



MID TERM EVALUATION REPORT

Safe Migration Facilitation Centre (SMFC) a Project of BRAC
Advocacy and Human Rights Unit (BAHRU)

Supported by

MANUSHER JONNO FOUNDATION (MJF)

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Acronyms and Definitions

AO	Area Office
BAHRU	BRAC Advocacy and Human Rights Unit
BLAST	Bangladesh Legal Aid Trust
MBET	Bureau of Manpower Employment and Training
CBSG	Capacity Building Service Group
CFPR-TUP	Challenging Frontiers of Poverty Reduction Targeting the Ultra Poor
CW	Communication Worker
HO	Head Office
HR	Human Rights
IOM	International Organization for Migration
LFA	Logical Framework Analysis
MF	Migration Forum
MFC	Migration Facilitation Centre
MJF	Manusher Jonno Foundation
NGO	None Government Organization
PIM	Participation Interaction and Mobilization
PT	Popular Theatre
RMMRU	Refugee and Migratory Movements Research Unit
SMFC	Safe Migration Facilitation Centre
ToR	Terms of Reference
UP	Union Parishad

Acknowledgement

This Evaluation report is the result of a co-operative and mutually supportive working relationship between the evaluating consultant and the project staff of SMFC, BAHRU. The exemplary commitment of the staff in this regard is a credit to the organization. It is particularly important that such a commitment was possible with an unit of BRAC established to work for social communication, advocacy and human rights.

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Finally, while acknowledging the valuable inputs of all the above, the evaluating consultant stands by the conclusions reached during the evaluation process and believes them to be a sound response to the information and evidence available. However, the consultant also recognizes that the findings and recommendations, including any errors and omissions contained within this report are its own.

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EXECUTIVE SUMMARY

The Advocacy and Human Rights Unit of BRAC has been implementing Safe Migration Facilitation Center (SMFC) Project since October 2006 with financial support from Manusher Jonno Foundation. The goal of the project is improve human rights situation in general and migration rights awareness in particular in the society through social communication activities. The main strategies of the project are: establishing safe migration facilitation centers in six districts to assist potential migrants with information who face difficulties to go abroad; enhancing awareness and create an enabling environment through civil society interaction and community participation; and strengthening organizational capacities for service delivery and institution building processes through encouraging societal participation and engaging social pressure group. The project objectives are coherent to the programmatic priorities of MJF.

The project envisaged providing credible up to date information on migration process and grievance processing of affected potential migrants and facilitate their migration. The project also realizes that facilitating higher and quality migration, the best method is to ensure rights of the migrants as part of a socially located human rights movement that is based on communication and social mobilization.

The project is being implemented in six divisions covering 216 unions of 36 Upazilas spread over in 17 districts. The MTE is conducted in the middle of project period primarily to know if the project is on track and achieving results as had envisaged at the beginning.

The MTE adopted a combination of quantitative and qualitative investigation methodology to assess the current status of project implementation along with results achieved. The consultant physically visited in two project locations namely Rangpur (Darshana and Rajarhat) and Dhaka (Gazipur, and Bhaluka) and observe a number of live events such as Migration Forum meetings, Quiz competition and PT shows without prior intimation. Besides, a number of project stakeholders were met and/or discussed. They include potential migrants, survivors, volunteers, project staff, BMET officials, civil society members etc.

The relevance and importance of the project in the context of our country is mammoth. The savings remitted by Bangladeshi migrants abroad constitute the largest source of foreign exchange earnings for Bangladesh. Recent statistics revealed that there are 6.3 million Bangladeshis living 37 countries around the world. During the last fiscal year they have remitted a total of US dollar 7.94 ¹billion to the country. Remittance grew 33 per cent last year.

The project has three immediate objectives and entails a number of activities to reach to its intended goal A review of the performance accomplishment suggests that BAHRU have done reasonably well to implement most of the planned activities. The review mission has also strived to get a sense of the effect of these activities. A good number of potential migrants acknowledged that the counseling from SMFC had benefited them to understand information and documentation needs to go abroad in safe way and equipped them to assess fraud cases. The counseling have resulted an increased level of awareness and sensitivity on safe migration.

The project through creation of migration forum at ward level, disseminating information through PTs and community meetings, organising workshops and seminars involving a cross section of people is definitely a step that would make a positive impact towards promoting safe migration in the project constituencies.

The project has started generating awareness on migration awakening the common and half-literate poor people, especially the potential migrants. A positive trend observed in the project area as the people expressed their confidence on BRAC circulated information on

¹Source: The Daily Star: July 07, 2008

migration. They now are more aware on the negative impact of migration through informal (dalal) source.

The major areas of concerns and subsequent recommendations of the mid term evaluation are:

The prominence of risks of migration in the awareness message may have a de-motivating factor where people not even venture out for migration, as for example, some unions of Rangpur areas do not have any migrants yet. Therefore, there is a need of balancing act by incorporating some migration promotion oriented awareness activities, on the one hand and on the other develop consciousness of associated fallouts for migration processes.

The project is implemented in phases. This experimentation within a framework of three years project cycle has a strong merit, as it had provided BRAC an opportunity for experimental learning and to avert risks. But it might have a bearing on the intended project impact. While discussing the issue with BAHRU, they opined that BRAC is implementing such a project for the first time and therefore, it requires some readjustment, even the project period might need to be extended to show uniform result in all its working area.

The project has facilitated a large number of migration forums – more than what was originally targeted. Currently migration forums are formed at ward level under the guidance of a Volunteer. The project expectations for this forum to be effective and sustainable mechanism for facilitating safe migration at the community may not be possible to attain with this large number. The quality issue in terms of their functionality fall flat as the monitoring and supervision of the forums remains inadequate and irregular. It should rather give proper attention to even fewer numbers but with reasonable degree of functionality.

The project has recruited a huge number of local volunteers to reach out to the community people. They seemed very instrumental to raise awareness at community level. This is a strategic and sustainable approach. The project has very limited provision for volunteers' capacity building. Besides, there is very little or no provision of interaction among the volunteers. Therefore, lesson learnt from one area left unheard in other areas. Limited exposure visit along with formal training on migration facilitation can equip the volunteers as an important and sustainable vehicle for community level awareness building.

