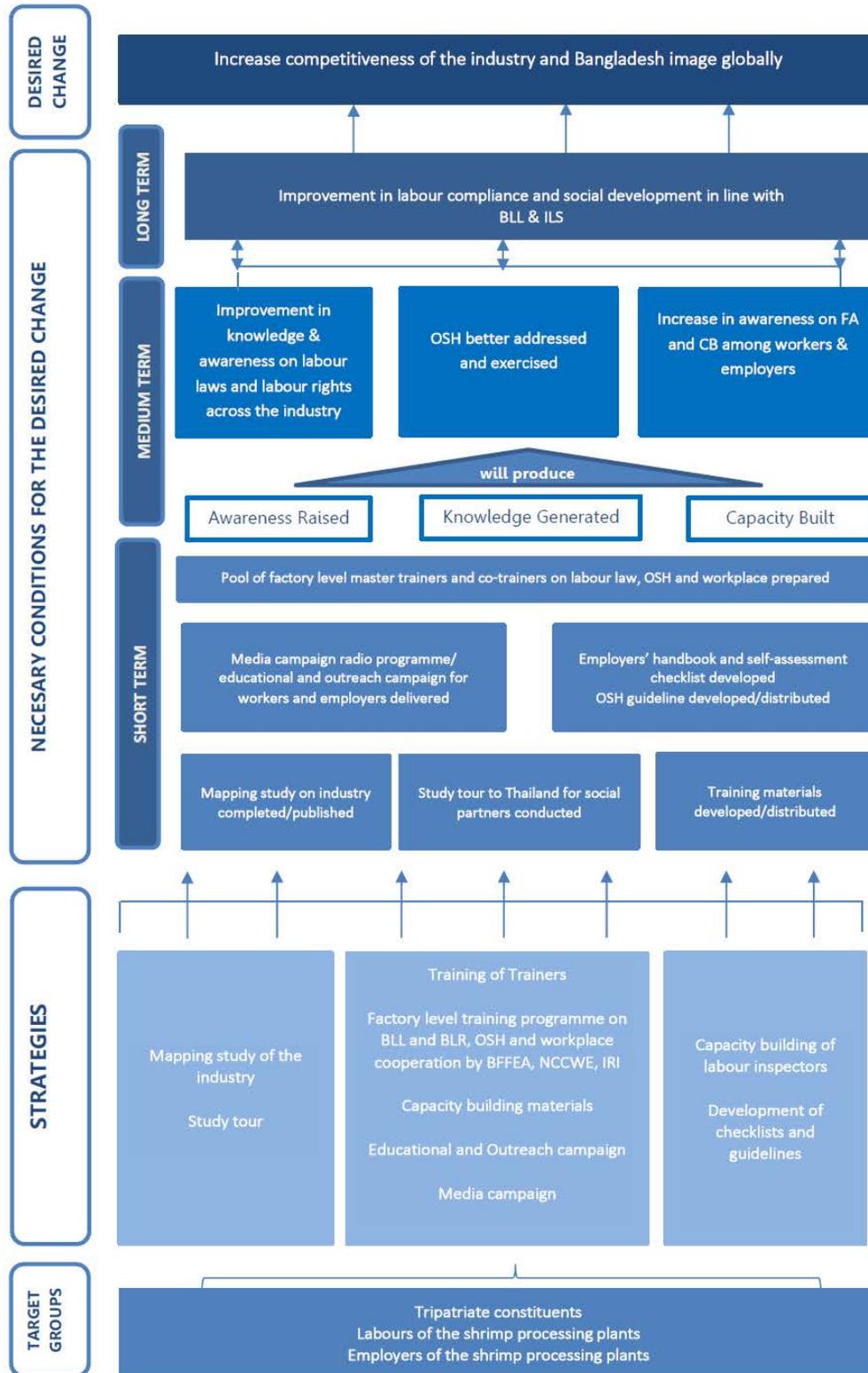
ILO Shrimp project funded by the Government of Bangladesh was designed to support government, industry, and labour to improve labour practices and compliance with labour standards in the shrimp processing industry of Bangladesh. It is supported by three outcomes: (1) 'Increase awareness and build cooperation among national and international stakeholders on labour compliance within the Bangladesh shrimp supply chain and its labour practices', further aided through four outputs, (2) Employees and workers and their representatives in the shrimp processing industry will have a better knowledge and understanding of labour rights and responsibilities in law and in practices, further aided through four outputs and (3) MoLE of DoFL, CIFE and labour management factory level committees will have an improved capacity to perform their labour law compliance functions, supported by two outputs.

The ILO project management team planned the project activities to: (a) expand tripartite constituents knowledge, experiences, practices and policies on compliance and productivity in the shrimp processing sector among key national and international stakeholders; (b) raise awareness on labour rights and obligations, national laws and OSH among employers and workers, (c) better equip MoLE, CIFE and DoFL to carry out inspection practices and procedures, and (d) develop voluntary self-assessment approaches at factory level.

The direct target groups for the project were shrimp sector workers and the ILO tripartite constituents in Bangladesh (MoLE, DoL, DoFL, DIFE, NCCWE, BEF, and BFFEA). The project was implemented in Chittagong and Khulna, partially covered Satkhira, Jessore, Bagherhat and Cox's Bazar.

2.3. ILO Shrimp Project Logic Model

An approximation of the project logic model, drawn from the project document, is given below. The figure maps the logical path from activities/outputs through intended outcomes/objectives to anticipated impacts. It maps the activities and intended outcomes to medium and long-term impacts.



III. Evaluation Objectives and Methodology

This section describes the implemented evaluation objectives, methodology and limitations of the evaluation.

3.1. Evaluation Objectives

The overall objective of the final evaluation is to assess the performance of the project over its thirty-three months' period, as well as its success in achieving its planned results and objectives. This is the summative evaluation and the overall purpose is to learn from the project implementation so that lessons can be drawn to form the basis for making improvements to project planning, design and management of future projects and programs of a related nature. This evaluation exercise is meant to ensure ownership, result-based orientation, cost-effectiveness and quality of ILO services and act as a downward and upward accountability process by the ILO to the donor.

The scope of the evaluation includes the whole period of project duration from August 1, 2013 to June 30, 2016.

3.2. Evaluation Questions

The overall evaluation questions were provided by the terms of reference, and follow OECD-DAC⁸ evaluation guidelines:

1. Relevance (including the extent to which the Project responds to stakeholders' needs and priorities and the alignment with ILO regional and thematic programmes);
2. Efficiency (including cost-effectiveness, timeliness and the efficiency of implementation arrangements);
3. Effectiveness (including progress of achievement of stated objectives and major challenges faced);
4. Impact (including anticipated long term impact of the project and any positive or negative unintended results, which influenced results of activities);
5. Sustainability (including the likelihood that activities and/or impact will be sustained beyond the end of the Project).

Additionally, the evaluation studied the overall design aspects of the project, effectiveness of management arrangements as well as gender consideration during the design and implementation of the project, as per Evaluation TOR.

Table 1. Evaluation Questions as per Inception Report for the Final Evaluation of ILO Shrimp Project

Evaluation criteria	Key questions
Validity of design	<ol style="list-style-type: none"> 1. Was the project design adequate to meet the project objectives? <ul style="list-style-type: none"> • In particular, whether it is adequate to build knowledge and capacity of the government agencies and social partners in labour compliance in the exported oriented shrimp industry? 2. Were the planned development objectives, outputs, relevant, coherent and realistic to the situation on the ground? Did it address gender needs and interests? <ul style="list-style-type: none"> • Was the labour law compliance's awareness and capacity of project's partners taken into account in the project's strategy and means of action? 3. Which risks and assumptions were identified and managed? To what extent have they affected the project?
Relevance and strategic fit	<ol style="list-style-type: none"> 4. To what extent did the project respond to the need of the workers' and employers' and project partners' vis-à-vis the knowledge and skills and capacity to improving labour compliance in the export oriented shrimp sector?

⁸ OECD DAC: Organization for Economic Cooperation and Development's Development Assistance Committee

	<ol style="list-style-type: none"> 5. How did the project align with and contribute to furthering the Government of Bangladesh's strategy to improve the labour law compliance in the export oriented shrimp sector? 6. How did the project align with and support other relevant areas of ILO's mandates in Bangladesh as highlighted in the Bangladesh Decent Work Country Programme?
Efficiency of resources use	<ol style="list-style-type: none"> 7. Have resources (funds, human resources, time etc.) been allocated strategically to achieve outputs and outcomes? Have they been used efficiently? 8. The extent to which the project resources have been leveraged with others' related projects resources to maximize the impact, if any? 9. Have Project funds and activities been delivered by ILO in a timely manner? <ul style="list-style-type: none"> • What were the factors that have hindered timely delivery of project funds and the counter-measures that were put in place in lights of delayed delivery of project funds?
Effectiveness of management arrangements	<ol style="list-style-type: none"> 10. Were management capacities and arrangement adequate and did they facilitate good results and efficient delivery? Was there a clear understanding of the roles and responsibilities by all parties involved? <ul style="list-style-type: none"> • Have the project implementation arrangements contributed to the enhanced capacity of the project's implementation partners? 11. How effectively did the project management and ILO monitor project performance and results? <ul style="list-style-type: none"> • Was a monitoring and evaluation system in place and how effective has it been? • Were appropriate means of verification for tracking progress, performance and achievement of indicator values defined? • Were relevant information and data systematically collected? Was reporting satisfactory? Was data disaggregated by sex (and by other characteristics, if relevant)? • Was information regularly analysed to feed into management decisions?
Project progress and Effectiveness	<ol style="list-style-type: none"> 12. To what extent the project has achieved its objectives? Have the quantity and quality of the outputs produced been satisfactory? Did the benefits accrue taking into account those different needs of men and women? <ul style="list-style-type: none"> • Examine the extent that the project has adjusted/modified its strategy to respond to changing situation, if any on the ground or challenges faced? What, if any, alternative strategies would have been more effective in achieving the project's objectives? 13. What have been major factors influencing the project achievement or non-achievement? <ul style="list-style-type: none"> • What were the good practices and lessons learned noteworthy of documentation? • Did the project receive adequate political, technical and administrative support from its national partners, especially local governments at the project areas?
Impact	<ol style="list-style-type: none"> 14. To what extent has the project contributed to improved labour law compliance and sound labour practices in the export oriented shrimp sector in Bangladesh? <ul style="list-style-type: none"> • What have been the impacts of the project, particularly (a) Increased knowledge of key social partners on the labour law compliance in the shrimp processing sectors, if not please analyse and underlying key constraints identified and (b) Improved social dialogue and policy environment in the shrimp processing industry? 15. What are the future likely impacts that can be causally linked to the project interventions?
Sustainability	<ol style="list-style-type: none"> 16. To what extent will the project's benefits continue after the project ended? <ul style="list-style-type: none"> • What are the major factors which will have or will influence the continuity of the project's benefits? 17. To what extent the project has built a sense of ownership and enhanced capacity of government and social partners in improving labour practices and compliance with labour standards in the shrimp processing industry?

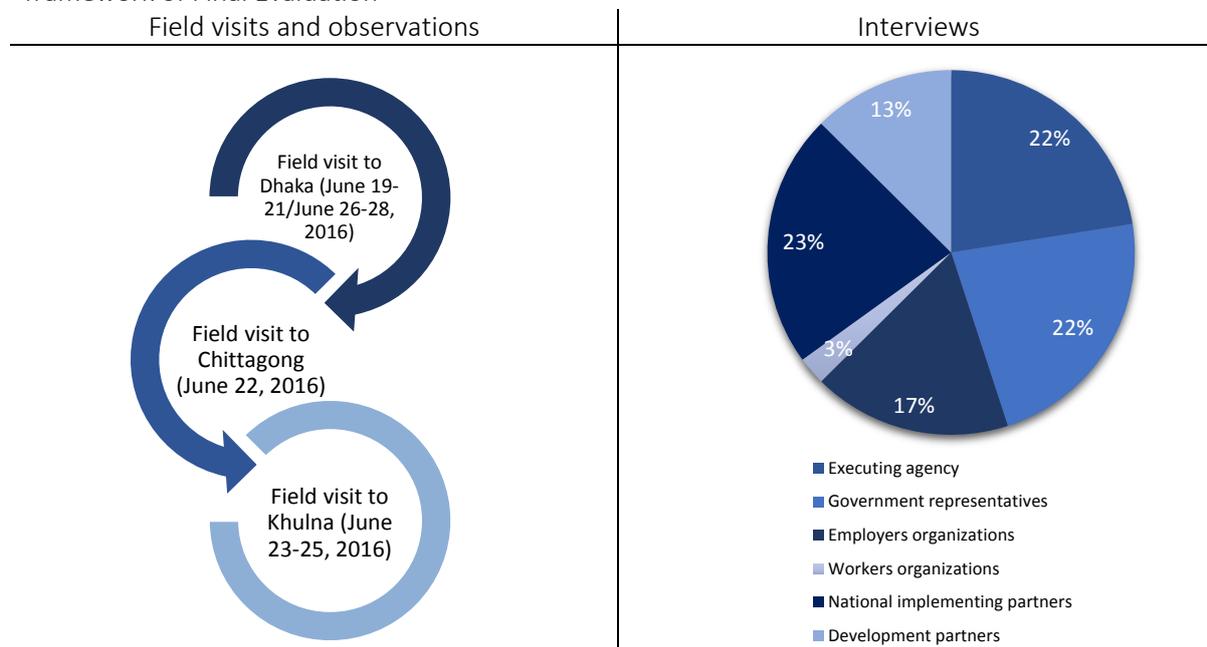
3.3. Evaluation Methodology

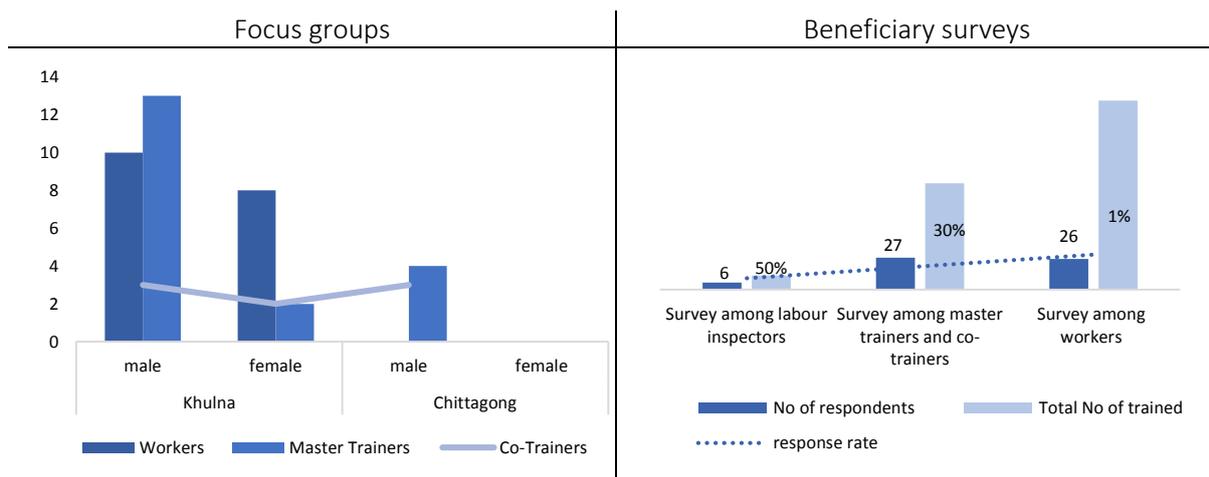
The final evaluation of ILO Shrimp project focused on three levels: design, process and results. This involved a triangulation process of gathering data from existing documentation and monitoring data, and complementing these data through surveys, focus groups and interviews with Project staff, -social partners and -beneficiaries, whilst comparing the findings with baseline data (where feasible). This report contains the findings of this process, its conclusions and recommendations. The entire evaluation process adhered to the ILO and UNEG evaluation standards and guidelines and was overseen by the ILO Evaluation Manager based in the ILO Regional Office for Asia and the Pacific, Bangkok.

The evaluation methodology consisted of a triangulation exercise of data stemming from:

1. Desk review (including all Project’s progress reports, project documentation, and relevant national, regional and international reports and literature);
2. Semi-structured interviews with key informants (including Project staff and consultants, tripartites, development partners, ILO Bangladesh country office and headquarters staff);
3. Focus group discussions with workers trained or outreached by the project and master trainers and co-trainers prepared by the project;
4. Beneficiary surveys (including workers, master trainers, co-trainers and labour inspectors);
5. Field mission to Bangladesh (Dhaka, Khulna and Chittagong) on June 19-28, 2016, observation of the Stakeholders Workshop in Dhaka (June 21, 2016) and visits to 2 factories (Rupsha Food Khulna and Fresh Food Khulna on June 24, 2016);
6. A debrief with project team on the last day of the mission (28 June 2016).

Figure 2. Summary of Main Methods of Data Collection and Number of Stakeholders Reached in the framework of Final Evaluation





In total, 85 interviews have been conducted by the ET in the framework of the final evaluation and 59 workers, labour inspectors and mid-level managers from Khulna and Chittagong participated in the beneficiary survey. (See annexes 5.3 – 5.5 for documentation and key informants).

3.4. Evaluation Limitations

There are a few limitations to this evaluation that deserve mentioning.

Document review: While the document review was comprehensive, reporting documentation can present an overly positive picture of implementation and outcomes.

Interviews: Interviews allowed for considerable depth; however, it was not possible to interview all key stakeholders in the course of data collection, and some important voices and perspectives might not have been obtained.

Absence of Project's Logframe with quantitative and qualitative indicators for proper measurement of project's achievements: The ILO Shrimp project has only a project logic model, which contains purely the logic of intervention (goal, outcomes, outputs, and activities). The Project's Logframe with indicators (the measurements of success of the Project at the levels of output, outcome and impact), means of verifications and risks was not properly developed. The indicators of success against which the evaluation of the Project's effectiveness should be conducted were based upon the available monitoring data collected by the Project in the course of the Project implementation.