The project lack strategies for collaborating with organizations, department and agencies, working with overseas employment and migration. As for example, the project yet to have a formal understanding with BMET for collaborative and integrated effort for proper migration counseling. The district level BMET offices, appears to have ample opportunities and willingness to provide technical assistance to the field implementation of the project and capacity building of project staff. Apart from BMET, the project did not have any provision for dialogue with recruiting agencies where there is a scope to counsel potential migrants with proper information. The project could tap the opportunity of counseling potential migrants in association with recruiting agencies.

This project has a component of youth and students sensitization implemented mainly through organizing quiz competition at the school and college level. The idea is commendable and creates interest among the students (future migrants) and teachers. This activity has also multiplier effect which works as a strong vehicle for authentic communication. The project has targeted secondary schools and colleges. However, vocational, poly techniques and other non-governmental technical institutions can be brought under this activity, which may be more relevant and effective in the context of SMFC project.

The project has strong advantage to use huge infrastructure and networking facility of BRAC spread all over the country. The knowledge based and management support of BRAC is credit to the project. This project has widened the scope for BAHRU to capitalize on its core competency area of advocacy and human rights.

BAHRU maintains a culture of transparency and free flow information across its different projects. For instance, monthly and quarterly review meeting with key field staff including CWs of all projects locations is organized at Dhaka level. This provides an opportunity for cross learning, monitoring and decision making in a participatory way.

BAHRU has a set of committed staff in this project but again they lack professional exposure. The Communication Workers are the key staff at the implementation level of the project. They are located at the Upazila level and organize the social communication activities. A good number of them are experiencing their first job. Their education level ranges from HSC to Masters level. However, with very limited orientation from BAHRU, they are seemingly performing excellent job at the ground level. Turnover rate at this level is quite low despite of very poor remuneration provided by the project.

Monitoring still remains at the activity level data collection on project performance. Although, the project envisaged having systematic impact monitoring but still not started. Little attention has been given to collect information on result level, which might include both qualitative and quantitative element. As BAHRU's work is less service orientated and more on social communication and human rights, qualitative information at the result level provides the key to monitoring and evaluation of project effectiveness and efficiency as well. However, the project has reported to have started collection of information on migration cases. The project may take initiative to study the awareness of common people about safe migration in the project constituencies and track it periodically. A sample survey to capture bench mark status of migration related awareness among the common people in 18 first phase upazilas can be undertaken immediately.

The project may think of assigning more responsibility to the volunteers, who can organise and facilitate ward level forum meetings on periodical basis. The recently conducted a training needs assessment study recommended training topics for the potential migrants. Therefore, the project should take priority step to develop training course and materials and training implementation.

The project may take immediate step to device strategies for collaborating with organizations, department and agencies, working with overseas employment and migration. The project also should create provision for dialogue with recruiting agencies where there is a scope to counsel potential migrants with proper information.

The project should create linkage with the organisations/departments in its project area who can provide legal support locally to the migration victims. The project needs to develop strategies to support migration victims and/or returnees.

The project needs to address capacity building needs of key project management staff, as BRAC for the first time is implementing such a migration facilitation project. The project may organise exposure visit for its field staff to similar kind of organizations within Bangladesh and also in the South East Asia region, so that they can update their knowledge and relate work methodology in their own context.

INTRODUCTION (PART: 1)

1.1 Background

Mid term review of “Safe Migration Facilitation Centre” project was fielded jointly by Manusher Jonno Foundation and BRAC Advocacy and Human Rights Unit during May 2008, just after the completion of 6th quarter of its three years duration.

BRAC Advocacy and Human Rights Unit is involved with social interaction activities since its inception. The unit is the pioneer of introducing the social communication process called PIM (Participation Interaction and Mobilization) through interactive research. The SMFC project has evolved from lessons of CFPR-TUP project as a social need, expressed in BRAC working areas all over the country. The BARHU realizes that supporting and facilitating potential migrants to their destinations through a variety of interventions at home and abroad is essential to ensure a safe and effective migration process. The project envisaged providing credible up to date information on migration process and grievance processing of affected potential migrants and facilitate their migration. The project also realizes that facilitating higher and quality migration, the best method is to ensure rights of the migrants as part of a socially located human rights movement that is based on communication and social mobilization.

The work of BAHRU is coherent to the programmatic priorities of Manusher Jonno Foundation. Having credible reputation of its work in the area of social communication, human rights, advocacy, research and information dissemination, BAHRU sought funding to MJF through submitting a concept note followed by a detail proposal in late 2006. MJF following a thorough assessment process has mandated BAHRU to implement the project “Safe Migration Facilitation Centre” in six divisions covering 216 unions of 36 Upazilas in 17 districts for a period of three years.

The project has already completed 6 quarters out of 12. At this stage MJF intends to have an MTR done primarily to know if the project is on track and achieving results as had envisaged at the beginning.

The terms of reference (ToR) of the MTR is at Annex 1. The purposes set are:

Review results achieved against original plan;

Assess overall progress in delivering project outputs, and the likelihood of attainment the immediate and development objectives;

Explore constraints faced by the project to achieve targeted plan;

Assess the process, strategy or methodology of implementation;

Analyze the efficiency and adequacy of project implementation, including timelines of the project activities and its progress, overall performance of the project management;

Evaluate the effects of the project at beneficiary level, local level and macro level (depending on nature of project).

1.2 Methodology

The MTE adopted a combination of quantitative and qualitative investigation methodology to assess the current status of project implementation along with results achieved. Towards that a number of participatory approaches were followed for analysis and to draw conclusions. The evaluating consultant physically visited in two project locations namely Rangpur (Darshana and Rajarhat) and Dhaka (Gazipur, and Bhaluka). During the field visit, the consultant covered several unions and met a cross section of project participants, BMET officials, school/college teachers and members, project staff and civil society members. The consultants also observed Migration Forum meetings and PT shows without

prior intimation. However, the following matrix presents the methods adopted along with references in conducting the evaluation:

Methods	Activities conducted
Investigation followed qualitative approach	<p><i>Key Informants Interview (semi structured nature)</i> with MJF Program Manager, key management staff of BAHRU, BMET officials, Victim, MF chairman/members and project participants.</p> <p><i>FGD</i> with different project stakeholders group (Migration Forum, Volunteers, Popular theatre staff, and vulnerable groups)</p> <p><i>Case Study</i> with project participants</p> <p><i>Observation:</i> MF meeting, PT, Community meeting, Quiz programme at school level and Gono pathagar etc.</p>
Investigation followed quantitative approach	<p>Interview and Individual Performance review of project staff and Migration forum records etc.</p> <p>Analysis of quantitative achievement against target</p>
Followed a mixture of quantitative and qualitative approaches	<p>Review of documentation including the project proposal, BAHRU activity reports and, whilst at BAHRU HQ and field offices, all SMFC records and registers, promotional materials, reporting formats, and meeting minutes, training and workshop materials.</p> <p>Mini performance validation workshop at Rangpur with all field staff</p>

1.3 Report Structure

Besides an executive summary in the upfront, the report is presented four parts as follows:

Part 1 is the introductory section covering basic background, brief terms of reference for the MTE and the methodology adopted.

Part 2 summarizes overall project including LFA elements drawn upon the findings of the performance review workshop and discussions during the review period. This section identifies the project progress, gaps and determines the key areas the project is not achieving its intended results and seeks to explain why. Issues and concerns derived from various observations are discussed here.

Part 3 examines the project implementation process and management. Answers are sought to an examination of management coordination, MJF inputs, staff capacity, and systems, planning, monitoring and learning functions. An attempt has also been made to identify gaps and loopholes and to suggest solutions.

Part 4 draws together findings as conclusions and recommendations. They are expected to contribute to the subsequent planning of the project. Although summary findings appear in the text, few support information are provided in the annex. These annexes draw together much data and analysis upon which the conclusions and recommendations of the evaluation are based.

FINDINGS AND GAP ANALYSIS (PART: 2)

2 Project Review

2.1 A holistic overview of the project

In order to review the strategic importance of supporting Safe Migration Facilitation Centre Project on human rights and awareness building through establishing safe migration facilitation centers using social communication methodologies, the need of information and process about safe migration to the common people must be analyzed. About 6.3 million Bangladeshis are now living over 37 countries with employment and sending about 700 million taka every year as remittance. Bangladeshi migrants are facing enormous problems at home and abroad. They are being exploited both in the sending country and receiving country due to their lack of knowledge about the migration process and formalities.

In today's world, human movement between geographical boundaries is increasing by the day, borders are becoming more porous, international travel and trade more accessible and affordable. Research shows that today, one out of every 50 people live outside the country of their birth as refugees, migrants or permanent immigrants. In this context, Bangladesh needs safe and regular migration for its socio- economic development. Facilitation of higher and quality migration is felt as only way out to ensure that the rights of the workers are maintained, so that they may go abroad, get benefited socio-economically and be treated well and can secure their future once they come back to the country.

For overseas employment, recruitment process encompasses identification of market need in the receiving country, dissemination of information to prospective job seekers, testing for selection, finalization of contract, settlement of cost of recruitment, work visa, travel, placement with the employer and settling down of the emigrant worker in the receiving country. In our country there is a host of intermediaries, some official and formal, while others informal and often dubious, dominate the system. The project plays an important role here.

The migrant worker often falls victims to cheats and often falls in trouble due to how ignorance. Female migrant workers face additional risk of vulnerability to sexual abuse. There remains absence of institutional mechanism to provide migrant workers information regarding the nature of the job, compensation package, work environment are critical gaps. Migrant workers don't enjoy any easy access to financial institutions for financing their migration expenses, which forces them to take loans or sell their assets to fund the migration. In many cases, they become victim, as they don't have the accurate information of job feature and working condition. There are also organized syndicates of offenders frequently harass, captivate, kill, seize the belongings of the returnee as they landed in the home soil. Visa and passport forgery is a very common phenomenon and these groups involved in these kind of activities very often get illegally supported a section of demoralized officials. As a result the migrant workers face enormous trouble and face legal penalty at home and abroad. Nevertheless, Migrants' family members and relatives very often are wrongly informed or not informed anything about the destination, mode of transportation, working condition, employer details and communication process. As a result in case of any emergency it become almost impossible from the guardians and supporting hands to do anything for the migrants to overcome the problems.

In recognition of such limitation and problems, BAHRU developed the SMFC to reach the overall goal "Human rights situation in general and migration rights awareness in particular will improve in society through social communication activities". This is the development objective of the project. Whilst the immediate objectives, as specified in the project document, are "to establish migration facilitation centers to assist potential migrants who face various difficulties to process the formalities that are needed to go abroad; to enhance awareness and create an enabling environment through civil society interaction generated

by community participation to resolve problem related to migration; and to strengthen organizational capacity for service delivery and institution building process by encouraging societal participation and other engagement by pressure groups.

The purposes or immediate objectives appear as a statement not explicitly specifying objectively verifiable indicators. The impression is that the LFA elements are not properly delineated and needs further internalization within the different levels across the project implementation team.

In order to achieve the immediate objectives and making contribution to the overall goal, the project envisaged to create several outputs along with sets of associated activities. The project documents contains both qualitative and quantitative indicators against each of the specific objectives. Here some degree of vertical logics exists among the activities, outputs and immediate objectives but seemed not enough for result oriented project management.

2.2 Progress of SMFC project

As part of the ToR, the evaluation mission strived to make an assessment of the progress BAHRU made so far in the SMFC project. The project has three immediate objectives each with a set of outputs and subsequent activities. The review mission tried to see the accomplishment of the planned activities vis-à-vis the results achieved during the evaluation period. In support of the assessment of the progress till the mid term review, BAHRU has prepared a project progress status up to March 2008, end of sixth quarter, which is presented in the annex –2.