Time constraints for consultations and discussions with relevant stakeholders during field mission: During the short timeframe (9 working days) available for the field work in Bangladesh, it was not possible to hold all meetings as planned, in particular the ET was not able to hold one focus group with workers in Chittagong due to time limitations. In addition, the field mission coincided with Ramadan period and it has influenced on the availability of stakeholders and beneficiaries for meetings. During Ramadan period, the working day starts only at 9.30am-10.00am and finishes at 3.00pm; therefore, the ET tried as much as possible to use all the time available for a field work and hold meetings during the weekend.

Memory Bias: Because people were asked to recall events taking place up to 25 months earlier, there may have been a degree of memory bias. Situation and monitoring reports and other documents were cross checked by the ET in order to confirm dates and information.

IV. Evaluation Findings

4.1. Validity of the Project Design

The project was designed by the ILO in consultative collaboration with the USAID/Bangladesh, which provided to the Government of Bangladesh two grants in 2013 on improvement of labour practices in line with the BLL and ILS in the shrimp sector. MoLE selected the ILO as the main executing agency for implementation of the ‘Improving Labour Law Compliance and Building Sound Labour Practices in the Export Oriented Shrimp Sector in Bangladesh Project’, while DoFL selected the American Solidarity Center for implementation of the ‘Promotion of ILO Core Labour Standards and the Bangladesh Labour Act 2006’ in the Bangladesh Shrimp Processing Plants Project⁹.

The ILO Shrimp project document does not contain neither a strong analysis of the national and legal context in which the project intends to operate nor include any needs assessments or diagnostics to guide the project’s design. Research study of the shrimp sector including enterprise mapping, analysis of labour practices and the Occupational Safety and Health (OSH) risks was planned to be conducted only during the project implementation phase. It could be more beneficial to undertake it prior to the project implementation in order to design better targeted intervention by providing response to the identified gaps. In addition, the project design would benefit from using more experience of neighbouring countries (Sri-Lanka, India, Vietnam) on how to organize workers during the lean periods and what approaches could be used to protect temporary labours. Interviews with interlocutors demonstrated low involvement and consultations with tripartite constituents (MOLE, DoL, DIFE, BFFEA and NCCWE) during the project design phase. According to several stakeholders, this insufficient social partners’ involvement during the design phase resulted in poor understanding of the Project’s objectives and required spending more time initially to get buy-in from the employers’ organization of the shrimp sector as well as receive approval of the project from the GOB. At the same time, interviewed tripartite constituents highlighted extensive stakeholders’ consultations on the implementation phase.

The overall and specific objectives were well-defined in the PRODOC. The expected results were clear. The selected activities were relevant for the fulfilment of the stated objectives and results. However, the project duration was rather short in terms of objectives set and time allocated for its achievement. Improving labour compliance and social development require long-term interventions and need to be embedded in the vision of change for the industry. In addition, the project would benefit of having a theory of change that explains both the mini-steps that lead to a long-term goal and the connections between these activities and the outcomes of the ILO Shrimp project. The project work plan was practical, logical, cohesive and relevant. The strength of the project design is its “partnership for learning” approach which was designed along the lines of the dual model, in the sense that it fostered capacity building and awareness raising programmes that took place, on the one hand, in IRI training centre and, on the other hand, within factories and workshops. At the same, it aimed at strongly involving representatives of social partners and research institutes into coordination and monitoring capacity building and awareness raising programmes. The project took into consideration labour law compliance’s awareness and capacity of project’s partners in the project’s strategy and means of action during implementation phase.

The project developed only the logic model on the stage of project design and it was an integral part of the project document. The Logframe with indicators (measurements of the results) and analysis of assumptions and risks has not been developed. The Logframe is one of the main elements of the project’s design. Indicators help in identifying if the project is moving in the right direction guided by

⁹ Source: Agreement between ILO and GOB on implementation of the ILO Shrimp project, 11 July 2013

the objectives, and if it yields expected results by the implementing agencies and by the donors. The indicators provide evidences about whether a designed result occurred, and measure the changes in the activities of the project. Moreover, the analysis of assumptions that underpin proposed project activities is key to the success of the project. Ensuring that the assumptions are clear and well-founded can avoid unintended negative impacts, and can improve the sustainability of project results. Also the establishment of a strategy to mitigate risks would have been crucial to address some of the external factors, which influenced the pace of project implementation (e.g. political uncertainty and hartals), but it was not done. The Project has developed only three indicators for measurement of the achievement of project's outcomes; however, all indicators listed in the Logframe are output level indicators and quantitative in nature. In terms of gender issues, the ILO Shrimp project does not have specific indicators for gender and clear gender mainstreaming strategy. The Project collected gender-disaggregated data on all capacity building and awareness raising activities and presented it systematically in the interim progress reports.

4.2. Relevance and Strategic Fit

Relevance for social partners

The ILO Shrimp project is fully in line with the Government of Bangladesh national plans for sustainable development of fish processing industries, in particular the Sixth Five-Year Plan for 2011–2015 'Accelerating Growth and Reducing Poverty' which aimed to enhance the productivity of shrimp culture¹⁰ and Long-term Perspective Plan (Vision 2021)¹¹ which focuses among others on increase in fish production and foreign earnings through increased export of shrimp. The Project is consistent with the Government of Bangladesh international commitments under the ratified ILO Conventions 87 on Freedom of Association and the Protection of Right to Organize and 98 on the Right to Organize and Collective Bargaining. The Project is also in line with 2012 National Labour Policy¹², which includes basic objectives to safeguard workers' rights, establish a decent work environment with healthy labour relations, and increase productivity and efficiency.

The main law governing labour issues in Bangladesh is the Labour Act of 2006 (BLA) that introduced improvements for workers including overtime, limited working hours, labour inspection responsibilities, protection of union leaders (no discharge without cause), workers' compensation, and workers' right to self-defence for disciplinary matters and termination or "notice" pay for workers. Nonetheless, as evident from the different researches¹³, the Labour law compliance in the shrimp processing sector in Bangladesh was limited due to the lack of general knowledge about the labour rights and responsibilities of employers and employees, lack of up to date information and knowledge on working conditions in the sector, as well as an absence of coordination and cooperation among key stakeholders at all levels.

The relevance of the project was further cemented by the Approval of the substantial revision of BLA and adoption of the New National Occupational Safety and Health Policy in 2013 and Adoption of Labour Rules in 2015.

The objective of this project, defined as 'To support government, industry, and labour to improve labour practices and compliance with labour standards in the shrimp processing industry of Bangladesh' is of

¹⁰ http://www.plancomm.gov.bd/wp-content/uploads/2013/09/SFYP_Part-2.pdf

¹¹ http://bangladesh.gov.bd/sites/default/files/files/bangladesh.gov.bd/page/6dca6a2a_9857_4656_bce6_139584b7f160/Perspective-Plan-of-Bangladesh.pdf

¹² <http://mole.portal.gov.bd/>

¹³ 2012 American Solidarity Centre and Sustaining Ethical Aquaculture Trade Researches on Shrimp Sector, 2014 USAID BLA Assessment

great relevance to the labour law compliance situation in the export oriented shrimp sector in Bangladesh.

Relevance to the ILO Programming

The ILO Shrimp project fits very closely with the ILO priorities in Bangladesh identified in the Bangladesh Decent Work Country Programme (DWCP) 2012 – 2015¹⁴, particularly *Priority 1*: Generating productive employment with improved sustainable enterprises and skills development (Outcome 3: Working conditions improved), *Priority 2*: Fundamental principles and rights at work promoted through effective social dialogue (Outcome 4: Country takes effective measures to respond and implement Committee of Experts on the Application of Conventions and Recommendations (CEACR) recommendations; and Outcome 5: Capacities of labour administration and institutions improved) and *Priority 4*: Strong and representative employers and workers organization influencing economic, social and governance policies (Outcome 10: Improved capacity of employers contributes to effective DWCP implementation at country level; and Outcome 11: Improved capacity of the workers organizations contributes to effective DWCP implementation at country level). The Project alignment with the overall ILO country program strategy also facilitated creating synergies with other ILO initiatives, in particular the Royal Norwegian Embassy-funded ‘Promoting Fundamental Principles and Rights at Work and Labour Relations in Export Oriented Industries in Bangladesh project’ (FRLP Project) (2013-2015). The Project is also the principal action on labour compliance in the exported oriented shrimp industry in Bangladesh for ILO as it was its first intervention in this sector in the country. The Project is also consistent with the nationally identified priorities within Bangladesh as articulated within the UN Development Assistance Framework (UNDAF) for Bangladesh 2012 – 2016¹⁵, specifically in promotion of opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity.

Relevance for the development partner

The Project main development partner is the USAID/Bangladesh. Through the bilateral cooperation priorities of the development partner it is clear how this project was of direct support; a view that was further stressed during the interviews that this evaluation held with the development partner representatives. The ILO Shrimp project’s design was coherent with the USAID’s Labour Programme and Country Development Cooperation Strategy for Bangladesh for 2011-2016¹⁶, which seeks to support the Government of Bangladesh’s plans to become a lower-middle-income country by 2021 and the USAID’s Global Labour Program that aims to train workers on labour laws, and assist workers in organizing and registering new unions¹⁷.

¹⁴ <http://www.ilo.org/public/english/bureau/program/dwcp/download/bangladesh.pdf>

¹⁵ <http://www.bd.undp.org/content/dam/bangladesh/docs/LegalFramework/UNDAF%202012-2016.pdf>

¹⁶ https://www.usaid.gov/sites/default/files/documents/1860/Bangladesh_CDSCS.pdf

¹⁷ <https://www.usaid.gov/bangladesh/democracy-human-rights-and-governance>

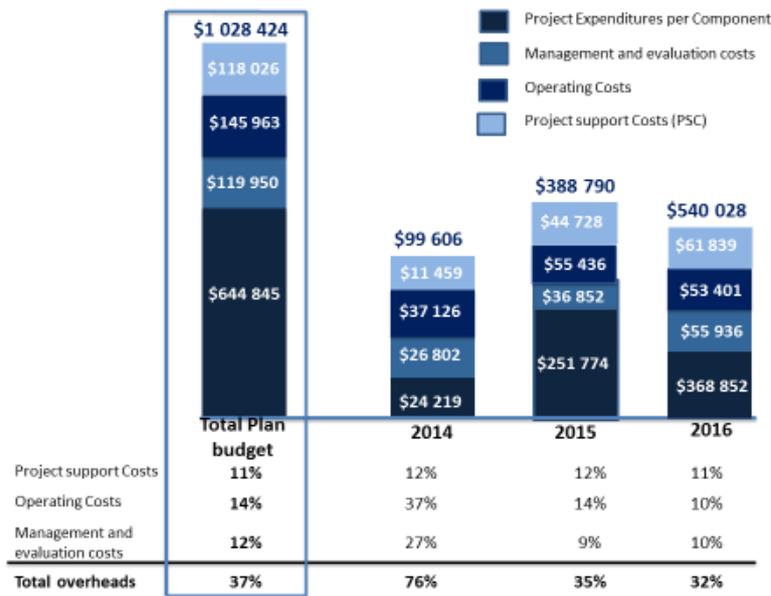
4.3. Efficiency of Resource Use

Allocation of Resources

The ILO Shrimp project budget amounts to a total of US \$1,028,424, while the actual spending equals US \$ 1,001,685 as of June 30, 2016, i.e. the budget utilization rate constitutes 97.63 per cent.

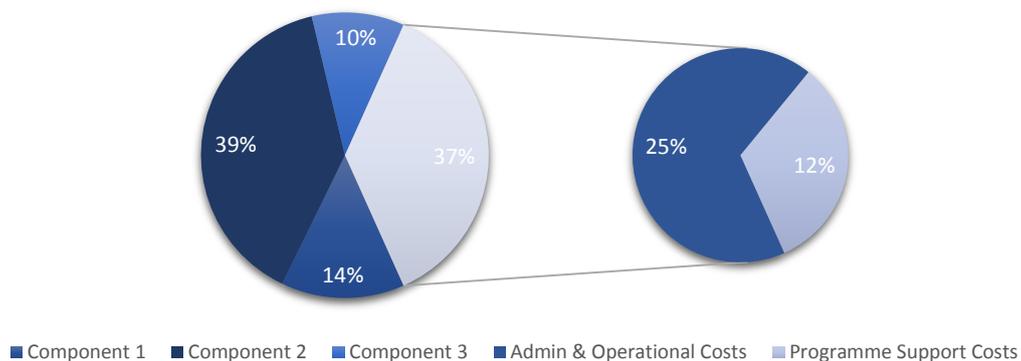
There was a sound relationship between budget allocated and results achieved. The table below shows the budget allocation according to four main categories: project expenditures per component, management and evaluation costs, operating costs and project support costs.

Figure 3. Annual planned project expenditures per budget line



Overall, the use of the available resources was scrupulous and the ILO and tripartite partners tried to make its best to achieve cost efficiency. In reviewing of the financial documents obtained from the desk report, the ILO Shrimp project should be seen as a capacity development project; therefore, the distribution of costs between 'Project Direct Cost' and 'Project Quality Assurance Cost' amounts to 68 per cent and 32 per cent respectively.

Figure 4. Budget allocations per output



The biggest portion of the project's budget (40 per cent) was allocated for implementation of Component 2, 14 per cent of the budget was allocated for implementation of Component 1 and 11 per cent for Component 3.

Figure 5. Project’s implementation rate disaggregated by year

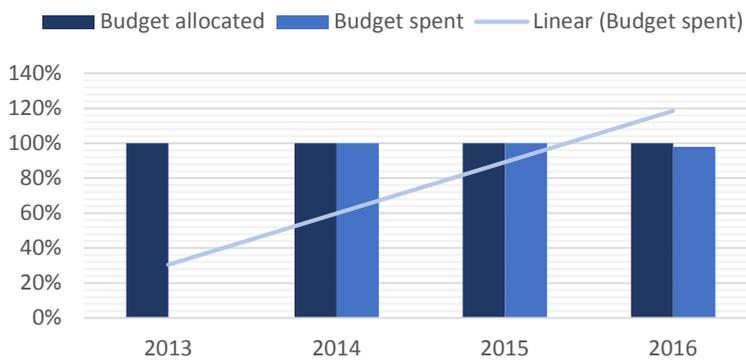


Figure 5 displays the project’s slow start and how it caught up speed over its later years. The implementation rate in 2013 constituted 0 per cent, in 2014 and 2015 constituted 100 per cent, and 97.6 per cent in 2016.

With respect to procurement, UN rules and regulations have been followed in order to be cost efficient. On the whole, the project has been implemented cost-efficiently. The budget spending was on the same level as it was initially planned in spite of the fact that the project trained on 33 per cent more workers than it was initially planned (3,989 actual vs 2,700 planned).

Timeliness of implementation

The ILO Shrimp project has experienced substantial delays in implementation. The Project duration was revised twice¹⁸, i.e. from 18 months (August 2013-December 2014) to 35 months (August 2013-June 2016); however, the actual implementation took place only during 25 months (May 2014-June 2016).

Figure 6. ILO Shrimp Project’s Timeline



As evident from the desk review and interviews with interlocutors, the main reasons for delays with project implementation include: (i) lengthy process of TPP approval and initial delays with funds disbursement to the ILO by the GOB (5 months later from the estimated starting date), (ii) delays with recruitment of project staff (the national coordinator and administrative assistant were hired only in February and April 2014 respectively) and setting up of the ILO office in Khulna (4 months later from the official approval of the project by the GOB), and (iii) political instability (2015 political crisis, 2014 general elections, hartals and blockades). This, at times has hindered the smooth and timely implementation of some of the planned activities (e.g., the postponement of the inception and planning workshops, study tour to Thailand, survey of the shrimp production supply chain and finalization of labour inspection checklist).

¹⁸ Note: In September 2014 (1st no-cost extension) and in October 2015 (2nd no-cost extension)

4.4. Effectiveness of Management Arrangements

Project Management

The Project was administered through the ILO Khulna Office in Bangladesh, and was overseen by the Chief Technical Adviser (CTA), reporting to the ILO Country Director. The ILO Khulna Office in Bangladesh was represented by a small team composed of the National Project Coordinator and the Administrative Assistant. Content-specific expertise was delivered by Short-Term external experts (national and international). The Governance and Tripartism Department/DECLARATION provided the technical backstopping for the project. The ILO Shrimp project has collaborated with a number of social and civil society partners which assisted the ILO in facilitating and organizing trainings for the tripartite partners and beneficiaries, conducting media campaign and educational outreach programme. The project has also engaged numerous international and national experts to elaborate project training materials and guides, some who held relevant, senior level positions within the government. For example, the consultant who worked on the master training programme was a lawyer of the Supreme Court of Bangladesh and the individual engaged to draft labor inspector checklist was a former deputy chief of Department of Inspection for Factories and Establishment. The international consultant who conducted factory level Occupational Safety and Health Risk Assessment workshop and developed a draft OSH risk assessment guideline was one of the authors of the ILO Guidebook on Workplace Safety and Health Risk Assessment.

It is also pertinent to note that a key efficiency of the Project is its ability to leverage and indeed build upon other ILO projects and programmes active in Bangladesh (namely the FRLP project and the RMG Programme) rather than establish parallel programmes or indeed, “reinvent the wheel”. The collaboration with the FRLP project was close and included such areas as provision of technical support for trainings on workplace cooperation and factory level trainings on BLA and OSH as well as financial support for media radio programme campaign for shrimp sector. The cooperation with the RMG Programme included involvement of the RMG Programme Educational Specialist in the development of TOTs programme and materials on BLA, BLR and OSH and labour inspection checklist focusing on the shrimp sector. In addition, the IRI lectures previously trained by the RMG Programme and the FRLP Project were able to apply the received knowledge and skills as trainers in the ILO Shrimp project during delivery of the training programme on freedom of association and collective bargaining for shrimp processing factories workers in collaboration with NCCWE and shrimp sector union representatives. For the first time, the IRI and NCCWE developed jointly the training manual on FA and CB and distribute it among all master and co-trainers.

The ILO Shrimp project received the high level of support from the ILO Country Office in Dhaka. The representatives of the ILO country office undertook three visits to the BFFEA Khulna in order to strengthen capacity of the employers’ association responsible for the Factory Level Training in preparation of the monthly reports for the GOB in line with requirements of IMED 0.5 form. In its turn, the ILO Geneva/Fundamentals provided support in the selection of the Research Company for the study on supply chain, labour practices and OSH in shrimp sector of Bangladesh¹⁹, assisted with the development of the research methodology and provided quality assurance of the prepared mapping study by the selected supplier (Economic Research Group (ERG)).