Following section provides a vivid description of the project accomplishment with an in-depth analysis of its effect in the context of safe migration situation in Bangladesh.

Immediate Objective-1: Establish Migration Facilitation Centres to assist potential migrants who face various difficulties to process the formalities that are needed to go abroad.

Under the above objective, the project entails a number of activities to reach to its intended goal. It has established six migration facilitation centers in six district head quarters – one in each administrative division of Bangladesh. Through these centers, the project has counseled 1046 possible migrant workers through SMFC offices, 964 counseled by volunteers and MF members, 697 potential migrant workers have been listed for skill training. The activities also included providing social and legal support provided among 72 departing / returnee migrants during the project period. To this end, the project has initially listed 106, among them 5 got total social and legal support fully, 12 were got partly support by salish/mediation, 18 are under processing of support.

Most of the materials needed (information sheet, brochure etc.) for counseling the potential migrants workers have been prepared. A baseline survey has also been conducted and the report was shared among the relevant stakeholders. A database on migration situation was supposed to be initiated developed during the project period but not initiated yet. Each of the above mentioned activities and their associated sub-activities have specific targets and milestones. A review of the performance accomplishment suggests that BAHRU have done reasonably well to implement most of the planned activities. Establishment of centers, conducting survey, organizing migration fair, printing of booklets, posters etc. are planned as an event and in deliverable manner, completion of activity remains to be a good indicator of success. However, the strategic objective of these activities goes far beyond than the completion of activity.

The review mission, however, strived to get a sense of the effect of these activities. A good number of potential migrants acknowledged that the counseling from CMFC had benefited them to understand information and documentation needs to go abroad in safe way and equipped them to assess fraud cases. The counseling have resulted an increased level of awareness and sensitivity on safe migration.

The major concern is that the project monitoring system is not adequately equipped to evaluate the results of various completed activities. As for example, the project can develop tools or process to measure the effect of counseling on the potential migrants – changes in the attitude and knowledge and understanding.

Immediate Objective-2: *Enhance awareness and create an enabling environment through civil society interaction generated by community participation to resolve problems related to migration*

This seemed to be the core objective of the project under review. This objective envisages bringing about a positive change in the frame condition of the society to understand the migration issue. Major activities undertaken to realize this objective have been forming of migration forum, organizing community meeting, staging Gono Natak, Quiz competitions at the school and colleges, showing video shows at the community level, development of a Bengali web-site etc.

The review of the progress depicts that the project is successful in accomplishing its plan activities until the mid term review. The activity Bangla website development under this objective has not been initiated yet. BRAC statutory bindings might be one of the factors for non-accomplishment. The project has facilitated 651 of migration forums against 360 targeted, staged 858 PT shows against 576 targeted. It has accomplished all the deliverable events such as quiz competition, video shows etc to raise awareness and sensitize common people on safe migration. The evaluation mission is convinced that the project has progressed successfully in implementing its targeted activities. The project, probably, now need to know the effect of its communication activities vis-à-vis the effectiveness of communication strategies. Since the project is implemented in phased manner, there is still scope to adapt learning gained from 18 upazilas.

The project activities at the grass root level are primarily targeted to raise awareness among the general mass about safe migration. Therefore, the project could initiate as awareness assessment sample survey in the working area of 18 Upazilas to see the awareness status of the people as an affect of project intervention. The result of the survey would also serve as benchmark awareness status and be useful for impact assessment of the project. Furthermore, the result can assist the project in identifying appropriate social communication strategy.

Objective-3: *Strengthen organizational capacity for service delivery and institution building process by encouraging societal participation and other engagement by various pressure groups.*

Under the objective, the project envisaged to undertake need based skill development initiatives in order to enhance the capacity of the project staff and stakeholders for effective service delivery and initiatives taken to strengthen the institutional capacity of the organization. The activities are organizing seminar/workshops and training at Upazilla district and national level different level. These are activities of strategic communication to inform, sensitize and activate people of different strata concerning migration rights. The seminar are planned to be held at the National, Regional/District, Upazila and Union level attended by representatives from the Government, NGOs, public representatives, professionals, academics, members of civil society, potential migrants, victims, media people and other relevant stakeholders. The project has organized 18 upazila level workshops while it is lagging behind in organizing district and national level events.

The project has organized orientation for volunteers in 23 batches. Duration of such orientation is very short (only half-a day) and no follow-up linked. Training (2/3 days) for migration Forum members is planned to be held at upazila and area office level. The activity tends to be 'one off'. The project has recently conducted a training need assessment study. The capacity building of forum members is crucial to make them functional with update information on migration. Therefore, there are scopes to adapt recommendations of the study after this review.

The project has also organized CB training for the project team. All the communication workers and Upazila managers were provided with necessary training before the mid term evaluation. While interacting with the CWs during field visits, the mission is under the impression that none of CWs have prior experience in working with migration program but most of them have experience in working with social communication program. The CWs lack proper exposure and orientation on migration program and most of them are newly recruited in this project. The recently conducted training needs assessment study has identified areas of training for potential migrants. It is, therefore, important to equip project team, in particular the CWs, with appropriate knowledge and skill so that they can facilitate potential migrants with up-to-date information on safe migration.

2.3 Major Issues and Concerns

Common implementation strategy: The project is being implemented with a common and uniform arrangement all over the working areas spread in six divisions. Intensity of migration and needs for information however vary from one place to another. For example, in areas with low migration intensity – facilitation technique is likely to be promotional oriented besides disseminating messages on risks of being cheated by dalals. The prominence of risks of migration in the awareness message may even act as a demotivating factor where people not even venture out for migration. Therefore, there is a need of balancing act by incorporating some migration promotion oriented awareness activities, on the one hand and on the other develop consciousness of associated fallouts for migration processes.