The project management team and project experts (national and international) were perceived by all interviewed tripartite constituents, factory managers and workers as devoted and highly professional as well as deeply experienced in the matters of the project. In addition, in interviews with the donor representatives, they advised that the project was professionally implemented, conformed to their

¹⁹ Note: The ILO Shrimp project received bids from 16 companies

requested inputs, and was responsive to information requests. Furthermore, the work and deliverables of implementing partners were perceived as of good quality by interviewed stakeholders.

Project Governance

A high-level Project Advisory Committee (PAC) was formed with representatives from all tripartite constituents (MOLE, DOL, DOFL, DIFE, BFFEA, and NCCWE). The development partner, the USAID/Bangladesh, also attended PAC meetings as an Observer. The PAC met twice a year and reviewed the ILO Shrimp project work plans and reports and monitored progress. In total, three PAC meetings took place during August 2014-February 2016. All PAC meetings were chaired by the Secretary, Ministry of Labour and Employment (MOLE). The interviews with tripartite constituents confirmed that all the minutes of the meetings were prepared timely and shared by ILO among PAC members. In addition, the PAC initiated a mid-term review of the project, which took place in September 2015. The mid-term review was undertaken by a team composed of the Deputy Secretary, MOLE and representatives of MOLE's Socio-Economic Infrastructure Division of Planning Commission and Implementation Monitoring and Evaluation Division, BFFEA and NCCWE.

Partnerships and Cooperation

The Project has established partnerships at different levels and varying degrees. Gleaned from interviews with the project's partners, the ILO Shrimp project established very strong collaboration on the local level with all constituents. As it was the first ILO intervention in the shrimp sector in Bangladesh, there was at the beginning quite low awareness about the ILO at the field level and especially among employers. Therefore, at the beginning of the project implementation employers were not very supportive to the project. The ILO Shrimp project management team made an excellent job in building up very strong cooperation with employers' association for the fish processing plants in Bangladesh, which resulted in the conduction for the first time the factory level training on BLA, BLR and OSH at all active shrimp processing factories of Bangladesh. The level of trust and ownership of the project by the BFFEA could be also seen from the fact that BFFEA invested its own money for conduction of factory-level trainings under first and second batches which were reimbursed by ILO only 3-4 months after the trainings conduction. The DIFE, IRI and DoL in Khulna and Chittagong were closely involved in the project implementation through taking part in coordination and supervision of the factory level training programme. The DIFE Khulna, DIFE Chittagong and ILO Khulna worked closely on facilitating the development of the sector specific Labour Inspection Checklist. IRI Khulna and NCCWE jointly prepared the training programme on FA and CB. At the same time, evaluation interviews showed that the Inspector General of DIFE has not been consulted on the developed draft Labour Inspection checklist and has not visited/participated in the project's events conducted on the local level, whereas MOLE was not properly briefed about the developed OSH risk assessment checklists and employers' handbook by the project and the criteria for selection of NGOs for conduction of educational outreach programme.

The ILO and the American Solidarity Centre showed the complementarity of efforts by establishing good coordination on the working level. The meetings were conducted on a quarterly basis both in Khulna and Dhaka in order to avoid duplications between the ILO Shrimp project and the Solidarity Centre project.

In overall, the absolute majority of stakeholders are satisfied with the ILO Shrimp project and considered it as highly valuable for the Bangladeshi shrimp sector. All the interviewed partners on the local level highly appreciated the establishment of the ILO office in Khulna as it allowed to better coordinate all project activities and be close to the recipients. There was high level of awareness about the ILO Shrimp project among all project's constituents and beneficiaries on local and national level. However, the project would benefit more from better coordination with Inspector General of DIFE and

MOLE about planned project activities and results achieved both on the design and implementation phases.

Project monitoring and evaluation system

The Project paid a lot of attention for establishing a robust M&E system to monitor the progress in achievement of anticipated results. It has been set up at the outset of the project implementation.

The quality of capacity building activities has been monitored through the following tools: (1) Training Needs Assessment (TNA), (2) Pre-Post Knowledge Test, (3) Trainees Feedback at the End of Training, and (4) Trainer/Partner End of Training Report. Prior of starting the factory level training programme and educational outreach campaign, ILO conducted a series of TNAs in project localities to identify the needs of all relevant stakeholders from different levels of shrimp processing industry (officials from different levels, work supervisors, labor contractors and sub-contractors, permanent labor, casual labor, Trade Union bearers and also some for the depot, processing firms and others stakeholders in the shrimp supply chain) and gaps in knowledge among the stakeholders about the labor law. TNAs were the basis for the development of relevant training and awareness raising programmes and materials on 2006 BLA and 2013 Amendments which included OSH, freedom of association and collective bargaining matters. To monitor, evaluate and document the effectiveness of the factory level training programs, the project invited the external research institute (i.e. Khulna University). Khulna University developed a Factory-level Monitoring and Evaluation system which included three types of evaluations: (1) technical evaluation, (2) administrative evaluation and (3) financial evaluation and factory-wise comprehensive database of trainees. Khulna University also conducted pre-post knowledge tests to understand the improvement of knowledge of training recipients and formed a database of workers participated in the trainings, which could be used later by ILO and social partners in measurement of trainings impact. The workplace cooperation training programme delivered by NCCWE and IRI also included M&E component and organized the feedback session among trainees to measure the effectiveness of the training and improvement in knowledge level of trainees. However, any participants' surveys have been conducted. Despite of well-established monitoring system for factory level training programme, trainings on workplace cooperation conducted by the IRI and NCCWE would benefit if they would incorporate a pre-post knowledge test in addition to the collection of written feedback about the trainees' satisfaction with the training, as it would allow to measure the change in the participants' knowledge as a result of their participation in the training event. The project set up an effective quality assurance system for training programmes by assigning coordinators for the trainings delivered by the prepared master trainers and co-trainers, in particular for factory level trainings the supervision of the trainings has been undertaken by DIFE, IRI, DoL and ILO, whereas for workplace cooperation programme it was done by IRI, NCCWE and ILO. In spite of good third-party training monitoring system, the management of factories selected the trainers, co-trainers and workers for participation in project's capacity building activities and no criteria have been applied for selection of appropriate trainees taking into consideration different aspects, like gender, position, department, type of worker (permanent or casual). To monitor the effectiveness of the educational outreach programme, the implementing partners (NGO Rupantar and NGO Shushilan) conducted audience feedback session at the end of each Pot song performance to assess the level of satisfaction with the event and analyze the level of learning of audience. The results of the Pot song performances have been presented in the progress reports submitted by implementing partners to the ILO. Nevertheless, the ILO would also benefit from conduction of the comprehensive assessment on the level of usage of the knowledge and skills by labors and industry owners after 6 months of capacity building and awareness raising conduction. It will allow to measure the trainings and educational outreach programmes impact. For the research study, the project selected a sample of 3,000 representatives from the whole shrimp supply chain (from people involved in hatcheries, farming ponds, depots, processing factories, both in rank and file and management), which allowed to draw credible judgement

about the gaps in the application of existing labour laws and OSH policies and practices in the Bangladesh shrimp sector.

The reporting of the ILO (within the organization and to donors) has been in accordance with agreed formats and time-frames. The feedback of donor received during this evaluation shows that the donor is satisfied with the quality and accurateness of the ILO reporting (both progress and financial). The inclusion of data to measure the extent to which the project activities incorporate gender issues in the ILO reporting would be useful as could provide with relevant data-sets to measure the adherence of the project towards the ILO standards in this area.

4.5. Project Progress and Effectiveness

In support of IO1 ('Increase awareness and build cooperation among national and international stakeholders on labour compliance within the Bangladeshi shrimp supply chain and its labour practices') the following has been delivered:

- Organized a study tour to Thailand for 13 Bangladeshi Shrimp Industry Stakeholders (DIFE, MOLE, DoFL, BFFEA and NCCWE) in August 2015
- Developed comprehensive methodology for survey of the shrimp production supply chain in December 2014 and prepared the Industry Mapping and Labour Compliance Analysis study by the ERG in June 2015

The planned multi-stakeholders' forums with the participation of buyers, employers and workers' representatives (Act. 1.1) that aimed at the development of declaration for the future development of the shrimp sector were not organized by the ILO Shrimp project and the Industry Mapping and Labour Compliance Analysis study (Act. 1.3) was not published and disseminated to all relevant stakeholders by ILO. The project was not able to implement these planned activities due to the hurdles, limited access to workers at the beginning of research conduction and lengthy approval process of the research study report by social partners and internally within ILO.

Overall, delivery of outputs under IO1 is satisfactory. The study tour to Thailand was generally very well received. The value of international events, as pointed out by the interviewees, are in the fields of learning from new experiences. The interviewed participants of the study tour found the participation of all constituents (MOLE, DIFE, DoF, NCCWE and BFFEA) particularly useful as it allowed all social partners to learn a number of Thai good practices including payment of salaries for seasonal workers when there is no work, workers' complaint centre, database of workers engaged in trawler fishing, GLP booklet, and good canteen facilities at subsidized price for workers. The example of the visited tuna fish factory which started with 300 workers and expanded to 50,000 workers in a few years is seen by the majority as a type of business structure which should be followed by Bangladesh, Thai OSH practice can be replicated in Bangladesh, while management practices of contract labour can be reviewed. However, all interviewed study tour participants pointed out that during factory visits, they were not allowed to see workplaces and talk with workers and in such a way to verify, for instance, the shared good practice on payment of salaries for casual workers during lean periods. Conduction of Industry Mapping and Labour Compliance Analysis study was an important initiative which was appreciated by all stakeholders interviewed as it was done by a third neutral party (ILO) and provided a comprehensive overview of the current situation on labour practices and labour compliance in the whole shrimp supply chain including processing plants, depots, landing centres and shrimp farmers. The study revealed that scarcity of raw materials negatively affect labour demands and labour compliance, research and development for 'value added' and 'super value added' products may increase labour demand around the year and showed the need for a formulation of a common industry upgraded vision that combines labour,

product safety and social issues. This diagnostic study is the most updated analysis of the shrimp sector of Bangladesh and could serve a baseline for future interventions. Nevertheless, within the project duration the project team was only able to organize two presentations of the draft study report to the industry in Khulna and Chittagong. The comments received from social partners were incorporated and the final research report will be cleared by ILO Geneva by the end of August 2016.

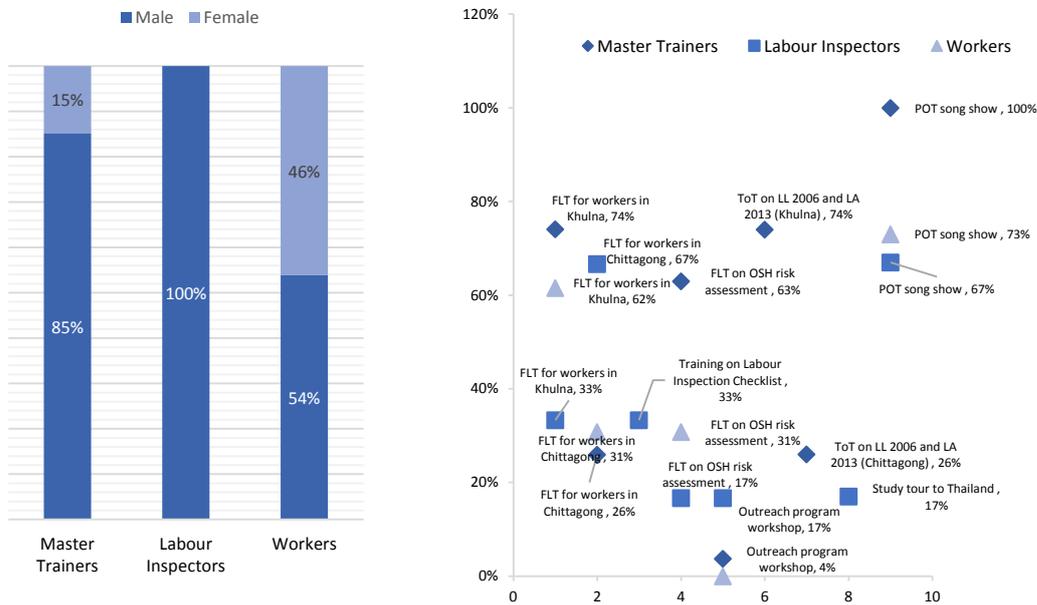
In support of IO2 ('Employers and workers and their representatives in the shrimp processing industry will acquire a better understanding on labour rights and bi-partite negotiations') the following has been delivered:

- Conducted 3 Training Needs Assessments (TNAs) in Khulna and Chittagong among 90 during November-December 2014
- Developed easy to read information materials based on TNAs and research findings
- Prepared 90 Trainers and Co-trainers from 45 running industry on 2006 BLL, 2013 BLA and OSH and 66 Master and Co-trainers on BLR and Workplace Cooperation (WC) through BFFEA
- Trained 2,700 workers on 2006 BLL, 2013 BLA and OSH, and 1,350 workers on BLR and WC through BFFEA
- Printed and distributed in total 1,000 copies of Labour Law Training manual
- Delivered re-fresher ToT on FA and CB for 20 master and 12 co-trainers from NCCWE affiliated Unions in the Shrimp Sector
- Trained 600 workers on FA and CB by IRI Khulna and NCCWE
- Raised awareness on BLL and OSH among more than 9,000 workers of shrimp sector through 90 Pot-song shows staged inside 45 factories and adjacent areas by Rupantor and Shushilan, two NGOs expert in media campaign
- Broadcasted 16 radio programs 'My Labour My Rights' by Radio Today, which outreached 6,000 shrimp sector labours and industry owners

Overall, delivery of outputs under IO2 is highly satisfactory. For the first time, ILO was able to conduct trainings and awareness raising for workers of shrimp sector at factory level. Interest and support of employers in the ILO Shrimp project capacity building and awareness raising activities could be seen from the fact that they provided venue for conduction of factory level training programme delivered by BFFEA and training programme in workplace cooperation conducted by IRI and NCCWE as well as for Pot Song performances conducted by NGO Rupantor and Shushilan. Moreover, the workers received paid leaves from the employers for participation in the ILO Shrimp project events. Factory level training programme was very effective as created awareness among the workers about their rights and duties and benefited the factories by raising workers' productivity and reducing loss incurred by the accident. For the first time with assistance of the project, training manual on Labour Law which compiles documents on BLA and BLR for shrimp sector was prepared and shared with social partners and industry.

Figure 7. Participants of the beneficiary survey disaggregated by gender and type of ILO Shrimp Project events attended

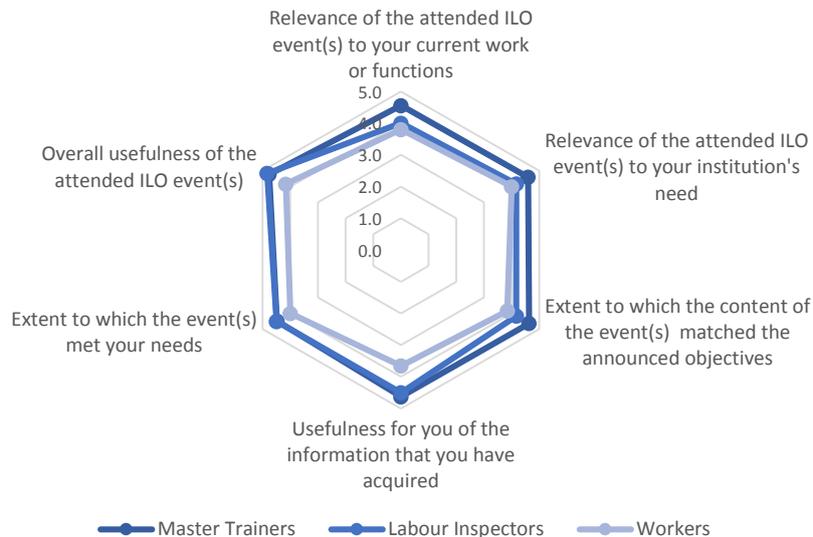
(sample – 59 participants of ILO Shrimp Project events)



Source: Beneficiary survey, June 2016

In the beneficiary survey organized in the framework of the final evaluation, 27 mid-level managers (15 per cent-women), 6 labor inspectors (100 per cent-men) and 26 workers (46 per cent-women) took part, who attended different types of project’s events including ToTs, factory level training programme, educational outreach campaign training, study tour to Thailand and PoT song performances.

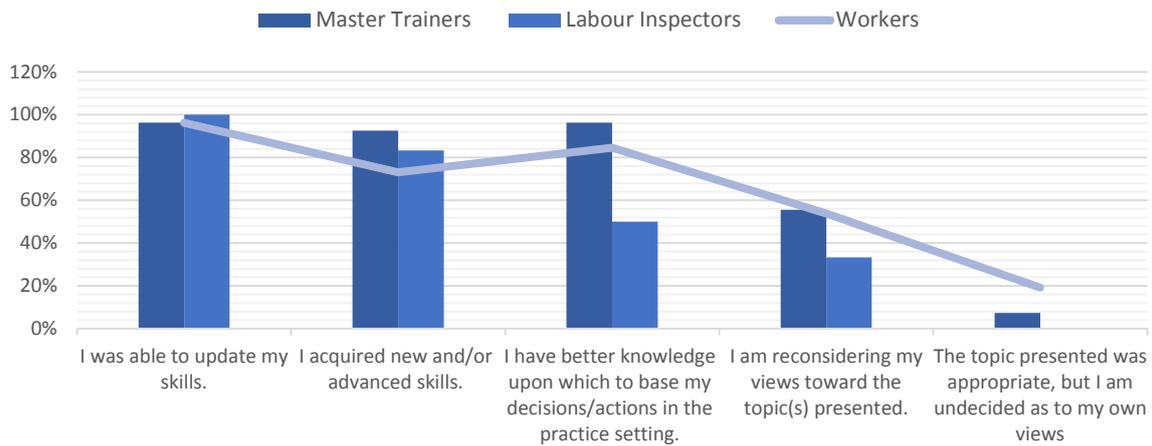
Figure 8. Relevance of ILO events to the participants (sample – 59 participants of ILO Shrimp Project events)



The results of the beneficiary survey suggest that ILO Shrimp project’s events were highly relevant for surveyed participants (mid-level managers, workers and labour inspectors) current work and functions as well as their institutional needs. Interviews with social partners revealed that the project team were highly responsive to their requests in the course of project implementation and reconfirmed that the selection of themes for capacity building and awareness raising activities were

based on their needs. In a view of interviewed social partners, the strength of ILO capacity building activities in comparison with Solidarity Center is systematic approach towards capacity building, high level of trainings’ organization, invitation of very knowledgeable experts, conduction of trainings at the workplaces, practical orientation of the trainings with usage of active learning techniques, development and distribution of the high quality of training materials along with the books and leaflets.

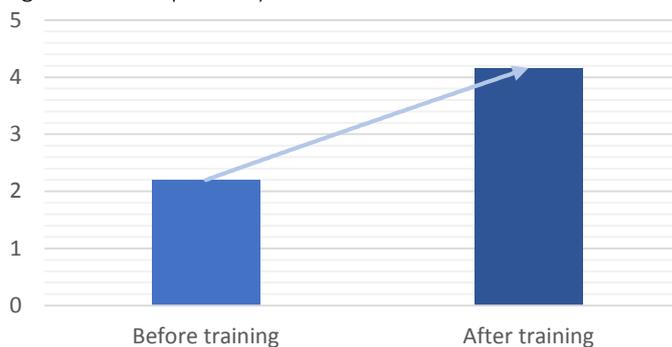
Figure 9. Usefulness of ILO events to the participants (sample – 59 participants of ILO Shrimp Project events)



Source: Beneficiary survey, June 2016

97 per cent of surveyed participants of the project’s capacity building and raising awareness events stated that they were able to update their skills on labour rights and responsibilities, 83 per cent acquired new or advanced skills on OSH and workplace cooperation and 53 per cent reconsidering their views towards the topic presented. The most useful for them were to learn about the regulations on recruitment process, salaries and wages, overtime, leave related issues, better workplace.

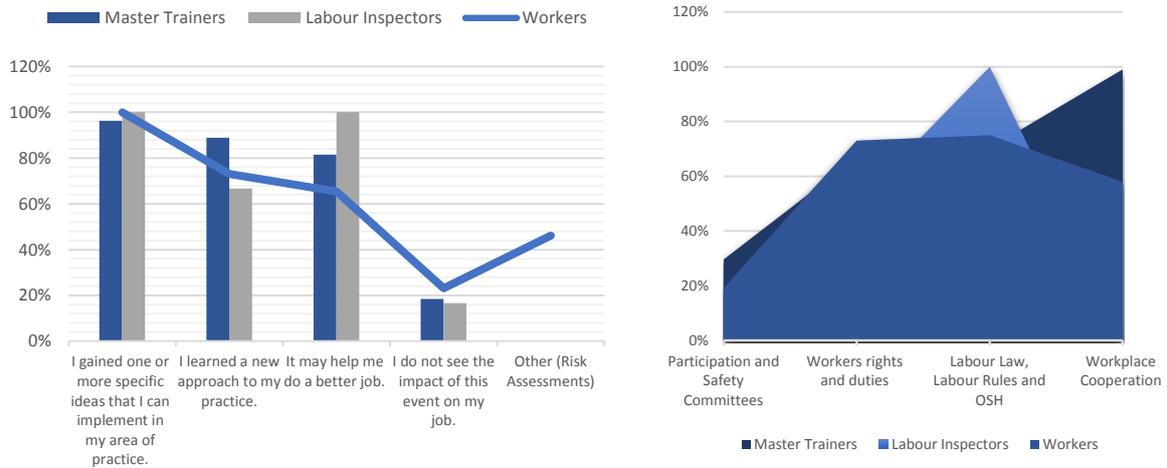
Figure 10. Improvement of knowledge/skills after participation in project’s factory-level trainings (sample – 1,290 factory management and workers of Bangladesh shrimp sector)



As evident from the post-trainings assessment results, factory level training programme allowed to increase significantly (more than 2 times) the level of knowledge of trainees on labour law; however, there were some topics which require further training (ID card, complain resolution and participation and safety committees).

Source: Khulna University Factory-level M&E Report, May 2016

Figure 11. Value of ILO events to the participants (sample – 59 participants of ILO Shrimp Project events)



Source: Beneficiary survey, June 2016

ILO events also allowed the vast majority of participants (85 per cent) to learn new approaches to their practice, gained specific ideas that can be implemented in their work. 53 per cent stated that after attended ILO events reconsidered their views toward the topic(s) presented. 73 per cent highlighted that ILO capacity building and awareness raising events will help them to do a better job. Only 24 per cent of surveyed respondents believed that they see no impact of this event on their job.

In overall, ILO’s approach towards preparation of the master trainers and co-trainers were quite effective, which was composed of several stages: stage 1 – 6 days ToT on 2006 BLA and 2013 amendments (2 days per month), stage 2 - 3 days ToT on OSH and workplace cooperation, stage 3 – 3 days ToT on 2015 BLL and stage 4 – Refresher ToT for 3 days. Nevertheless, evaluation interviews showed that 15 days ToTs for preparation of skilful master trainers and co-trainers is not enough due to very big information which should be covered in addition to the development of trainers’ skills of participants. The monitoring results of factory level training programme indicated that only half of the trainers were confident and efficient in delivering trainings and had strong control over the training sessions, while the rest were either not well prepared or delivered mostly lecture based trainings. The recommended duration of the ToT programme for master trainers and co-trainers should be no less than 21 days. However, the project’s involvement in factory level training programme coordination of the Government (DIFE, DoL, and IRI) and employer’s organizations (BFFEA) was extremely effective as allowed to strengthen bipatriate dialogue. For the trainings on FA and CB, the project used very efficient approach for strengthening capacity and cooperation of constituents through joint design (both curriculum and training manual) and delivery of the training programme. Nevertheless, the interviews with implementing partners showed that NCCWE and IRI Khulna had at their disposal very limited time for delivery of 21 trainings, i.e. just during June 8-17, 2016. Also, the trainings on FA and CB covered only 600 workers out of 12,000 workers of shrimp processing factories in Khulna which is insufficient for effective promotion of establishment of TUs. Moreover, interviewed interlocutors (employers’ organization, mid-level managers and workers) indicated that ILO Shrimp project has not issued certificates of ToTs completion for master trainers and co-trainers as well as certificates for participation in the project of factories and workers. Such small appreciation for participation of project’s partners, factory management and workers into the project could increase motivation and the level of collaboration between ILO and constituents in the shrimp processing industry of Bangladesh.

All interviewed stakeholders indicated the high level of satisfaction with the project’s education and outreach campaign using innovative approach, i.e. folk cultural media. They universally agreed that the

‘pot song show’ is a highly effective mechanism for raising awareness on labour law among workers and especially in the shrimp sector as most of workers of this sector are illiterate as well as creation of enabling environment for initiating a discussion on labour law between workers and employers. This is also supported by the audience feedback received at the end of pot song performances²⁰, which revealed increase in workers’ knowledge of labour law including minimum wages, leaves, health and safety working environment, suspension issues and showed the possibility to resolve the conflicts among owners and labours. As evident from the interviews with NGO partners, pot song shows have positive influence on factory management as well, as during conduction of the second round of Pot song in the majority of factories they observed the existence of signs on the walls with information on labour rights, first aid box in addition to the improvement of hygiene conditions. Pot song was highly relevant and effective as was adjusted to the local context and needs of the labours and industry owners. It was carefully planned and delivered by two NGOs. Both NGOs conducted focus groups with owners and labours of the shrimp industries followed by the checklist to collect information for formulating Pot Song messages. In addition, they applied different approaches to deliver better the messages on labour law depending on the type of audience and places of performance at the factories or outside factories (i.e. NGO Rupantor used picture and songs while NGO Shushilan utilized picture drama performance). Pot song performances were also well documented through photographs, videos and leaflets with detailed explanations of the scripts used during performances. Virtually all interviewees praised the high-quality and practical implications of the developed booklet ‘Green Book’ on labour rules and regulations for workers. The interviews with workers in the framework of the final evaluation showed that they shared with this booklet with their family members, co-workers and neighbours and consider it as a valuable resource on BLL.

It was also very clear from the desk review documents and in interviews with the Radio Today representatives that radio program ‘My Labour My Rights’ was popular among labour community as audience showed their interest by communicating via phone calls, texts, etc. during 55 minutes’ programmes. Nevertheless, based on the feedback received from local interlocutors it would be better if media radio campaign will be organized using local broadcasters in the targeted areas rather than the national one to better reach the direct beneficiaries.

In support of IO3 (‘MoLE, DoFL, DIFE and labour-management factory level committees will have an improved capacity to perform their labour law compliance functions’) the following has been delivered:

- Trained 35 industry officers/managers and 17 government Inspectors and Medical officers at Khulna region on Occupational Safety and Health Risk Assessment (OSHRA) during 2015-2016
- Developed a draft of Sector Specific Inspection checklist along in collaboration with the DoL/MoLE and through stakeholders’ consultations while applying during field inspection
- Developed Voluntary Self-Assessment Checklists and Employer Handbook for the factory owners/ managers
- Printed and distributed in total 3,000 copies of Employers Handbook and OSH Training manual

Sector Specific Inspection checklist was only drafted but not approved as planned (Act. 3.1) as was not timely presented to the Inspector General of DIFE for formal validation and approval. Leaflets on Bangladesh labour law and amendments designed jointly by the ILO Shrimp project and the ILO FRLP project have not been disseminated as planned during the Pot song shows as they have not been approved by MOLE due to inaccuracies of information not presented.

Delivery of outputs under IO3 could be assessed as satisfactory. Voluntary self-assessment approaches at factory level was developed and could be helpful for the employers as checkpoints tools to comply with ILS and BLL. The project also undertook an important work for better understanding of labour inspection system by facilitating the development of sector specific labour inspection checklist for the

²⁰ Source: Reports on ‘Education, Information and Media Campaign for Shrimp Project’ 2015-2016, NGO Rupantor and Shushilan

shrimp sector. Although the joint analysis of DIFE and ILO of the working conditions in the shrimp sector showed that there is no need to develop a separate sector specific checklist as the general one covers all key aspects; however, such exercise helped to understand the level of detalization of labour inspectors' instructions and the existed capacities gaps and needs of DIFE. The absolute majority of interviewed stakeholders perceive project's trainings on OSHRA as highly relevant as could help employers and management to improve safety and health working conditions in the factories and assessed as highly effective the training conducted by the international OSH specialist. Trainees emphasised in particular the practical orientation of this training. OSH risk assessment checklist distributed during the training has been used by training participants to identify and remedy unsafe places at the workplaces of shrimp processing factories. Employers' handbook and self-assessment checklist was developed by Thai expert and as evident from the evaluation interviews is perceived of a good quality and planned to be used by the employers in the future.

The Project showed a good degree of flexibility and adaptability for the constantly changing country context. It could be seen on the following examples. In September 2015, new Labour Rules were adopted and the project shortly after organized trainings on it for 1,350 workers from the shrimp processing factories. To limit the negative influence on the planned project events due to the Hartals (strikes) and blockades called by opposition parties in Bangladesh since early 2015, the project team utilized the weekends where the Hartals were not carried out to hold a majority of the planned activities as well as conducted in parallel the activities under all components to achieve the expected goals and targets. In addition, due to political instability in 2015 the international OSH specialist was not able to come to Bangladesh and finalise the development of the guideline for OSH factory level assessment, the project team invited a national consultant who worked jointly with the international expert during conduction of the OSHRA training in order to make the finalization of the OSH guideline by the end of the project.

Based upon an analysis of the triangulated data, the ILO Shrimp project in general completed 88 per cent of planned activities (21 out of 24). The pace of the project implementation was influenced by a series of internal and external factors, which have an influence on the achievement of the expected results and smooth implementation of the Project. Those factors were identified during the interviews with the project staff, beneficiaries and counterparts as part of this final evaluation²¹.

Internal	External
<ul style="list-style-type: none"> ▪ Absence of ILO Khulna office access to the general ILO system (caused delays wit approval of activities and disbursement of funds) ▪ Logistical difficulties (the project covered two main provinces: Khulna and Chittagong; however, physically office was located in Khulna and it was difficult activities in parallel at different project sites) ▪ Inability to issue certificates on ILO template as it could be done only for the trainings conducted by ILO-ITC. 	<ul style="list-style-type: none"> ▪ Initially low level of interest of employers in the project (difficulties in conduction of mapping study at the beginning of project implementation) ▪ Prior negative experience of employers from shrimp industry of collaboration with NGOs (local and international) ▪ Workers and employers' relations in the shrimp sector (employers dominated industry as a result low level of interest to listen to workers) ▪ Limited number of TUs in the shrimp sector (only 8 factories have TUs out of 32 factories in Khulna)

²¹ Note: These are only the additional factors in addition to the ones listed under Efficiency criteria, Timeliness of implementation section

4.6. Impact

Based upon an analysis of the triangulated data, the ET identified a number of positive effects at beneficiary and factory levels which can be causally linked to the project's intervention.

At the beneficiary level, the ILO Shrimp project increased general awareness and understanding about the labour law and rules including labour rights and obligations at work and workplace safety and health among shrimp factory managers and workers using easy language. Furthermore, there was a huge gap between the employers and employees in the shrimp sector and the ILO Shrimp project helped to reduce this gap significantly through the improvement in understanding of the expectations and obligations of each party and provision of access of the workers' organization (NCCWE) to the industry. In addition, the Project allowed for the first time to bring together government, employers and workers in the shrimp sector through the Pot song performances and had a discussion about the labour law.

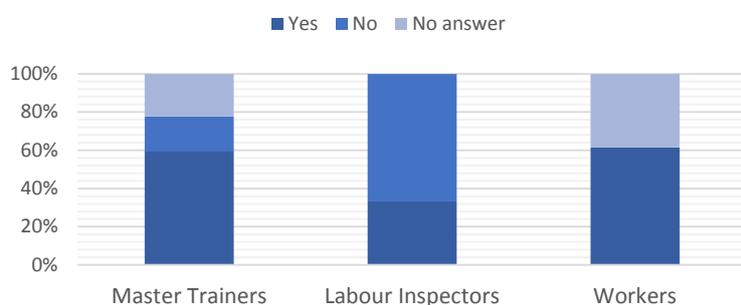
Figure 12. ILO Shrimp project capacity building and awareness raising activities: Success Highlights

Workers		Master Trainers	
Worker 1	I did not know before about the night duties. After participation in the ILO Shrimp project events, I learned about the provisions of the BLA in this regard and in particular that women cannot be forced to do the night duties. As of now, my factory does not give any night duties for women workers without women's permission.	Master Trainer 1	After participation in ILO Shrimp project trainings, I understood the importance of undertaking workplace risk assessments. After the training, I initiated the creation of the Risk assessment committee at my factory composed of 6 members (3 mid-level managers and 3 workers). We found out 7 risky places at the workplaces like sleeper floor, cable short circuits, absence of appropriate coverage near equipment, problems with ventilation and eliminated all of them.
Worker 2	I learned at the ILO Shrimp project events about appointment letters. Now all workers at my factory asked for it and management of the factory provides it.	Master Trainer 2	I think that it is quite beneficial that the ILO Shrimp project covered on the trainings not only labour rights but also talked about responsibilities. In my factory, workers used to late almost all the time, after trainings they realized that it is not right and now they do not delay to work anymore. In addition, in my factory, workers usually were absent without any notification. Now this number reduced drastically (i.e. 150 workers out of 200 changed their attitude from 200 workers at my factory).
Worker 3	Prior to participation in the ILO Shrimp project events, in my factory we had overtime more than 2 hours and less payment for the overtime as per BLA. These approaches changed. We did not have any more overtimes more than 2 hours per day and the management increased payments for overtimes in line with the labour law.	Master Trainer 3	After participation in ILO Shrimp Project ToTs, I changed the approach to my work. Before when workers came to me with some requests I always refused them in everything. It happened as I had no knowledge about Labour Law and did not understand their needs. Now I know what my responsibilities as HR and Admin Officer are and I am doing my work to respond to the queries.
Worker 4	The ILO Shrimp project trainings allowed me to learn about OSH. After participation in the training, I did risk assessment of my workplace	Master Trainer 4	The most beneficial for me from ILO Shrimp Project ToTs that I changed my approach towards communication with workers. I started to listen to them and hear what they

	and identified dangerous places with electric wire and sleeping floor. I informed the Safety Committee about it and they change it.		are saying. Before I considered that if we have some accidents at factory it is by default the workers fault. I never before thought the about root causes of the accidents. I also learned how to undertake risk assessments at the workplaces and calculate maternity benefits.
Worker 5	Before participation in the ILO Shrimp project events, at my factory women workers did not know about maternity leaves and benefits. Now women workers in my factory applied for them and the management of my factory gives them.	Master Trainer 5	After participation in the ILO Shrimp project trainings, I learned about necessity to make notification prior of firing of the staff. Recently I had a situation at my factory when the management wanted to fire security guards without any notification. I stepped in and explained the management about the requirements of BLA for such type of situation. They agreed and we followed the law and issued the notification letter. I also learned about child labour. Previously we had a few, but now we do not have it as it is a serious violation of labour law and ILS.
Worker 6	I learned at the ILO Shrimp project events about OSH. Few days ago, there was a raining and I had short circuit electricity at my workplace. I prevented a fire at my factory by switching off the main electric switchboard. I also informed immediately about this situation the Safety Committee of my factory and they fix it.	Master Trainer 6	I joined my factory before the BLA was adopted. I was eager to learn about the Labour law and rules as previously neither management nor workers knew about it at my factory. The ILO Shrimp project trainings allowed me to learn in detail BLL and BLA. I became confident and now can deliver trainings on BLL, OSH and workplace cooperation. I also did not know about the need of provision of service books to the workers and now it became the usual practice at my factory.
Worker 7	I did not know about leaves in case of illness. At the ILO Shrimp project events, I learned that I can take 3 days of leaves without provision of medical certificate in a year. I also learned that I need to bring medical certificate in case of illness for 14 or more days.	Master Trainer 7	I am quite young at my factory as joined it just 6 months before the ILO Shrimp project started. The project allowed me to improve my knowledge in BLA and became as good as my senior fellow-colleagues in a very short period of time. I also see the value of the ILO Shrimp project in terms of improving greatly the knowledge of workers. For instance, now I do not need to provide workers with templates for writing application for a vacation or leave as workers are aware of how to do it.
Worker 8	After participation in ILO Shrimp project training, every department at my factory started to have dress codes and issuance of ID cards, as it is required by the BLA.	Master Trainer 8	Before participation in ILO Training on OSH, my factory had a lot of occupational hazards and many places were not safe for workers. After participation in ILO Shrimp project trainings, initially I wanted to make changes by myself, but then I decided to train 9 workers in the mechanical section and in such a way to eliminate unsafe places. In addition, I trained the workers at my factory on how to use fire safety equipment.
Source: Focus Groups with workers, master trainers and co-trainers, June 2016			

Moreover, as evident from the results of the survey, most of master trainers and workers (59 per cent and 62 per cent respectively) and one third of labour inspectors apply the attained knowledge and skills at their workplaces.