Phased implementation: The project intended to establish six migration facilitation centers by end of year one, which did not happen. Instead, BRAC is implementing the project in phases. In the first phase, in year one, it has established 3 centres (Rangpur, Noakhai and Barishal) and in year two it has established the remaining three centers (Dhaka, Sylhet and Khulna). The rationale behind such phase wise implementation, from BRAC part, is that BRAC does not have prior experience of implementing any project on migration and/or anti trafficking. It did not want to take risk by starting all in one go; rather it felt appropriate to pilot the project activities in three districts initially and then scale up incorporating experiences and lessons learned. Thus it has established the remaining three centers in early 2nd year. This experimentation within a framework of three years project cycle has a strong merit, as it had provided BRAC an opportunity for experimental learning and to avert risks. But it might have a bearing on the intended project impact. While discussing the issue with BAHRU, they opined that BRAC is implementing such a project for the first time and therefore, it requires some readjustment, even the project period might need to be extended to show uniform result in all its working area.

Standard story for Gono Natak: Social mobilization approach of the project is based on PIM methodology. It is one of the innovative approaches of BRAC that is being successfully implemented in different awareness raising and social communication project of BRAC. Community based research – gono gobeshana – is a method of collecting local yet contextualized information and producing stories for Gono Natak. This makes the messages interesting and long lasting to the peoples' mind. While the project awareness methods are based on PIM process, careful attention should be given to prepare scripts and characters of the 'gono natak', which the potential audience can relate to their work and life.

Too many Migration Forums: The project has facilitated a large number of migration forums – more than what was originally targeted. Currently migration forums are formed at ward level under the guidance of a Volunteer. The project expectations for this forum to be effective and sustainable mechanism for facilitating safe migration at the community may not be possible to attain with this large number. The quality issue in terms of their functionality fall flat as the monitoring and supervision of the forums remains inadequate and irregular. It should rather give proper attention to even fewer numbers but with reasonable degree of functionality. The forum needs to develop a clear **ToR** by themselves and, of course, initially with CW's facilitation, and regular activity so that they remain vibrant and play important role on awareness building on migration at the community level.

Bengali Website: The project envisaged developing a Website in Bangla so that common people can have access to proper migration related information. Not much progress has been made so far. It appears that BRAC corporate policy does not allow its project to launch independent website. Thus there is a deep uncertainty of this activity. The project can now think innovative alternatives including partnership with a relevant institution (BMET or Ministry) to get it done – as the planned website might be very beneficial to common people.

Advocacy events: Organizing a national level migration fair was an important event. Critically looking this activity tends to be 'one-off'. There is very little linkage of other activities this advocacy event. The project rather can integrate few events with BMET and Recruiting agencies to develop a standard guideline for the potential migrants.

Communication materials: The project seems a bit behind in developing message and information disseminating materials. There seems a great demand of information sheet/leaflet on migration to the common people. The need for supplementary information materials is most felt just after the community meetings and/or staging PT. The project should give due importance in expediting printing and circulation of handy migration related information. The project can also use other organization's proto type material.

Database development on migration: The project envisaged developing a complete Database development on the migration situation in the country. This is humongous task if one considers the extent of data profile. This seems ambitious to even expect that project of this size and geographical coverage can potentially take such a daunting task especially where no previous attempt was made in this area. Therefore, the project can best use its resources to pilot the database model in selected districts under the project. In addition opportunities should be explored as to how the database can be linked with BMET district level offices.

Capacity building of Volunteers: The project has recruited a huge number of local volunteers to reach out to the community people. They seemed very instrumental to raise awareness at community level. This is a strategic and sustainable approach. The project has very limited provision for volunteers' capacity building. Besides, there is very little or no provision of interaction among the volunteers. Therefore, lesson learnt from one area left unheard in other areas. Limited exposure visit along with formal training on migration facilitation can equip the volunteers as an important and sustainable vehicle for community level awareness building.

Lack of collaborative strategies: The project lack strategies for collaborating with organizations, department and agencies, working with overseas employment and migration. As for example, the project yet to have a formal understanding with BMET for collaborative and integrated effort for proper migration counseling. The district level BMET offices, appears to have ample opportunities and willingness to provide technical assistance to the field implementation of the project and capacity building of project staff. Apart from BMET, the project did not have any provision for dialogue with recruiting agencies where there is a scope to counsel potential migrants with proper information. The project could tap the opportunity of counseling potential migrants in association with recruiting agencies.

The project has reported to have initiated collaboration with District level DEMO offices, Local migration related NGOs and Dhaka base government offices i.e. BMET, BOESL, IOM, Ministry of Expatriate and Overseas Employment and SHISUK, WARBE Dev. Foundation, BOMSA, RMMRU, IMA Research Foundation etc.

Location of SMFC: The SMFC offices are mostly located at rented building at the district level. This is, probably, because of BRAC own set-up cannot accommodate SMFC. BRAC has Western Union Money transfer unit almost in every location. These units handle remittances of the migrant workers to their relatives where potential migrants visit. SMFC could have taken the opportunity of counseling a considerable number of potential migrants if the SMFCs are located closer to the money transfer unit.

Youth Programme: This project has a component of youth and students sensitization implemented mainly through organizing quiz competition at the school and college level. The idea is commendable and creates interest among the students (future migrants) and teachers. This activity has also multiplier effect which works as a strong vehicle for authentic communication. The project has targeted secondary schools and colleges.

However, vocational, poly techniques and other non-governmental technical institutions can be brought under this activity, which may be more relevant and effective in the context of SMFC project.

Supporting migration victims: The project targeted supporting 72 migration victims and/or returnees, two per upazila. In the context of the SMFC project, the number is negligible that can hardly make a societal impact. However, after one and half year, the progress is far below the target. The project is yet to develop strategies and/or decide on modalities and extent of such support. It requires strong legal assistance and support of law enforcing agencies. The project, instead can build linkage with locally available organization having legal assistance provision for this support.

Project management and Capacity Building: The project management structure is slim and straightforward. At the operational level, the project is run and supervised by two Dhaka level coordinators under the guidance of a Senior Programme Manager (Sr. Coordinator). The two coordinators are responsible for organizing central level events (periodical coordination and monitoring meetings, fair and seminars etc.), compiling and preparing reports, field visits/monitoring and providing need based technical assistance to Upazila Managers. The present management structure appears to be effective and efficient. The project management team have access to professional technical support of different units of BRAC and central as well as at field level. Although, the project expressed capacity building needs of key project management staff, as BRAC for the first time is implementing such a migration facilitation project. Besides, the field staff (upazila managers and CWs) have had very limited exposure to similar organizations and similar kinds of work. Therefore, learning by doing remains as main source of professional development. The project can, at least, organise exposure visit for its field staff to similar kind of organizations such as IOM, RMMRU etc so that they can update their knowledge and relate work methodology in their own context.