Figure 13. Level of application of the attained knowledge and skills at work by trained (sample – 59 workers, master trainers and co-trainers, labour inspectors)



Source: Beneficiary Survey, June 2016

At the factory level, the ILO Shrimp project contributed to the increase the usage of Labour Law and improvement of workplace conditions in the shrimp sector. The project was successful in changing the perception of the employers in the necessity to invest more in social and working conditions to be socially and environmentally protected to promote shrimp export. In interviews with labour inspectors and factory managers, they confirmed that there is a significant (70 per cent plus) decrease in number of violations of BLA by factories since 2013 and slight improvement in occupational and health safety at shrimp processing factories. The areas of the improvement include payment of overtime, maternity leaves, and timely payment of wages. The project also contributed to the obtaining and/or applying by some shrimp processing factories for Business Social Compliance Certificate (BSCC). The evaluation interviews indicated that 3 out of 45 active shrimp factories applied for BSCC and 1 factory received it in 2015. The interviewed factory managers highlighted that the ILO Shrimp project made inputs towards it as taught on risk assessment process, which helped them to understand the requirements of BSCA in this area and pass the audits. Furthermore, the project contributed to the changes in attitude of employers towards DIFE. In interviews with the labour inspectors, it was highlighted that before the ILO Shrimp project, the employers were not supportive. Now shrimp processing factories management started to collaborate more with the DIFE and response better to the complaints. Besides, the project resulted in increase in the number of complaints from workers to DIFE in both Khulna and Chittagong. As per DIFE data²², the number of complaints increased in 3-7 times (e.g. before the project in Chittagong, DIFE received no complaints, now receive 7-8 complaints per month, while in Khulna DIFE received 1 complaint per month and now it is 3-4 per month). The nature of complaints includes absence of appointment letters or notification letters in case of termination of the contract, refusal in provision of leaves, etc. Moreover, the ILO Shrimp project made a positive impact in improvement of collaboration between employers and NGOs. Implementing partners of educational outreach campaign have indicated that the project helped them to build trust with factories management which was not the case before. The project also helped them to establish networks among mid-level managers from different factories. In the ET meetings with the master trainers and co-trainers, they stated that they started to exchange good practices. For instance, master trainers helped each other in preparation of the annual report (form 81), or exchanged information on the existed practices/procedures on forming participation committees, service rules.

In spite of a number of positive short-term and medium term impacts, the ILO Shrimp project still had limited impact in changing attitudes of employers and employees in the shrimp sector towards the Trade Unions (TUs). The vast majority of interviewed beneficiaries still consider that the Participation

²² Note: DIFE does not collect statistics disaggregated by the type of sector and type of complaints received.

Committees are more convenient for the shrimp sector than TUs and do not see the value for their creation.

One of the objectives of the project was to support the improvement of industry competitiveness. The project contributed only partly towards it as the project covered only one part of the supply chain (i.e. shrimp processing plants), while others (namely shrimp hatcheries, shrimp cultivators and depot owners) have not been targeted. In addition, the ILO Shrimp project reached with its capacity building and awareness raising activities only one third of the workers of the shrimp processing plants.

4.7. Sustainability

To ensure sustainability, the whole process of project designing and implementation should be participatory. The project followed this approach partly as the project activities have been designed only to some extent in coordination with the tripartite constituents. Besides, the ILO Shrimp project did not have a separate exit plan, which specifies the partners' commitments and ownership of the results after the project has been completed.

Sustainability was intended to be addressed through building of institutional capacity of social partners; training of trainers to pass on learning gained in the project to a wider group of stakeholders; production of high quality training guidelines and self-assessment checklists; preparing policy recommendations for improvement of labour practices in shrimp sector to ensure its compliance with BLA and BLR and ILS.

The ILO Shrimp project was reasonably successful in training of trainers and production of training guidelines. The project formed a pool of 90 master trainers and co-trainers at factory level for conducting future trainings program in the shrimp processing factories and equipped them both in terms of substance of BLA, BLR, OSH and workplace cooperation and training methodology. Master trainers included into their Factories Annual Training Plans the basic training on workplace cooperation for workers and are planning to conduct it in the second half of 2016²³, while ILO Country office in Bangladesh is planning to continue trainings on workplace cooperation and the work of Participation Committees (PC) and Safety Committees (SC) under the 'Promoting Social Dialogue and Harmonious Industrial Relations in Bangladesh Ready-Made Garment Industry project' (SDIR project) to be implemented in Bangladesh during 2016-2021²⁴. All training materials and developed tools in Bengali were printed and handed over to all project stakeholders and could be used further by the industry to run their own HR management and compliance. DIFE is using the project's training materials during conduction of awareness raising activities at factories for other industries (RMG, ship breaking, and textile, steel and engineering)²⁵.

Industry Mapping and Labour Compliance Study is planned to be used by ILO during formulation of the next Decent Work Country Programme for 2018-2022 and as contributions to 2016 International Child Labour and Forced Labour Report²⁶. Self-assessment tools developed by the ILO Shrimp project can be useful for workers, employers and the Government, especially when conducting inspections on BLL compliance. Most of factories nowadays conduct risk assessments using OSH risk assessment template developed by the project²⁷. The factory managers are also planning to use the developed by the project the Employers Handbook. As a part of the Corporate Social Responsibility, Radio Today has continued organization of 30 min show 'My Labour My Rights' (every Friday at 5.00pm) since January 2016 and plans to do it by the end of 2016²⁸. The Pot Song on labour law produced by NGO Rupantar will be broadcasted at national TV channel by September 2016²⁹, which will give an opportunity to reach a big number of Bangladeshi labour workforce from other industries throughout the country.

However, it remains a question whether the ILO Shrimp project created a critical mass to ensure imparting of knowledge to its social partners and another project may be required to give impetus to the long term creation of lasting improvement of labour practices and compliance with labour standards in the shrimp sector of Bangladesh.

²³ Focus groups with master trainers and co-trainers in Khulna, June 25, 2016

²⁴ Interview with CTA FRPW Programme, ILO Dhaka, June 7, 2016 and RMG Programme Manager, ILO Dhaka, June 19, 2016

²⁵ Interviews with DIFE Chittagong, June 23, 2016 and DIFE Khulna, June 24, 2016

²⁶ Interview with RMG Programme Manager, ILO Dhaka, June 19, 2016

²⁷ Focus groups with master trainers and co-trainers in Khulna and Chittagong/ Interviews with DIFE Chittagong and DIFE Khulna

²⁸ Interview with Radio Today, June 26, 2016

²⁹ Interview with NGO Rupantar, June 25, 2016

4.8. Gender

Whilst the Project did not specifically deal with gender and the advancement of women issues, it promoted and took into account gender mainstreaming aspects wherever applicable. The Industry Mapping and Labour Compliance Analysis included gendered analysis of rights, benefits and social conditions including the OSH implications in supply chain and provided policy recommendations for improvement of gender aspects of labor laws compliance (e.g. inclusion of at least 1-woman worker in the Participation Committee or making amendments to labour laws for casual workers working in the shrimp sector). The training materials and educational and outreach campaign were all gender compliant as contained direct reference in the training materials/scripts of pot songs to gender equality issues. The project data, disaggregated by gender, showed that in overall 47 per cent of women participated in the ILO Shrimp project events.

Figure 14. Participants of TNAs disaggregated by gender (sample – 90 workers of shrimp processing factories)

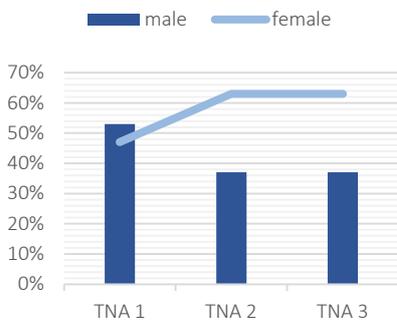
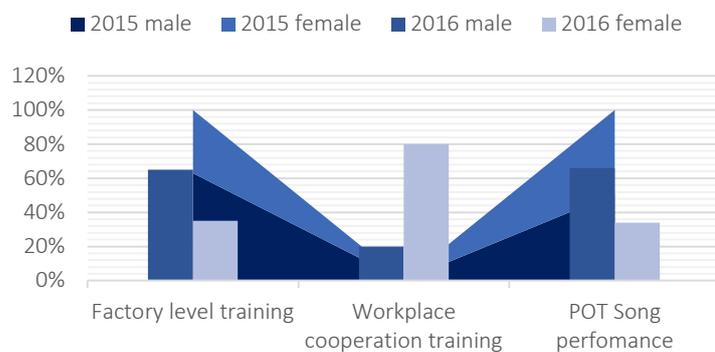


Figure 15. ILO Shrimp project’s events participants disaggregated by gender (sample – 13,889 participants of ILO events)



Source: ILO Training Data and NGO reports

Training needs assessments among workers were conducted with participation of 58 per cent women workers from shrimp processing factories in Khulna and Chittagong. However, as evident from the project data, there were unequal participation of women and men in project’s capacity building activities. The level of women participation in the factory level trainings equals only to 36 per cent, whereas 80 per cent in the trainings on workplace cooperation. Interviews with project team disclosed that this difference could be explained by the specificity of the shrimp industry in Bangladesh which is characterized by gender imbalance (i.e. casual workers are mainly women, while most of permanent workers are men). As a result, the difference in gender representation in project’s capacity building activities was due to a fact that the project’s trainings involved mainly casual workers in workplace cooperation and permanent workers in factory level trainings. Moreover, the highest ratio of female participants in project’s awareness raising activities (‘Pot song’) on BLA and OSH stands at 42 per cent of total number outreached labors and industry owners.

When it comes to staffing, the ILO Shrimp Project were male-dominated (it relates both for project staff and international and national short-term experts). This is partially explained by the fact that there were few qualified women applicants to the positions available within the project.

V. Conclusions and Recommendations

5.1. Conclusions

Evaluation Criteria	Conclusions
Overall	In overall, ILO Shrimp project achieved its development objective and was successful in providing support to the Government, industry, and labour to improve labour practices and compliance with BLL & ILS in the shrimp processing industry of Bangladesh. The Project has a number of accomplishments including (1) creation of an enabling environment and platform for improving social dialogue among Government, employers and workers on BLL in the shrimp processing industry, (2) substantially increasing the knowledge of key social partners on the labour law compliance in the shrimp processing sector, (3) strengthening cooperation among national and international stakeholders on labour compliance, (4) deepening the employer and worker engagement with the brands and buyers on issues related to compliance and (5) increasing trust between employers and NGOs. This project is the first step to strengthen the labour law compliance in the shrimp sector and continuation is required to cover the whole supply chain and bring up the lasting impact. ILO Shrimp project could serve as good practice, which was small in scale but was able to be very functional and produce a number of important results within a short timeframe; therefore, it would be valuable to replicate best practices and lessons learned from the ILO Shrimp project to future or on-going projects of ILO.
Validity of Design	The project design was generally valid, although quite ambitious in terms of scope and duration taking into consideration country context. Consultation during planning and design phase was not done with tripartite constituents to better inform the objectives and activities of the project.
Relevance and strategic fit	ILO Shrimp project enjoyed a high relevance which remained throughout the project's lifespan. The project fully corresponds with strategic documents of the Government of Bangladesh, the ILO, and the development partner (USAID/Bangladesh).
Efficiency of resources use	The project is efficient overall and is accomplishing well with respect to resources used (inputs) as compared to qualitative and quantitative impact (outputs). ILO Shrimp project had delays in its implementation; however, in overall delivered under some components more than it was initially planned.
Effectiveness of Management Arrangements	The project management model was adequate for ensuring proper project implementation and reaching sustainable and meaningful results. ILO Shrimp project showed good adaptability to the changes in the country context in spite of the absence of the risk analysis. The project resources have been effectively leveraged with other ILO Bangladesh projects and programmes to maximize the project impact. The project received adequate political, technical and administrative support from almost all national partners and build up a strong collaboration with local social partners at the target areas. The project has a strong project governance structure and established a robust

	M&E system for proper assessment of achievement of project's objectives.
Project Progress and Effectiveness	In general, ILO Shrimp project demonstrated good achievements towards reaching the anticipated results despite a challenging environment. The Project achieved most of the set targets under Immediate Objectives 1 and 3, while expected results mostly exceeded the set targets under Immediate Objective 2.
Sustainability	The project does not have a strong phase out strategy developed in participatory way with social partners. The main practices and behaviors promoted by ILO Shrimp project that may be sustainable include trained manpower at factory level and developed publications and tools (Training manuals on Labor Law and workplace cooperation, Employers Handbook and Voluntary Self-Assessment Checklist, Green Book leaflet, mapping study on shrimp sector).
Impact orientation	The project enjoys a considerable impact. ILO Shrimp project has showed the positive signs of short-term and medium-term impacts at beneficiary and factory levels through raising awareness and understanding about the labor law and rules, OSH and workplace cooperation which in its turn contributed to the improvement in labor law enforcement and implementation in the shrimp sector. Nonetheless, further support is needed to ensure long-term impact in improvement of the labor compliance in the whole shrimp supply chain.
Gender	ILO Shrimp project promoted and took into account gender mainstreaming aspects wherever applicable; however, the involvement of women into project's capacity building activities were unequal due to the existed gender imbalance in the shrimp sector between permanent and casual workers.

5.2. Recommendations

Evaluation Criteria	Recommendations	Relevant Stakeholders
Overall	Recommendation 1: Due to the importance of the shrimp sector for Bangladesh consider extension of the Project for at least 2 more years for ensuring sustainable impact of the results achieved under ILO Shrimp project.	USAID/Bangladesh, Other development partners, ILO Bangladesh, MOLE
	Recommendation 2: To support better the industry competitiveness, the design of any subsequent Phase of the Project in the shrimp sector should focus more on: (a) adding one more target group of supply chain (depot owners and workers); (b) put more focus on causal workers; (c) involvement of other actors of food production industry to increase export and compliance with non-tariff trade rules; (d) institutionalization of capacity building programmes through establishing of the Center of Excellence at BFFEA; (e) introducing specific skills trainings for workers aiming on increasing productivity and improving products quality; (f) continuing trainings on workplace cooperation and OSH with involvement of workers and factory owners/management; (g) establishment of factory based cultural teams for awareness raising on BLL.	ILO Bangladesh, Tripartite constituents
	Recommendation 3: To integrate the learning from the ILO Shrimp Project during development of the next Decent Country Programme (2018-2022) and expand the programme coverage to food processing industry and agriculture.	ILO Bangladesh
Validity of design	Recommendation 4: In design of the future projects to involve all tripartite constituents in the project design and do it before the finalization of PRODOC with the development partner.	ILO Bangladesh
	Recommendation 5: In future interventions, project development should proceed from the Logframe. Special emphasis should be placed on establishing logical links and clearly specified indicators, so that the Logframe can serve as a management tool for oversight of project delivery and also monitoring and evaluation. For a better understanding of the success, it is recommended that for each outcome, targets be set.	ILO Bangladesh
Effectiveness of Management Arrangements	Recommendation 6: In future interventions, establish effective collaboration with both national and local authorities through involvement in project implementation in order to ensure better ownership and replicability of practices piloted/created by the project.	ILO Bangladesh, MOLE, DIFE
Impact	Recommendation 7: In future projects, to ensure allocation of sufficient time for conduction of proper lessons learned exercises, i.e. 3 months prior to project end.	ILO Bangladesh, MOLE, BFFEA, DIFE, IRI

Sustainability	Recommendation 8: In future projects, to identify strategies at the planning phase that will lead to sustainability of core project outputs and outcomes within the project timeframe. Prioritize the identified sustainable actions and closely monitor their progress to allow for early identification of any barriers or challenges. Adjust or add to these sustainability strategies as needed	ILO Bangladesh, Tripartite Constituents
	Recommendation 9: To make a follow up with Inspector General of DIFE of the developed Sector Specific Labor Inspection Checklist to ensure its approval for further usage as additional tool by labor inspectors	ILO Bangladesh
	Recommendation 10: To ensure allocation of funding for publication of the Industry Mapping and Labour Compliance Analysis study	ILO Bangladesh
Gender	Recommendation 11: The design of any future Project should pay further attention to articulating an outcome-based strategy towards gender mainstreaming in order to strengthen the gender orientation of activities undertaken by its partners, as well as impact of the Project.	ILO Bangladesh

VI. Lessons learnt and Potential Good Practices

ILO Lesson Learned No1: Institutional building for improving labor compliance and social development requires long-term interventions

Project Title: Improving Labor Law Compliance and Building Sound Labor Practices in the Export Oriented Shrimp Sector in Bangladesh Project
 Project TC/SYMBOL: BGD/13/01/BGD
 Name of Evaluators: Katerina Stolyarenko & Arafat Khan
 Date: 31 July 2016