Capacity of Communication Worker: The communication workers (CW) are the key to success of the project. The project has recruited 36 such workers in 36 upazilas. The evaluation mission had an opportunity to interact with few of them. It has also witnessed few live activities (PT, Quiz, MF meeting facilitation etc.) and under the impression that their capacity and communication skills are well above average. They only need adequate exposure and up-to-date information on migration to function more effectively. Therefore, the project can create adequate provision for supporting them in remaining project period.

IMPLEMENTATION PROCESS, MANAGEMENT AND SYSTEMS (PART: 3)

3 Project Management

The project is implemented under the auspices of world largest southern NGOs – BRAC. The NGO reached over a 110 million people with its development intervention in Asia and Africa. The SMFC is privileged to use huge infrastructure and networking facility of BRAC spread all over the country. The knowledge based and management support of BRAC is credit to the project. In this context, BAHRU looks at itself as a facilitator for social communication and awareness building in order to promote safe migration in Bangladesh. This project has widened the scope for BAHRU to capitalize on its core competency area of advocacy and human rights.

The project is run as a series of activities implemented with its budget and resources, work-plan and reporting systems. Management and coordination relies on the strategic overview and direction by the Sr. Staff members of BAHRU (Director, Sr. Coordinator, Project Coordinator). At the field level Field Coordinators are responsible to implement the field level activities and reportable to Head Office.

BRAC Head office is the main project office. A total of 57 staff is recruited to run the project. Among them 3 staffs are located at head office and remaining 54 staff is stationed in the six field MFCs.

BAHRU maintains a culture of transparency and free flow information across its different projects. For instance, monthly and quarterly review meeting with key field staff including CWs of all projects locations is organized at Dhaka level. This provides an opportunity for cross learning, monitoring and decision making in a participatory way.

BAHRU has a set of committed staff in this project but again they lack professional exposure. The Communication Workers are the key staff at the implementation level of the project. They are located at the Upazila level and organize the social communication activities. A good number of them are experiencing their first job. Their education level ranges from HSC to Masters level. However, with very limited orientation from BAHRU, they are seemingly performing excellent job at the ground level. Turnover rate at this level is quite low despite of very poor remuneration provided by the project.

There has been observed a fair amount of transparency exists in the operational management of the project. The accounts officers of the field office maintain regular accounts and book keeping. They are reportable to BRAC head office finance section. Financial management is done incongruence with the financial policy of BRAC.

3.1 Planning and Monitoring

Project activities are implemented through planning, monitoring and making decisions. A balance among these processes is imperative to ensure timely implementation and good impact. BAHRU has some remnants of systems in place without having systematic approach rather adhoc and experiential – a mixture of formal and informal process. The project is yet to develop a monitoring and evaluation plan to track its result.

Monitoring still remains at the activity level data collection on project performance. Although, the project envisaged having systematic impact monitoring but still not started. Little attention has been given to collect information on result level, which might include both qualitative and quantitative element. As BAHRU's work is less service orientated and more on social communication and human rights, qualitative information at the result level provides the key to monitoring and evaluation of project effectiveness and efficiency as well. However, the project has reported to have started collection of information on migration cases.

OVERALL CONCLUSIONS AND RECOMMENDATIONS (PART: 4)

4 Conclusions

This section provides an assessment of projects movement towards development and immediate objectives in addition to concluding remarks. Specific recommendations are presented in the relevant sections, at the concluding later part of analysis of a specific issue, particularly in the issues and concerns section. However, some of key recommendations both from immediate and long-term perspectives of the project are presented for BAHRU and MJF.

The project through creation of migration forum at ward level, disseminating information through PTs and community meetings, organising workshops and seminars involving a cross section of people is definitely a step that would make a positive impact towards promoting safe migration in the project constituencies.

The project has started generating awareness on migration awakening the common and half-literate poor people, especially the potential migrants. A positive trend observed in the project area as the people expressed their confidence on BRAC circulated information on migration. They now are more aware on the negative impact of migration through informal (dalal) source.

4.1 Overall recommendations:

Strengthening and nurturing migration forums require more attention in the forms of intensified follow-up, regular interaction and capacity building. The project may think of assigning more responsibility to the volunteers, who can organise and facilitate ward level forum meetings on periodical basis. The recently conducted a training needs assessment study recommended training topics for the potential migrants. Therefore, the project should take priority step to develop training course and materials and training implementation.

The project may introduce systematic training of volunteers on migration facilitation and awareness education of migration issues to the potential migrants. BAHRU can also come forward with follow-up mechanisms to assess the degree of understanding by the volunteers and potential migrants especially to establish whether the MF or volunteer as a result of migration rights violations have taken any action.

The project may take immediate step to device strategies for collaborating with organizations, department and agencies, working with overseas employment and migration. The project also should create provision for dialogue with recruiting agencies where there is a scope to counsel potential migrants with proper information.

In the Monitoring and Evaluation area, the project has scope for improvement and it requires immediate attention of the management. Result level monitoring needs to be incorporated. The project may take initiative to study the awareness of common people about safe migration in the project constituencies and track it periodically.

the project could initiate as awareness assessment sample survey in the working area of 18 Upazilas to see the awareness status of the people as an affect of project intervention. The result of the survey would also serve as benchmark awareness status and be useful for impact assessment of the project. Furthermore, the result can assist the project in identifying appropriate social communication strategy.

The project should create linkage with the organisations/departments in its project area who can provide legal support locally to the migration victims. The project needs to develop strategies to support migration victims and/or returnees.