LL Element	Text
Brief description of lesson learned (link to specific action or task)	An important lesson learned of the ILO Shrimp project is the need to enhance capacities of regulatory bodies to better enforce labor laws and up-gradate and reorganization of the Government institutions (DoL, MoLE departments) to meet the contemporary demand of the industry. Therefore, technical assistance offered in the field of social development requires long-term interventions and need to be embedded in the vision of change for the industry
Context and any related preconditions	ILO Shrimp project invested in resources for undertaking a comprehensive study of shrimp production supply chain to assess gaps in the application of existing labor laws and OSH policies/practices by shrimp processing factories. The study showed the need for reform of government agencies for better enforcement of the labour law as well as formulation of a common industry vision that combines labour, product safety and social issues for achieving social development
Targeted users / Beneficiaries	<ul style="list-style-type: none"> ▪ Tripartite partners
Challenges /negative lessons - Causal factors	<ul style="list-style-type: none"> ▪ Periodic turnover of government employees interrupts and hinders processes aimed at generating institutional capacities to face the problem ▪ Understaffing of Government institutions for being able to undertake regular inspections of factories by different inspection authorities
Success / Positive Issues - Causal factors	<ul style="list-style-type: none"> ▪ Strengthening employers and workers' organizations capacities to act as interlocutor with the government is a complementary strategy that can ensure a certain degree of continuity in the institutional strengthening efforts ▪ Capacity building is essential but must seek to build on existing capacities of tripartiates
ILO Administrative Issues (staff, resources, design, implementation)	<ul style="list-style-type: none"> ▪ Limited project duration for creation of changes of the system

ILO Emerging Good Practice No1: Raising awareness of workers and employers on labor law through folk cultural media

Project Title: Improving Labor Law Compliance and Building Sound Labor Practices in the Export Oriented Shrimp Sector in Bangladesh Project

Project TC/SYMBOL: BGD/13/01/BGD

Name of Evaluators: Katerina Stolyarenko & Arafat Khan

Date: 31 July 2016

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project organized educational and outreach campaign on labor rights and responsibilities at factory level using one of the folk cultural media tools, i.e. 'Pot song'. The 'Pot' refers to a painted banner that is used during a performance featuring songs, dance and acting in order to engage with the audience and convey message to them.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Based on ILO Shrimp project experience, the following conditions seem to be important for its successful implementation: <ul style="list-style-type: none"> ▪ Selection of implementing partner using a set of criteria ▪ Conduction of knowledge gaps analysis in the area of labor law among workers and employers ▪ Organization of message formulation workshop with participation of all social partners ▪ Pot Song production including material development, performer's team formation and trained up, rehearsal and dummy performance ▪ Conduction of 'pot song shows' at factories and outside of factories (depo areas) ▪ Organizing quiz competition to ask questions on the content presented through the Pot song and measure the level of ▪ Collecting feedback of audience at the end of performance and organization of quiz ▪ Preparing of video documentary of Pot song ▪ Preparation of leaflets on Pot song and distribution among tripartites and employers
Establish a clear cause-effect relationship	The key achievements of the practice were: <ul style="list-style-type: none"> ▪ Building awareness among the labors and industry owners along with building sound working relationship between industry owners and labors for enhancement of labor benefits
Indicate measurable impact and targeted beneficiaries	<ul style="list-style-type: none"> ▪ Labors of shrimp sector ▪ Factory owners/management of shrimp sector ▪ Tripartite partners

<p>Potential for replication and by whom</p>	<p>Necessary condition for replication</p> <ul style="list-style-type: none"> ▪ The need to have formal permission and cooperation from the employers’ organizations to work with their members’ industries ▪ The need to agree key messages of the campaign with social partners and industry owners ▪ The need for industry owners’ permission for organization of the campaign event in their industry premises ▪ Existence of a good script and strong team of performers <p>Replication could be done by SDIR project and RMG Programme.</p>
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</p>	<p>DWCP 2012-2015:</p> <ul style="list-style-type: none"> • Outcome 3: Working conditions improved
<p>Other documents or relevant comments</p>	<p>N/A</p>

ILO Emerging Good Practice No2: Capacity building for enhanced labor law compliance

Project Title: Improving Labour Law Compliance and Building Sound Labour Practices in the Export Oriented Shrimp Sector in Bangladesh Project

Project TC/SYMBOL: BGD/13/01/BGD

Name of Evaluators: Katerina Stolyarenko & Arafat Khan

Date: 31 July 2016

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Capacity building activities of the ILO Shrimp project have included ToT programmes for mid-level managers and factory level training programme for workers/factory management to build capacity of participants on the amended labor laws with a special focus on enterprise level application of labor law, OSH and workplace cooperation. In delivering these capacity building interventions, ILO outsourced either external collaborators who are consultants with relevant expertise in their area of endeavor or social partners (government and workers' organization).
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Based on ILO Shrimp project experience, the following conditions seem to be important for its successful implementation: <ul style="list-style-type: none"> ▪ Conduction of Training Needs Assessments among labors and industry owners ▪ Selection of mid-level factory managers (HR and Admin Compliance Officers) as master trainers and co-trainers ▪ Building capacity of master trainers and co-trainers gradually ▪ Using of active learning techniques ▪ Development of training manuals on labor law by experienced national lawyer(s) ▪ Joint development of training curriculum on workplace cooperation and its delivery by social partners with oversight from ILO ▪ Conduction of re-fresher ToT before the delivery of training programme for workers by trained master trainers and co-trainers ▪ Conduction of trainings at workplaces (factories) ▪ Supervision of factory level training programme delivery by social partners and ILO ▪ Creation of factory-wise databases of trainees ▪ Conduction factory level training programme monitoring in three main areas: technical monitoring (thirty-seven technical issues), administrative monitoring (fifteen administrative issues) and financial monitoring (ten financial issues) ▪ Measurement of knowledge increase of workers participated in factory level training programme through pre- and post-training knowledge tests ▪ Translation of training materials in national language and their distribution during the training

Establish a clear cause-effect relationship	<p>The key achievements of the practice were:</p> <ul style="list-style-type: none"> ▪ Capacities gained from the capability building programmes of the ILO Shrimp project gave social partners adequate skills and knowledge to roll-out trainings on labour law, OSH and workplace cooperation at factory level
Indicate measurable impact and targeted beneficiaries	<p>Targeted beneficiaries:</p> <ul style="list-style-type: none"> ▪ Labors ▪ Factory owners/management ▪ Tripartite partners
Potential for replication and by whom	<p>Necessary condition for replication</p> <ul style="list-style-type: none"> ▪ The need to have stakeholder commitment in the project is paramount as it holds the key to whipping up interest of staff to participate in the capacity building programmes ▪ The project must have ample time for implementation so that planning and actual delivery and application of capacity building interventions could all be accommodated within the project life span ▪ Existence of strong and committed employers' organizations that could facilitate access to factories (actual workplaces of workers) for conduction of capacity building programmes and participation of factory management in addition to workers at trainings ▪ Availability of capacity building experts as external collaborators to deliver interventions with remarkable excellence ▪ Employers and Workers need to be involved from the start in developing rights/working conditions related training programmes ▪ Training contents should reflect the realities of the sector and include description of labor rights and responsibilities ▪ The capacity building exercises must seek to generate sustainability and ownership among stakeholders and this is achievable when skills transfer from beneficiaries to generate better results ▪ Continued support from donors is critical in replicating capacity building interventions. This is because the capacity building is relatively expensive and adequate support is needed to carry it out <p>Replication could be done by SDIR project and RMG Programme.</p>
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<p>DWCP 2012-2015:</p> <ul style="list-style-type: none"> ▪ Outcome 10: Improved capacity of employers contributes to effective DWCP implementation at country level ▪ Outcome 11: Improved capacity of the workers' organizations contributes to effective DWCP implementation at country level
Other documents or relevant comments	N/A

VIII. Annexes

Annex 5.1. Terms of Reference

Project Title	Improving Labour Law Compliance and Building Sound Labour Practices in the Export Oriented Shrimp Sector in Bangladesh
TC Project Code	BGD/13/01/BGD
Project duration	Originally 18 months (1 August 2013 but actual commencement is 01 May 2014) No cost extension: 30/06/2016
Type of Evaluation	Independent
Evaluation Period	01/06/2016 – 31/07/2016
Project Locations	Bangladesh
ILO Administrative Unit	ILO Country Office for Bangladesh
ILO Technical units	GOVERNANCE/DECLARATION
Financing Agency	Government of Bangladesh
Donor contribution	US\$ 1 million
Evaluation manager	Pamornrat Pringsulaka, Regional M&E Officer
ToR prepared	18 May 2016

Introduction and rationale for evaluation

This terms of reference (TORs) concerns the final evaluation of the “Improving Labour Law Compliance and Building Sound Labour Practices in the Export Oriented Shrimp sector in Bangladesh” funded by the Government of Bangladesh.

Having commenced in August 2013 for an initial agreed duration of 17 months, and further attainment of a no cost extension of 6 months, the project will end in June 2016, after a total duration of 23 months.

In line with the ILO evaluation policy, an independent end of project evaluation is being organized. The evaluation is being carried out for the purposes of accountability and organisational learning. The evaluation aims to assess the extent to which the project objectives have been achieved and to identify lessons learned and best practices. As per ILO evaluation guidelines, the evaluation will assess the project against the evaluation criteria of relevance, validity of design, effectiveness, efficiency, impact and sustainability.

The independent final evaluation will be conducted by an independent evaluator and will be managed by the ILO Evaluation Manager based in the ILO Regional Office for Asia and the Pacific, Bangkok.

The evaluation manager will prepare TORs and will subsequently finalize it in a consultative process.

The evaluation will comply with United Nations Evaluation Guidelines (UNEG) Norms and Standards and the ethical safeguards will be followed.

Brief background on project and context

The processed/frozen shrimp industry is one of the largest export industries in Bangladesh. The shrimp industry provides direct employment to over 60,000 people who in turn support well over 3.5 million dependents. It is estimated that 80% of the export processing workers are women.

The objective of the project is to support government, industry, and labour to improve labour practices and compliance with labour standards in the shrimp processing industry of Bangladesh.

The Shrimp project aims to promote better compliance with the international labour standards, particularly fundamental principles and rights at work in the export oriented shrimp processing.

The immediate objectives of the project are:

Immediate Objective 1: Increase awareness and build cooperation among national and international stakeholders on labour compliance within the Bangladesh shrimp supply chain and its labour practices

Immediate Objective 2: Employes and workers and their representatives in the shrimp processing industry will have a better knowledge and understanding of labour rights and responsibilities in law and in practices

Immediate Objective 3: The Ministry of Labour and Employment (MoLE) the Department of Fisheries and Livestock (DoFL), the Chief Inspector of Factory and Establishment (CIFE) and labour management factory level committees will have an improved capacity to perform their labour law compliance functions

Linkages with national development framework, donor strategy and ILO’s decent work priorities

The ILO Decent Work Country Programme (2012-2015) for Bangladesh noted: in terms of practical implementation of laws, the level of labour compliance in major sectors, such as the ready-made garment sector, shrimp, frozen foods, construction and ship recycling, remains a particular concern given that the ability of workers to exercise their rights of freedom of association and collective bargaining leaves much to be desired. For some of these sectors, occupational safety and health is also of particular concern. The project directly contributes to 3 of the 5 ILO-Bangladesh Decent Work Country Programme (DWCP) 2012-2015 Priorities, as well as to 5 of the 12 DWCP Outcomes as outlined below:

Priority 1: Generating productive employment with improved sustainable enterprises and skills development (*Outcome 3: Working conditions improved*)

Priority 2: Fundamental principles and rights at work promoted through effective social dialogue (*Outcome 4: Country takes effective measures to respond and implement Committee of Experts on the Application of Conventions and Recommendations (CEACR) recommendations; and Outcome 5: Capacities of labour administration and institutions improved*)

Priority 4: Strong and representative employers and workers’ organization influencing economic, social and governance policies (*Outcome 10: Improved capacity of employers contributes to effective DWCP implementation at country level; and Outcome 11: Improved capacity of the workers’ organizations contributes to effective DWCP implementation at country level*)

Priority 1	Outcome 3
Priority 2	Outcomes 4 & 5
Priority 4	Outcomes 10 & 11

Target Groups:

The project target’s group includes officials from the Ministry of Labour and Employment (MoLE), the Department of Fisheries (DoF), the Department of Inspection for Factories and Establishments (DIFE), Bangladesh Employers Federation (BEF), Bangladesh Frozen Foods Exporters Association (BFFEA) and National Coordination Committee for Workers Education (NCCWE). The ultimate beneficiaries will be the women and men shrimp sector workers of Bangladesh.

Geographical coverage of the Project:

District: Chittagong and Khulna, partially cover Satkhira, Jessore, Bagherhat and Cox’s Bazar
Thana: Khulna Sadar, Rupsha, Batiaghata, Rampal, Jessore sadar, Satkhira Sadar, Chandgaon Thana, Karnafuli, Pahartali

Management set-up

The project is administratively managed by ILO Country Office for Bangladesh. The Governance and Tripartism Department/DECLARATION have the technical backstopping responsibility for the technical quality of project implementation and for the effective delivery of planned activities, outputs and objectives along with technical support from relevant specialists from ILO's Decent Work team in New Delhi.

ILO has executed the project in collaboration with the following key partners:

Government of Bangladesh Partners: Ministry of Labour and Employment (MoLE), Department of Inspection for Factories and Establishments (DIFE) and Ministry of Fisheries and Livestock (MoFL),

Employers' Organizations: Bangladesh Employers Federation (BEF), and Bangladesh Frozen Foods Exporters Association (BFFEA)

Workers' Organizations: National Coordination Committee for Workers Education (NCCWE)

Achievements of the project to date include:

- Training Need Analysis (TNA) for different level of shrimp sector workers is identified and draft training manual is developed
- Facilitated master training program for 52 Social compliance officer and potential trainer from currently operational factories in Khulna and Chittagong region. The master trainer will conduct workers training program for 40 workers in each factories.
- Draft labour inspection checklist focusing in shrimp sector is developed
- Strategy for information, education and campaign program is developed
- Research work on supply chain, labour practice and occupational safety and health analysis is ongoing and will have finished by March 2015.

Purpose, scope and clients of evaluation

Purpose

This independent final evaluation of the project is being carried out in line with the requirements of the ILO Evaluation Policy³⁰. ILO project evaluations are conducted to provide an opportunity for the Office and its funding partners to assess the appropriateness of design as it relates to the ILO's strategic and national policy framework, and consider the effectiveness, efficiency and sustainability of project outcomes. Project evaluations also test underlying assumptions about contribution to a broader development goal.

The purpose of this evaluation is to assess the relevance of the intervention objectives and approach; establish how far the intervention has achieved its planned outcomes and objectives; the extent to which its strategy has proven efficient and effective; and whether it is likely to have a sustainable impact. It is an opportunity to take stock of achievements, performance, impacts, good practices and lessons learned from the implementation of the project towards improving labour law compliance and building sound labour practices in the shrimp sector.

The evaluation shall verify good practices, impacts and lessons learned from the implementation of the project. At the end of the evaluation, a set of practical recommendations for future similar interventions should be made available, which could be further integrated to in ILO practices in future ILO projects. In order to deepen organizational learning, the evaluation shall also identify challenges and areas where the project fell short of satisfactory achievements and recommend measures to avoid such occurrences in the future.

³⁰ <http://www.ilo.org/eval/Evaluationguidance/lang--en/index.htm>

Clients and users of the evaluation:

Primary stakeholders: Government of Bangladesh, Representative of employers' organizations, and representation of workers' organizations.

Other key stakeholders: are the ILO Country office in Bangladesh, the Regional Office for Asia and the Pacific, the ILO Decent Work Team for South Asia, as well as the ILO social partners and other partners in Bangladesh.

Scope

The evaluation will include all the activities undertaken by the project during the project period from the start till the end (August 2013 to June 2016) and will cover all geographical coverage of the project.

The evaluation shall include all stages of the project, including initial project design, implementation. The evaluation shall also refer to the progress reports submitted to the donor, particularly the achieved outcomes and how lessons learned and recommendations were progressively followed up to attain desired results. The evaluation should also look at actual implementation mechanisms in line with initially planned implementation mechanisms, from the institutional set-up to the implementation plan and budget expenditures.

Gender equality is an important cross cutting policy driver of the ILO. The evaluation will look particularly at how gender equality concerns were integrated throughout its methodology, data and all deliverables, including in the progress reports.

Gender Mainstreaming

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluator should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

Evaluation questions and criteria

The evaluation will focus and assess on the following:

1) validity of design

- a) Was the project design adequate to meet the project objectives? In particular, whether it is adequate to build knowledge and capacity of the government agencies and social partners in labour compliance in the exported oriented shrimp industry?
- b) Were the planned development objectives, outputs, relevant, coherent and realistic to the situation on the ground? Did it address gender needs and interests?
- c) Was the labour law compliance's awareness and capacity of project's partners taken into account in the project's strategy and means of action?
- d) Which risks and assumptions were identified and managed? To what extent have they affected the project?
- e) What were the good practices and lessons learned noteworthy of documentation?

2) Relevance and strategic fit

- a) To what extent has the project contributed to improved labour law compliance and sound labour practices in the export oriented shrimp sector in Bangladesh?

- b) To what extent did the project respond to the need of the workers' and employers' and project partners' vis-à-vis the knowledge and skills and capacity to improving labour compliance in the export oriented shrimp sector?
- c) How did the project align with and contribute to furthering the Government of Bangladesh's strategy to improve the labour law compliance in the export oriented shrimp sector?
- d) How did the project align with and support other relevant areas of ILO's mandates in Bangladesh as highlighted in the Bangladesh Decent Work Country Programme?

3) Effectiveness and Effectiveness of management arrangement

- a) To what extent the project has achieved its objectives? Have the quantity and quality of the outputs produced been satisfactory? Did the benefits accrue taking into account those different needs of men and women?
- b) What have been major factors influencing the project achievement or non-achievement?
- c) Are the project partners using the outputs? Have they transformed outputs into outcomes?
- d) Examine the extent that the project has adjusted/modified its strategy to respond to changing situation, if any on the ground or challenges faced? What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- e) Were management capacities and arrangement adequate and did they facilitate good results and efficient delivery? Was there a clear understanding of the roles and responsibilities by all parties involved?
- f) Have the project implementation arrangements contributed to the enhanced capacity of the project's implementation partners?
- g) Did the project receive adequate political, technical and administrative support from its national partners, especially local governments at the project areas?
- h) How effectively did the project management and ILO monitor project performance and results?
 - Was a monitoring and evaluation system in place and how effective has it been?
 - Were appropriate means of verification for tracking progress, performance and achievement of indicator values defined?
 - Were relevant information and data systematically collected? Was reporting satisfactory? Was data disaggregated by sex (and by other characteristics, if relevant)?
 - Was information regularly analyzed to feed into management decisions?