The project needs to address capacity building needs of key project management staff, as BRAC for the first time is implementing such a migration facilitation project. The project may organise exposure visit for its field staff to similar kind of organizations within

Bangladesh and also in the South East Asia region, so that they can update their knowledge and relate work methodology in their own context.

**Terms of Reference of Consultant
for**

Mid Term Evaluation of Manusher Jonno Foundation Partners Projects (7- Round)

Project Title: Safe Migration Facilitation Center (SMFC)

Project Duration: October 2006 – September 2009

Evaluating Period: October 2006-March 2008

Implementing organization: BRAC

Manusher Jonno is going to conduct the Mid Term Evaluation (MTE) for the 7 round partners on April-May 2008. According to the agreement between Manusher Jonno Foundation and partner NGOs, MJF would like to undertake a mid-term review to see whether the project is on track to achieve its vision and addressing its output according to its agreement. Importantly, MTE will try to explore project related inconsistency and identify the appropriate strategies to bring back project on track.

Task of Consultant

In close consultation with project management and reviewing office document, interviewing and group discussion with primary stakeholders and secondary stakeholders, assigned external consultant will examine whether the project and partner organization both are on track to achieve project goal. External consultant will particularly capture the following aspects of MJF projects:

- i. Review results achieved against original plan;
- ii. Assess overall progress in delivering project outputs, and the likelihood of attainment the immediate and development objectives;
- iii. Explore constraints faced by the project to achieve targeted plan ;
- iv. Assess the process, strategy or methodology of implementation;
- v. Analyze the efficiency and adequacy of project implementation, including timelines of the project activities and its progress, overall performance of the project management;
- vi. Evaluate the effects of the project at beneficiary level, local level and macro level (depending on nature of project);
- vii. Using participatory methods and involving all stakeholders (beneficiaries and other stakeholders) assess the strength and constraints of the project and identify strategies to overcome constraints;
- viii. Sketch basic scenarios for the future development of the program;
- ix. Prepare a MTE report addressing above mentioned issues; and
- x. Debriefing to contact person of MJF & partners management.

Process Followed to Carry out MTE

- MJ will select external evaluator from consultant roaster to carry out MTE process of partner
- Project team will assemble project evaluation specific documents for the external consultant as and when required.
- Project team will debrief to external evaluator about their organization and project
- Consultant will set methodology and prepare a plan to visit field
- Conduct field visit, data collection
- Analyze data in the line of project objectives
- Prepare report

Qualification of External Consultant

Manusher Jonno Foundation selected a range of external evaluators based on following qualification:

- Have experience at least 7 years on development project activities either in Government or NGO program of Bangladesh.
- Have experience on developing project proposal as well as project guidelines
- Have carry out at least one MTE or Final Evaluation
- Acquainted with various law and policies of Bangladesh and in-depth understanding of HR&G situation of Bangladesh
- Have ability to prepare project assessment report independently

From the prepared roster, MJF will select appropriate external evaluators to carry out mid term review for MJ projects and facilitate partners to manage MTE smoothly as well as ensure quality of assessment.

Progress against Objectively verifiable indicators and Activities against target

(October 2006-March 2008)

Objective/output/activity	Objectively Verifiable Indicators	Accomplishments as of March 31, 2008
Immediate Objectives Establish Migration Facilitation Centres to assist potential migrants who face various difficulties to process the formalities that are needed to go abroad.	Six migration Facilitation Centres established in Dhaka, Chittagong, Sylhet, Khulna, Rajshahi and Barisal by the 1st year of the project period and provided need based support to the potential migrants.	Established 6 centers in 6 division within 2 phases
Enhance awareness and create an enabling environment through civil society interaction generated by community participation to resolve problems related to migration.	Response of the audience and people to communication activities such as participation in community meetings and formation of civil society bodies.	832 community meetings were held, where 20890 participants attended)
	Formation and functioning of the MF based on work plan to be agreed through inter-action between animators and stakeholders.	651 'Migration Forum' formed involving 11766 people, at 36 upazilas
Strengthen organizational capacity for service delivery and institution building process by encouraging societal participation and other engagement by various pressure groups.	Need based skill development initiatives implemented to enhance the capacity of the project staff and stakeholders for effective service delivery and initiatives taken to strengthen the institutional capacity of the organization.	3 day orientation training organized in 2 phases at BRAC HO, where 42 CW, 6 FC, 6 OA and 3 HO based staff attended
Output related to objective-1 Up to date information and need based counseling support on the migration process provided to the potential migrants and their family through MFCs.	Number of potential migrants received need based counseling and other necessary supports from MFCs	1046 possible migrant workers counseled at SMFC offices of BRAC, 964 counseled by volunteers and MF members
Social and legal support provided both to the departing and returnee migrants	72 departing and returnee migrants received social and legal support from MFCs.	106 victim of returnee migrant workers came to SMFC offices of BRAC, among them 5 victim got support fully, and rest are under processing of social and legal support

Objective/output/activity	Objectively Verifiable Indicators	Accomplishments as of March 31, 2008
Output related to objective-2 2.1 Social interaction on migration rights increased through the formation and functioning of Migration Forum (Rural Civil Society Organization).	360 migration forums formed by the civil society following 2676 popular theatre and community meeting.	651 'Migration Forums formed
	2520 bi-monthly meeting of the migration forum held.	541 bi-monthly meeting held, when target was 404 during March 2008
	468 quiz contest among 3744 school and college students held and 46800 students attended the quiz contest.	120 quiz contest held, where 960 student contested and 28253 student attended
	2676 video show organized and at least 1070400 participants witnessed the show.	764 video show watched by 193642 viewers at village level and 213 show watched by 53582 viewers at hat bazaar level. Another 970 show organized at hotel/shop and cable network
2.2. Awareness and understanding on migration rights and migration process increased through preparing need-based communication materials and activities.	36 Popular theatres (Gono Natok) prepared for six MFCs through gono research and staged according to plan	36 popular theatre prepared and staged 858 show, whose watched by 399396 watcher
	2 audio/video materials, 2 booklet, 3 poster/leaflet prepared and distributed	One brochure of 18000 copy, out of 20000, prepared and distributed; other materials are under processing
	Bangla website developed and used by the potential migrants.	Not prepared
Output related to objective-3 3.1. Media professionals and other migration rights activists mobilized to act as a pressure group to ensure safe migration	Media professionals and other migration rights activists formed a number of forums to act as a pressure group. 72 upazila, 12 districts and 3 national level seminars/ workshop organized among the different section of people.	18 upazila level workshop held
3.2 Professional standard & capacity of the staff enhanced for effective service delivery.	Number of staff development training organized for the capacity building.	1 day training for RSS and FC at HO on migration issues, 1 day orientation of PT workers and CW at Area Office onr gono-gobeshana story