4) Efficiency

- a) Have resources (funds, human resources, time etc.) been allocated strategically to achieve outputs and outcomes? Have they been used efficiently?
- b) The extent to which the project resources have been leveraged with others' related projects resources to maximize the impact, if any?
- c) Have Project funds and activities been delivered by ILO in a timely manner? What were the factors that have hindered timely delivery of project funds and the counter-measures that were put in place in lights of delayed delivery of project funds?

5) Sustainability

- a) To what extent will the project's benefits continue after the project ended? What are the major factors which will have or will influence the continuity of the project's benefits?
- b) To what extent the project has built a sense of ownership and enhanced capacity of government and social partners in improving labour practices and compliance with labour standards in the shrimp processing industry?

6) Impact

- a) What have been the impacts of the project, particularly:
 - Increased knowledge of key social partners on the labour law compliance in the shrimp processing sectors, if not please analyze and underlying key constraints identified
 - Improved social dialogue and policy environment in the shrimp processing industry
- b) What are the future likely impacts that can be causally linked to the project interventions?

Methodology to be followed

The evaluation will use a combination of methods and the final methodology will be determined by the evaluator in consultation with the evaluation manager. The detailed methodology will be elaborated by the evaluation team on the basis of this TORs and documented in the Inception Report, which is subject to approval by the evaluation manager.

It is expected that the evaluation will apply mixed methods that draw on both quantitative and qualitative evidence and involve multiple means of analysis. These include but not limited to:

- Desk review of relevant documents and related to performance and progress related to the project, including the initial project document, progress reports, monitoring and evaluation plan, in-built project knowledge etc.
- Interviews with the ILO Country Office in Bangladesh, Director and Programme Officer(s), project team in Dhaka including key staff of other ILO projects that may be of relevant, and ILO staff responsible for technical backstopping of the project in Decent Work Technical Support Team in New Delhi and at ILO HQ either through conference calls or face-to-face interviews early in the evaluation process. An indicative list of persons to interview will be prepared by the project in consultation with the evaluation manager.
- Interviews with the Government of Bangladesh (donor) and tripartite constituents, project implementing partners, participants in project activities and other stakeholders
- Field trip(s) to all or selected project district(s) for more in depth reviews at outcomes level of the respective project interventions. The project is covering Khulna and Chittagong Division and most of the factories are located there - field trips in this two areas are envisaged.
- Stakeholders' validation workshop in Dhaka – upon completion of the field trips, to present the preliminary findings to key stakeholders.

While the evaluator can propose changes in the methodology, any such changes should be discussed with and approved by the evaluation manager, and provided that the research and analysis suggests changes and the indicated range of questions are addressed, the purpose maintained and the expected outputs produced at the required quality.

All data should be sex-disaggregated and different needs of women and men and those marginalized groups should be considered throughout the evaluation process.

It is expected that the evaluator will work to the highest evaluation standards and codes of conduct and follow the UN evaluation standards and norms. Transparency and objectivity will be observed at all times. ILO's policy guidelines for results-based evaluation (2nd edition) 2012 provides the basic framework, the evaluation will be carried out according to ILO standard policies and procedures. ILO adheres to the United Nations Evaluation Group (UNEG) norms and standards on evaluation as well as to the OECD/DAC evaluation quality standards.

Main deliverables: inception report, draft and final reports

The evaluation shall result in a concise evaluation report detailing:

The overall and specific performance of the project as assessed in terms of relevance and strategic fit of the intervention; validity of intervention design; intervention progress and effectiveness; efficiency of resource use; effectiveness of management arrangements; impact orientation and sustainability of the intervention; as defined in the ILO Guidelines for the Preparation of Independent Evaluations of ILO Programmes and Projects.

Key deliverables are as follows:

- (1) Draft **inception report**- upon the review of available documents and an initial discussion with the project management. The inception report should set out any changes proposed to the methodology or any other issues of importance in the further conduct of the evaluation. The inception report will
 - describe the conceptual framework that will be used to undertake the evaluation;
 - sets out in some detail the approach for data collection, the evaluation methodology, i.e. how evaluation questions will be answered by way of data collection methods, data sources, sampling and selection criteria, and indicators;
 - sets out the detailed work plan for the evaluation, which indicates the phases in the evaluation, their key deliverables;
 - set out a plan for data collection, interviews or discussions;
 - sets out the list of key stakeholders to be interviewed.
- Conduct interviews and consultations with relevant stakeholders
- Further hold informal feedback meetings with stakeholders
- Facilitation during, and delivering a power point presentation at the Stakeholder workshop: upon completion of field trips, to present the preliminary findings at a stakeholders meeting to be organized by the project team.
- Produce and submit a draft evaluation report, including an Executive Summary (following standard ILO format) of key findings, conclusions and recommendations (The report should be set-up in line with the ILO's 'Quality Checklists 4 and 5' for Evaluation Reports which will be downloaded from the link in the annex)
- Final evaluation report incorporating feedback from ILO and implementing partners
- Stand-alone evaluation summary (standard ILO format)

The total length of the report (in word file) should be a maximum of 35 pages for the main report, excluding annexes. Annexes can provide background and further details on specific components of the project evaluated.

The evaluation report should include:

1. Title page (standard ILO template)
2. Table of contents
3. Executive summary (standard ILO template)
4. Acronyms
5. Background and project description
6. Purpose of evaluation
7. Evaluation methodology and evaluation questions
8. Project status and findings by outcome and overall
9. Conclusions and recommendations

10. Lessons learnt and potential good practices (please provide also template annex as per ILO guidelines on Evaluation lessons learnt and good practices) and models of intervention
11. Annexes (list of interviews, overview of meetings, proceedings stakeholder meetings, other relevant information)

Management arrangements, work plan, formatting requirements and time frame

Management arrangements

The final evaluation is managed by a Regional Monitoring and Evaluation Officer, Ms. Pamornrat Pringsulaka who is based at the ILO Regional Office for Asia and the Pacific. The evaluation team will report to the evaluation manager.

Quality assurance

Evaluation Office in Geneva will provide quality control throughout the evaluation process.

Administrative and logistic support

ILO Office in Dhaka, particularly the ILO shrimp project consisting of the project manager and staff will provide relevant documentations, administrative and logistic support to the evaluation. The project team will also assist in organizing a detailed evaluation mission agenda, and to ensure that all relevant documentations are up to date and easily accessible by the evaluator.

Roles of other key stakeholders

All stakeholders particularly those relevant ILO staff, the donors, tripartite constituents, relevant government agencies, NGOs and key other partners – will be consulted throughout the process and will be engaged at different stages during the process. They will have the opportunities to provide inputs to the TOR and to the draft final evaluation report.

Financing: This evaluation will be financed by the Project.

Work plan

Activity	Timeframe
Inception report	5 days after signing of contract – proposed to be by 6 June 2016.
Evaluation interviews of ILO non-project staff	To be arranged by the Project Team
Field mission	7-16 June 2016
Draft report	1 July 2016
Submission of final report (on the part of evaluation consultant)	22 July 2016

Evaluation Timeline

Task	Responsible person	Time frame
Finalise the draft TOR for sharing	Evaluation manager	24 May 2016
Preparation of list of stakeholders with E-mail addresses	Project manager	24 May 2016
Sharing the TOR with all concerned for comments/inputs	Evaluation manager	24-30 May 2016
Finalization of the TOR	Evaluation manager	By 30 May 2016
Approval of the TOR	EVAl	By 31 May 2016
Expression of interest and selection of consultant and finalisation	Evaluation manager/ ROAP and EVAl	26 May to 2 June 2016

Task	Responsible person	Time frame
Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed (including non-project ILO staff in the field and HQ)	Project manager	By 30 May 2016
Ex-col contract based on the TOR prepared/signed	Project manager	By 3 June 2016
Brief evaluators on ILO evaluation policy	Evaluation manager	By 6 June 2016
Inception report submitted to Evaluation Manager	Evaluator	By 8 June 2016
Evaluation interviews with ILO non-project staff (through telephone, skype or direct as suitable)	Evaluator / project manager	
Evaluation Mission	Evaluator	19-28 June 2016
Drafting of report and submitting to Evaluation Manager	Evaluator	13 July 2016
Sharing the draft report to all concerned for comments- comments to be received by 15 July 2016	Evaluation manager	14-28 July 2016
Consolidated comments on the draft report sent to the evaluator	Evaluation manager	29 July 2016
Finalisation of the report and submission to Evaluation Manager	Evaluator	4 August 2016
Review of the final report	Evaluation manager/ ROAP M&E Officer	8 August 2016
Submission of the final report to EVAL	Evaluation manager	10 August 2016
Approval of the final evaluation report	EVAL	Mid-August 2016
Follow up to recommendations	ILO Office in Dhaka	August onwards

The evaluator will undertake a field mission between 19 to 28 June 2016, and the draft report and final report be produced by the dates mentioned above.

Annex 5.2. List of Documents Reviewed

The Solidarity Center and Social Activities for Environment (SAFE). The Plight of Shrimp-Processing Workers of Southwestern Bangladesh

Loni Hensler, SEAT - Sustaining Ethical Aquaculture Trade. A sustainable future for shrimp production in Bangladesh? An ethical perspective on the conventional and organic supply chain of shrimp aquaculture in Bangladesh.

Final handbook “Voluntary Self-assessment tool”, December 13, 2015

Final Employers handbook for Shrimp Project, December 13, 2015

NCCWE & IRI Training Module on FA and CB

TPP, October 25, 2013

Final draft report on Training Need Assessment (TNA) to develop training and education materials on Labor Law 2006 and Labor (amendment) Act 2013 including Occupational Safety and Health (OSH)

Brief Report on Study Tour for Bangladeshi Shrimp Industry Stakeholders to Thailand, August 17-19, 2015

ILO Technical Cooperation Progress Report (TCPR) from 01 May 2014 to 31 March 2015

Signed Agreement between the Government of Bangladesh and ILO to cooperate in the implementation of a Project in the Export Shrimp Sector in Bangladesh. July 13, 2013

ERD letter on 1st extension, September 30, 2014

ERD letter on 2st extension, October 26, 2015

Final Report “Education, Information and Media Campaign for Shrimp Project-2015” at Khulna, Bangladesh, December 15, 2015

Final Report on “Formulate Education, Information and Media Campaign message for the Shrimp Industry in Bangladesh”, June 23, 2016

Midterm Review report Shrimp project by PAC team

Minutes of the 1st Meeting of the Project Advisory Committee of the “Improving Labour Law Compliance and Building Sound Labour Practice in the Export Oriented Shrimp Sector in Bangladesh”

Minutes of the 2st Meeting of the Project Advisory Committee of the “Improving Labour Law Compliance and Building Sound Labour Practice in the Export Oriented Shrimp Sector in Bangladesh”

Minutes of the 3st Meeting of the Project Advisory Committee of the “Improving Labour Law Compliance and Building Sound Labour Practice in the Export Oriented Shrimp Sector in Bangladesh”

Training Completion Report on Occupational Safety and Health (OSH) Risk Assessment for the Inspectors and officials from DIFE, IRI, DoL and FIQC DOF held on 14-15 June 2016

Training Completion Report Refreshers Course on Occupational Safety and Health (OSH) Risk Assessment for the Owners/Managers/Officials from Khulna region Shrimp Processing Industry

Presentation “Workplace safety & health risk assessment by the employer”

Draft OSH & Risk Assessment in Bangladesh

Safety and Health Risk Assessment Handout – a key methodology for identifying and a self-help tool

Draft Mapping Study Shrimp Sector in Bangladesh

Check List for Shrimp Factory Inspection, Department of Inspection for Factories & Establishments, Ministry of Labour & Employment in Bangladesh

Final Report Monitoring of Factory Level Training Program for the Project “Improving Labour Law Compliance and Building Sound Labour Practices in the Export Oriented Shrimp Sector in Bangladesh”.
May 25, 2016

Annex 5.3. List of Interviews, Meetings and Site Visits

Date	Time	Activities
19-Jun-16	08.40 am	Arrival of the International Consultant
	12.00-13.00	Meeting with Mr. Gagan Rajbhandari, OIC, ILO Bangladesh and Mr. Saidul Islam, Programme Officer, ILO Dhaka (FRLR Project Backstopping)
	15.00-16.00	Meeting with Mr. Tauvik Muhamad, Workers' Education Expert, ILO Dhaka
	16.00-17.00	Meeting with Mr. Tuomo Poutiainen, RMG Programme Manager, ILO Dhaka
20-Jun-16	10.00-11.00	Meeting with Mr. Khandker Mostan Hossain, Joint Secretary, Ministry of Labour & Employment
	11.30-12.00	Meeting with Mr. Syed Ahmed, Inspector General, DIFE
	14.00-15.00	Meeting with Mr. S M Amzad Hossain, President Bangladesh Frozen Foods Exporters Association (BFFEA), Skylark Point, Dhaka
	16.00-16.30	Meeting with Radio Toady
21-Jun-16	10.00-13.00	Attend Stakeholder Forum Meeting
	13.00-14.00	Meeting with Solidarity Centre
	14.00-15.00	Meeting with Mr. Sk Abdul Baki, Vice President, BFFEA and S Humayun Kabir, Director BFFEA
	16.30	Travel to Chittagong
22-Jun-16	09.00-9.30	Meeting with Mr Mahmudul Hasan, Director BFFEA Chittagong
	09.45-10.30	Meeting with Master Trainer & Co Trainer
	11.00-12.30	Meeting with DIFE Inspectors
	15.30-19.30	Travel to Khulna through connecting flight
23-Jun-16	10.00-10.30	Meeting Mr. Mizanur Rahman, Principal IRI Khulna
	11.00-12.00	Meeting with Mr. Chowdhury Alam Chowdhury, NCCWE
	12.00-13.00	Meeting with Vice President, BFFEA

	13.30-14.30	Meeting with Mr Mahar Ali Mollah, Deputy Inspector General, DIFE Khulna
24-Jun-16	9.30-11.30	Factory visit and FGD
	12.00-14.30	Factory visit and FGD
25-Jun-16	10.00-12.00	FGD with Master Trainers on workplace cooperation
	12.30-13.00	Meeting with Professor Md. Ziaul Haider, Khulna University
	13.30-14.00	Meeting with Executive Director of Rupantar, Partner NGO from Khulna
	14.30-15.00	Meeting with Director of Shushilan, Partner NGO from Khulna
26-Jun-16	10.00	Return to Dhaka
	16.15-16.45	Radio Today
27-Jun-16	14.00-15.00	Meeting at US Embassy
	16.15-16.45	Meeting with Mr. Gagan Rajbhandari, OIC, ILO
28-Jun-16	10.00-11.30	Validation Workshop
	16.00-17.00	Departure

Annex 5.4. List of interviewees

#	Name	Position	Organisation	Place	Type of interview	Gender
1	Mr. Gagan Rajbhandari	Deputy Director	ILO Country Office for Bangladesh	Dhaka	F-2-F	M
2	Mr. Saidul Islam	Programme Officer, Shrimp Project Backstopping	ILO Country Office for Bangladesh	Dhaka	F-2-F	M
3	Mr. Tauvik Muhamad	Workers' Education Expert	ILO Country Office for Bangladesh	Dhaka	F-2-F	M
4	Mr. Tuomo Poutiainen	RMG Programme Manager	ILO Country Office for Bangladesh	Dhaka	F-2-F	M
5	Mr. Ravi Samithadasa	Chief Technical Advisor, FPRW	ILO Country Office for Bangladesh	Dhaka	Skype	M
6	Mr. Michail Islam	ILO Shrimp Project Manager	ILO Khulna Office	Dhaka	Skype	M
7	Md. Chanchal Mahmud	ILO Shrimp Administrative Officer	ILO Khulna Office	Dhaka	F-2-F	M
9	Mr. Mohammad Nuruzzaman	Consultant of ILO Shrimp Project	ILO Country Office for Bangladesh	Dhaka	F-2-F	M
10	Mr. Azfar Khan	Head of Research, FPRW	ILO Geneva	Dhaka	Skype	M
11	Mr. Khandker Mostan Hossain	Joint Secretary	Ministry of Labour and Employment	Dhaka	F-2-F	M
12	Mr. Md. Humayun Kabir	Senior Assistant Chief	Ministry of Labour and Employment	Dhaka	F-2-F	M
13	Mr. Syed Ahmed	Inspector General	Department of Inspection for Factories and Establishments (DIFE)	Dhaka	F-2-F	M
14	Mr. Khandakar Aynul Islam	Director BFFEA	Bangladesh Frozen Food Export Association (BFFEA)	Dhaka	F-2-F	M
15	Mr. S Humayun Kabir	Director BFFEA	Bangladesh Frozen Food Export Association (BFFEA)	Dhaka	F-2-F	M
16	Mr. Alonzo Suson	Country programme director	American Center for International Labor Solidarity (ACILS)	Dhaka	F-2-F	M
17	Mr. AKM Nasim	Senior legal counsellor	American Center for International Labor Solidarity (ACILS)	Dhaka	F-2-F	M
18	Mr. S M Morshed Zafar	Secretary BFFEA	Chittagong Regional Office BFFEA	Chittagong	F-2-F	M
19	Mr. Md. Anoarul Hoque	Executive Director	ARK Sea Food Limited	Chittagong	F-2-F	M
20	Mr. Mahamudul Hasan	Vice Precedent BFFEA	Chittagong Regional Office BFFEA	Chittagong	F-2-F	M
21	Mr. Sk. Md. Abdul Baki	Vice Precedent BFFEA	Khulna Regional Office BFFEA	Khulna	F-2-F	M
22	Mr. Chowdhury Ashiqul Alam	Secretary General	BTUS, NCCWE	Khulna	F-2-F	M