Objective/output/activity	Objectively Verifiable Indicators	Accomplishments as of March 31, 2008
		collection and, 5 day training of PT worker at TARC for preparing drama from the story, held for all of the workers in 36 upazila

The main activities of the LFA cont Activities	
Target	Achievement
Activities related to output 1.1.	
Activity 1.1.1. Six Migration Facilitation Centers established at six locations in Dhaka, Chittagong, Sylhet, Khulna, Rajshahi and Barisal division by the 1 st year of the project period.	Established in 6 division
Regular need based support and counseling provided to the potential migrants from the facilitation centre and education/campaign materials like booklet, poster, leaflet etc. provided among the stakeholders during the project period.	Most of the materials are under processing of preparation, counseling support provided regularly
A baseline survey carried out at the beginning of the project.	Conducted
A midterm evaluation and end evaluation carried out during the project period.	On going
One migration fair organized at national level with the participation of relevant national, international organizations and embassy during the project period.	Would be held within December 2008
- A data base on migration situation developed during the project period.	Yet to be developed
Activates related to output 1.2.	
Activity 1.2.1. Social and legal support provided among 72 departing/ returnee migrants during the project period.	Initially listed 106, among them 5 got total social and legal support fully, 18 are under processing of support
Activities related to output 2.1.	
Activity 2.1.1 Social communication activities completed through six Migration Facilitation Centres by the project period. 2676 Popular Theatre staged among at least 10700400 participants (at least 400 in each show) in 36 Upazila under six MFCs.	858 out of 576 PT show achieved, where 399396 participants watched drama; i.e. average 465 people viewed each drama show
2676 community meetings held following the popular theatre at ward and union level and at least 360 Migration Forum formed during the project period following the community meetings.	832 community meetings out of 576 held, where 20890 participants attended. 651 'Migration Forum' formed
2520 bi-monthly meeting of MF held during the project period.	541 meeting of MF, out of targeted 404 were held

The main activities of the LFA cont Activities	
Target	Achievement
Prize awarded to 54 members/volunteers of MF for the performance during the project period.	Not due at MTR period
468 Quiz Contest in High School and College level organized during the project period among the 3744 students and at least 46800 students were present in the contest.	120 quiz contest out of 144 held. SIDR, low competitor, school exam were the barrier on actual achievement
2676 Video show organized at every ward of 6 Union of 36 Upazila under MFC among the 267600 participants during the project period.	764 video show watched by 193642 viewers at village level and 213 show watched by 53582 viewers at hat bazaar level. Another 970 show organized at hotel/shop and cable network
Activities related to output-2.2	
Activity 2.2.1 Prepare communication and campaign materials for advocacy activity. 36 Gono Natak (Popular Theatre) prepared through Gono Gobeshona (research) in 36 Upazila under six MFCs by the 1 st year of project period.	36 were prepared
2 Audio/video educational materials prepared and used as a social communication tools during the project period.	1 video documentary prepared at the beginning of the project and others are Under processing
2 Educational booklet prepared and circulated among the stakeholders during the project period	1 booklet prepared, printed 20000 copy and distributed 18000 copy
3 Poster/leaflet prepared and distributed among the stakeholders to raise awareness during the project period.	Under processing
1 Website developed in Bangla on migration to further reference and awareness during the project period.	This is yet to be initiated.
Activities related to output-3.1	
Activity 3.1.1 Organize seminar/workshops and training at different level. 72 Upazila level seminar/workshops among 2160 participants held at 36 upazila under MFCs during the project period.	18 upazila level workshop organized and 929 participants (GO, NGO, Civil Society members, Journalist, Volunteers and others) were attended.
12 District level seminar/ workshops among 600 participants held at 6 Districts under MFCs during the project period.	Under processing
3 national level seminars among 300 participants held Dhaka during the project period.	Under processing
Six training/workshop and six refreshers for the journalists organized on migration issue and six forums	2 batches of training organized

The main activities of the LFA cont Activities	
Target	Achievement
formed to act as a pressure group during the project period.	
Need based networking built among the national and international organization to act as a pressure group during the project period.	Under processing with (National organization: WARBE dev. foundation, IOM, BMET, BOESL RMMRU, BLAST etc, International-TANAGANITA-Malaysia, MFA, HOME Singapore IOM Dhaka etc.)
20 training for members of Migration Forum completed among 400 participants during the project period.	Under processing, but 23 batch volunteer orientation held at village and office level
Need based training on trade and service imparted among 150 potential migrants including at least 50% women during the project period.	Under processing
Training needs assessment prepared on migration during the project area to identify the priority area of training.	Completed by the Training Division of BRAC
Activities related to output-3.2	
<p>Activity 3.2.1. Participate capacity building training /orientation / workshops for the staff</p> <p>Migration Facilitation Centre's staff participated in need based capacity building training /workshop/orientation initiated within the project period.</p> <p>36 Communication Workers participated at basic and refresher training course on programme / management as per need during the project period.</p> <p>6 Field Coordinator participated need-based capacity building training on programme/management during the project period.</p> <p>2 Coordinator of head office participated national/international capacity building training on programme/management during the project period.</p> <p>1 Senior Coordinator of head office participated national/ international capacity building training on programme/ management during the project period.</p>	<p>2 batches of training held where 58 staffs attended</p> <p>- one Sr. Coordinator, attended learning and sharing visit in EKTA a local NGO of the Madhurai of Tamilnadu, India on Advocacy, Lobbying and Gender Justice issue.)</p>