23	Md. Abdul Khan	DIG	Department of Inspection for Factories and Establishment (DIFE)	Chittagong	F-2-F	M
24	Mr. Mahar Ali	DIG	Department of Inspection for Factories and Establishment (DIFE)	Khulna	F-2-F	M
25	Mr. Mizanur Rahman	Principal IRI Khulna	Industrials Relations Institute (IRI)	Khulna	F-2-F	M
26	Md. Osman Gani	Lecturer	Industrials Relations Institute (IRI)	Khulna	F-2-F	M
27	Mr. Sujit Majumdar	Lecturer	Industrials Relations Institute (IRI)	Khulna	F-2-F	M
28	Mr. SM Faruq Ahmed	Lecturer	Industrials Relations Institute (IRI)	Khulna	F-2-F	M
29	Mr. Kawsar Pervez	Executive Director	Rupsha Fish and Allied Industries Ltd	Khulna	F-2-F	M
30	Mr. Mohammed Ziaul Haider	Professor, Economic Discipline	Khulna University	Khulna	F-2-F	M
31	Mr. Rafiqul Islam Khokon	Founder and Executive Director	Rupantor, Partner NGO	Khulna	F-2-F	M
32	Mr. Mithun Kumar Saha	Internal Admin	Rupantor, Partner NGO	Khulna	F-2-F	M
33	Ms. Akhtarunnessa Nisha	Operation Coordinator	Rupantor, Partner NGO	Khulna	F-2-F	F
34	Mr. Mostafa Nuruzzaman	Chief Executive	Shushilan, Partner NGO	Khulna	F-2-F	M
35	Mr. Amirul Islam	Advisor	Shushilan, Partner NGO	Khulna	F-2-F	M
36	Md. Uzir Hossain	Special Production Officer	Shushilan, Partner NGO	Khulna	F-2-F	M
37	Mr. Duke Theotonius Murmu	Head of Production	Radio Today FM 89.6	Dhaka	F-2-F	M
38	Mr. Maruf		Radio Today FM 89.7	Dhaka	F-2-F	M
39	Ms. Nicole P. Fox	Labour Team Lead, Office of Democracy and Governance	USAID Bangladesh	Dhaka	F-2-F	F
40	Ms. Emelda Mullick	Programme Officer, Office of Democracy and Governance	USAID Bangladesh	Dhaka	F-2-F	F
41	Ms. Zebunnessa Gazi	Programme Assistant, Office of Democracy and Governance	USAID Bangladesh	Dhaka	F-2-F	F
Total: Male - 37 and Female - 4						

Focus Groups with master trainers and co-trainers

#	Name	Master Trainer/ Co-Trainer	Organization	Region	Gender
1	Mr. Slek Sabbir Ahmed	Co-Trainer	SAR and Co. Limited	Chittagong	M
2	Mr. Tahidul Alam	Master Trainer	Pacific Sea Foods Ltd	Chittagong	M
3	Mr. Nayan Shil	Master Trainer	Anraj Fish Pro. Ind. Ltd	Chittagong	M
4	Mr. Md. Zunayed	Co-Trainer	Anraj Fish Pro. Ind. Ltd	Chittagong	M
5	Mr. Peyar Mahamud	Master Trainer	Mashud Fish Pro. And Ice Complex Ltd	Chittagong	M
6	Mr. Ashok Kumar Dey	Co-Trainer	Mashud Fish Pro. And Ice Complex Ltd	Chittagong	M
7	Mr. Md. Jahangir Alam	Master Trainer	ARK See Food Limited	Chittagong	M
8	Mr. Md. Raju Biswas	Master Trainer	Rupsha Fish and Allied Industries Ltd	Khulna	M
9	Mr. Md. Shaidul Islam	Master Trainer	Rupsha Fish and Allied Industries Ltd	Khulna	M
10	Ms. Farzana Akhter	Co-Trainer	Rupsha Fish and Allied Industries Ltd	Khulna	F
11	Ms. Mst. Rehana Pervin	Master Trainer	Rupsha Fish and Allied Industries Ltd	Khulna	F
12	Ms. Mst. Shabina Khatun	Co-Trainer	Rupsha Fish and Allied Industries Ltd	Khulna	F
13	Ms. Rafiqul Mowala	Master Trainer	Rupsha Fish and Allied Industries Ltd	Khulna	F
14	Mr. Pran Krishna Saha	Master Trainer	Rupsha Fish and Allied Industries Ltd	Khulna	M
15	Mr. Jotsna Khatun	Co-Trainer	Rupsha Fish and Allied Industries Ltd	Khulna	M
16	Mr. Sk. Hamidul Islam	Master Trainer	Fresh Food Limited	Khulna	M
17	Mr. Omar Fareque	Master Trainer	Fresh Food Limited	Khulna	M
18	Mr. F M Monirul Islam	Master Trainer	Fresh Food Limited	Khulna	M
19	Mr. Sharif Mahmud	Co-Trainer	Fresh Food Limited	Khulna	M
20	Mr. S Soharab Hossain	Master Trainer	Fresh Food Limited	Khulna	M
21	Mr. S M Elkhier Hossain	Co-Trainer	Fresh Food Limited	Khulna	M
22	Mr. Md. Mahabubur Rahman	Master Trainer	Jalalabad Frozen Food Limited	Khulna	M
23	Mr. Shahajahan Murad	Master Trainer	Fright Sea Food Limited	Khulna	M
24	Mr. Md. Amirul Islam	Master Trainer	Modern Sea Food Industry Ltd	Khulna	M
25	Mr. Md. Aftabuzzaman	Master Trainer	Jahanabad Sea Food Ltd	Khulna	M
26	Mr. Md. Habibullah Sk.	Master Trainer	Shahnewaz Sea Food Pvt. Ltd	Khulna	M
27	Mr. Pankaj Kumar Biswas	Master Trainer	International Shrimps Product Ltd	Khulna	M

Focus Groups with workers

#	Name	Organization	Region	Gender
1	Mr. Md. Rafiqul Islam Dablu	Rupsha Fish and Allied Industries Ltd	Khulna	M
2	Mr. Md. Al-Amin Sheik	Rupsha Fish and Allied Industries Ltd	Khulna	M
3	Mr. Md. Abu Zafar Khan	Rupsha Fish and Allied Industries Ltd	Khulna	M
4	Mr. Md. Al Mamun Fakir	Rupsha Fish and Allied Industries Ltd	Khulna	M
5	Mr. Md. Firojul Islam	Rupsha Fish and Allied Industries Ltd	Khulna	M
6	Ms. Mrs. Hira Moni	Rupsha Fish and Allied Industries Ltd	Khulna	F
7	Mr. Suja Uddin Ahmed	Rupsha Fish and Allied Industries Ltd	Khulna	M
8	Ms. Chandan Bhattacharya	Rupsha Fish and Allied Industries Ltd	Khulna	F
9	Ms. Dilruba Yesmin Poly	Rupsha Fish and Allied Industries Ltd	Khulna	F
10	Ms. Shayka Parven	Rupsha Fish and Allied Industries Ltd	Khulna	F
11	Ms. Mst. Hajera Khatun	Fresh Food Limited	Khulna	F
12	Ms. Mst. Tania Laboni	Fresh Food Limited	Khulna	F
13	Mr. Sumi Akter	Fresh Food Limited	Khulna	M
14	Ms. Mst. Sahinur Akhtar Madhu	Fresh Food Limited	Khulna	F
15	Ms. Mst. Anawara Begum	Fresh Food Limited	Khulna	F
16	Mr. Md. Moslemur Rahman	Fresh Food Limited	Khulna	M
17	Mr. Md. Rezaul Islam	Fresh Food Limited	Khulna	M
18	Mr. Md. Kamruzzaman Tuku	Fresh Food Limited	Khulna	M

Annex 5.5. Agenda and List of participants of Stakeholder Workshop

External Independent Final Evaluation Improving Labour Law Compliance and Building Sound Labour Practices in Export Oriented Shrimp Sector in Bangladesh Project Stakeholders' Meeting 28 June 2016

Program

Time	Topics
09:45 - 10.00	Registration of participants
10.00 - 10.10	Welcome and introduction to the workshop by OIC ILO Dhaka, Mr. Gagan Rajbhandari
10.10 - 11.00	Presentation of objectives of the evaluation and preliminary evaluation findings by Ms. Katerina Stolyarenko, Evaluation Team Leader
11.10 - 11.20	General stakeholder comments facilitated by Ms. Katerina Stolyarenko, Evaluation Team Leader
11.20-11.40	Session on Good Practices and Lessons Learned facilitated by Ms. Katerina Stolyarenko, Evaluation Team Leader
11.40-11.55	Session on recommendations facilitated by Ms. Katerina Stolyarenko, Evaluation Team Leader
11.55- 12.00	Summary by OIC ILO Dhaka, Mr. Gagan Rajbhandari

List of participants

Invited	Participated
Government:	
<ol style="list-style-type: none"> Mr. Mikail Shipar, Secretary, MOLE Mr. Khondaker Mostan Hossain, Joint Secretary, MOLE S.M Ashrafuzzaman, Director of Labour, MOLE 	
Employers' Organizations:	
<ol style="list-style-type: none"> Mr. Salahuddin Kasem Khan, President, BEF Mr. S M Amzad Hossain, President, BFFEA 	
Workers' Organizations:	
<ol style="list-style-type: none"> Mr. Al-Haj Sukkur Mahmud, President, NCCWE 	<ol style="list-style-type: none"> Mr. Al-Haj Sukkur Mahmud, President, NCCWE
Development partners:	
<ol style="list-style-type: none"> Ms. Nicole P. Fox, Labour Team Lead, Office of Democracy and Governance, USAID Bangladesh Ms. Emelda Mullick, Programme Officer, Office of Democracy and Governance, USAID Bangladesh Mr. Alonzo Suson, Country programme director, American Center for International Labor Solidarity (ACILS) Mr Mike Robson, FAO Representative of Bangladesh Mr. Zaki Uz ZAMAN, Head of UNIDO Operations in Bangladesh 	
ILO Dhaka:	
<ol style="list-style-type: none"> Mr. Gagan Rajbhandari, OIC 	<ol style="list-style-type: none"> Mr. Gagan Rajbhandari, OIC

2. Mr. Tuomo Poutiainen, RMG Programme Manager	2) Mr. Tauvik Muhamad, Workers Education Expert
3. Mr. Mahandra Naidoo, Chief Technical Advisor	
4. Mr. Md. Saidul Islam, Programme Officer	
5. Mr. Tauvik Muhamad, Workers Education Expert	

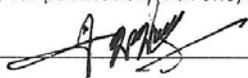
Annex 5.6. Consent Forms

Significant Change story collection consent form

We may want to use your story for inclusion into the final evaluation report of the ILO Shrimp Project, which will be submitted to ILO Country Office in Bangladesh, ILO Regional Office in Thailand and ILO HQ in Switzerland.

Do you (the storyteller):

- Want to have your name on the story (tick one) Yes No
- Agree to us using your story for publication (tick one) Yes No

Signature of storyteller: 

Date: 24/06/2016

Personal details about the story teller

Name: * SK. HAMIDUL ISLAM
(optional)

Gender: Male Female

Age: 55

Occupation: H.R. Manager & Manager (Admin)

Region: Dhaka

Significant Change story collection consent form

We may want to use your story for inclusion into the final evaluation report of the ILO Shrimp Project, which will be submitted to ILO Country Office in Bangladesh, ILO Regional Office in Thailand and ILO HQ in Switzerland.

Do you (the storyteller):

- Want to have your name on the story (tick one) Yes No
- Agree to us using your story for publication (tick one) Yes No

Signature of storyteller: _____

Date: _____

Personal details about the story teller

Name: * MD. SUZAN UDDIN AHMED
(optional)

Gender: Male Female

Age: 40

Occupation: Service

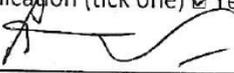
Region: Dhaka

Significant Change story collection consent form

We may want to use your story for inclusion into the final evaluation report of the ILO Shrimp Project, which will be submitted to ILO Country Office in Bangladesh, ILO Regional Office in Thailand and ILO HQ in Switzerland.

Do you (the storyteller):

- Want to have your name on the story (tick one) Yes No
- Agree to us using your story for publication (tick one) Yes No

Signature of storyteller: 

Date: 24/06/16

Personal details about the story teller

Name:* KAWSAR PERVEZ
(optional)

Gender: Male Female

Age: 50 Yrs

Occupation: Executive Director.

Region: Islam

Significant Change story collection consent form

We may want to use your story for inclusion into the final evaluation report of the ILO Shrimp Project, which will be submitted to ILO Country Office in Bangladesh, ILO Regional Office in Thailand and ILO HQ in Switzerland.

Do you (the storyteller):

- Want to have your name on the story (tick one) Yes No
- Agree to us using your story for publication (tick one) Yes No

Signature of storyteller: 

Date: 24-06-16

Personal details about the story teller

Name:* MD. Shahidul Islam.
(optional)

Gender: Male Female

Age: 25+

Occupation: Plant Engineer.

Region: Lockpur fish processing co. Ltd.

Significant Change story collection consent form

We may want to use your story for inclusion into the final evaluation report of the ILO Shrimp Project, which will be submitted to ILO Country Office in Bangladesh, ILO Regional Office in Thailand and ILO HQ in Switzerland.

Do you (the storyteller):

- Want to have your name on the story (tick one) Yes No
- Agree to us using your story for publication (tick one) Yes No

Signature of storyteller:  / Tania

Date: _____

Personal details about the story teller

Name: * Mrs. Hazera Khatun (Lima) / Tania Tagnim
(optional)

Gender: Male Female (2)

Age: 29 / 24

Occupation: Q.C. Supervisor / production supervisor

Significant Change story collection consent form

We may want to use your story for inclusion into the final evaluation report of the ILO Shrimp Project, which will be submitted to ILO Country Office in Bangladesh, ILO Regional Office in Thailand and ILO HQ in Switzerland.

Do you (the storyteller):

- Want to have your name on the story (tick one) Yes No
- Agree to us using your story for publication (tick one) Yes No

Signature of storyteller:  / 

Date: 24/6/16 / 24/6/16

Personal details about the story teller

Name: * MD. REZAUL ISLAM / MD. Moslemur Rahman
(optional)

Gender: Male Female

Age: 28 year / 52 year

Occupation: OPRATOR / OPARATOR

Significant Change story collection consent form

We may want to use your story for inclusion into the final evaluation report of the ILO Shrimp Project, which will be submitted to ILO Country Office in Bangladesh, ILO Regional Office in Thailand and ILO HQ in Switzerland.

Do you (the storyteller):

- Want to have your name on the story (tick one) Yes No
- Agree to us using your story for publication (tick one) Yes No

Signature of storyteller: TURK. SHNGUR

Date: 24/06/2016

Personal details about the story teller

Name: * TURK. SHNGUR
(optional)

Gender: Male Female

Age: 34 + 25

Occupation: ELGTSIN + KICU

Significant Change story collection consent form

We may want to use your story for inclusion into the final evaluation report of the ILO Shrimp Project, which will be submitted to ILO Country Office in Bangladesh, ILO Regional Office in Thailand and ILO HQ in Switzerland.

Do you (the storyteller):

- Want to have your name on the story (tick one) Yes No
- Agree to us using your story for publication (tick one) Yes No

Signature of storyteller: Sume / সূমে

Date: 24/06/2016

Personal details about the story teller

Name: * Sume / সূমে
(optional)

Gender: Male Female

Age: 24/31

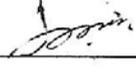
Occupation: PANER / SCALE MAN

Significant Change story collection consent form

We may want to use your story for inclusion into the final evaluation report of the ILO Shrimp Project, which will be submitted to ILO Country Office in Bangladesh, ILO Regional Office in Thailand and ILO HQ in Switzerland.

Do you (the storyteller):

- Want to have your name on the story (tick one) Yes No
- Agree to us using your story for publication (tick one) Yes No

Signature of storyteller: 

Date: 25/6/2016

Personal details about the story teller

Name: * PANKOS KUMAR BAIDYA
(optional)

Gender: Male Female

Age: 64

Occupation: L.C.O

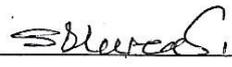
Region: Khulna, Indiscriminate Shrimps Export Ref Ltd.

Significant Change story collection consent form

We may want to use your story for inclusion into the final evaluation report of the ILO Shrimp Project, which will be submitted to ILO Country Office in Bangladesh, ILO Regional Office in Thailand and ILO HQ in Switzerland.

Do you (the storyteller):

- Want to have your name on the story (tick one) Yes No
- Agree to us using your story for publication (tick one) Yes No

Signature of storyteller: 

Date: 25.6.2016

Personal details about the story teller

Name: * Shahjahan Murad
(optional)

Gender: Male Female

Age: 48

Occupation: compliance officer

Region: Khulna

Significant Change story collection consent form

We may want to use your story for inclusion into the final evaluation report of the ILO Shrimp Project, which will be submitted to ILO Country Office in Bangladesh, ILO Regional Office in Thailand and ILO HQ in Switzerland.

Do you (the storyteller):

- Want to have your name on the story (tick one) Yes No
- Agree to us using your story for publication (tick one) Yes No

Signature of storyteller: Md. Mahbubur Rahman

Date: 25.6.16.

Personal details about the story teller

Name:* Md. Mahbubur Rahman
(optional)

Gender: Male Female

Age: 55 years.

Occupation: Service (Manages HR & Adm).
(Jalalabad Frozen Foods Ltd)

Region: Moulvibazar

Significant Change story collection consent form

We may want to use your story for inclusion into the final evaluation report of the ILO Shrimp Project, which will be submitted to ILO Country Office in Bangladesh, ILO Regional Office in Thailand and ILO HQ in Switzerland.

Do you (the storyteller):

- Want to have your name on the story (tick one) Yes No
- Agree to us using your story for publication (tick one) Yes No

Signature of storyteller: [Signature]

Date: 25-06-16

Personal details about the story teller

Name:* Md. Abteruzzaman
(optional)

Gender: Male Female

Age: 48

Occupation: Service (senior compliance officer)

Region: Khulna