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# Sustainable Economic Reintegration of Bangladeshi Migrant Workers: The Role of the Probashi Kallyan Bank (PKB)

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# Sustainable Economic Reintegration of Bangladeshi Migrant Workers: The Role of the Probashi Kallyan Bank (PKB)

Shakirul Islam & Ruchi Sravasti

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## 1. Relevance

Labor migration is temporary in nature and therefore, migrant workers' economic reintegration upon return is critical for their sustainable development. The government of Bangladesh, recognizing the importance of the reintegration of migrant workers in various legal frameworks, established the Probashi Kallyan Bank (PKB) to provide loans to returnees for their employment upon return. However, little priority was given to reintegration loans until the Covid-19 pandemic struck a catastrophic blow to migrant workers, forcing many to return. In response, the government allocated an incentive of BDT 500 crore [around USD 56 million] to be disbursed among Covid-19 affected returnees at low rates of interest, to assist them in initiating income-generation activities. The Wage Earners' Welfare Board (WEWB) came forward and contributed an additional BDT 200 crore [around USD 22 million] to the government allocation. With this total amount of BDT 700 crore, the PKB launched a low-interest loan in July 2020, namely the "special reintegration loan" for Covid-19 affected returnees.

Due to the Covid-19 pandemic, nearly half a million Bangladeshi migrant workers were forced to return home, mostly empty-handed either having been furloughed or having lost their jobs. Despite huge demand for the loan among the returnees, the PKB could reach only a small

number of them. Many returnee migrant workers reported being refused to get the reintegration loan. The research<sup>1</sup> jointly conducted by the Centre for Policy Dialogue (CPD) and Refugee and Migratory Movements Research Unit (RMMRU) in 2021 highlighted PKB's poor operational capacity to reach the lion's share of its targeted population and help them get back on their feet. In this context, OKUP undertook exploratory research to gain a greater understanding of the situation relating to the disbursement of the reintegration loan. Based on the findings, this report outlines recommendations for the improvement of PKB's role in effective and efficient disbursement of the reintegration loan, and thereby supporting sustainable economic wellbeing of returnee migrant workers. OKUP has conducted the research under the reintegration project entitled "Recovery and Reintegration Support for Bangladeshi Migrant Workers", funded by the Global Fund to End Modern Slavery (GFEMS) and the Norwegian Agency for Development and Cooperation (Norad), and implemented in consortium with the Catholic Agency for Overseas Development (CAFOD), a UK-based non-governmental organization, and Caritas Bangladesh..

<sup>1</sup> "Challenges of Disbursing Special Reintegration Loan of Probashi Kallyan Bank" jointly conducted by the Centre for Policy Dialogue (CPD) and Refugee and Migratory Movements Research Unit (RMMRU) during the period June to August 2021



## 2. Research Methodology

This exploratory research employed both qualitative and quantitative research methods. As part of the quantitative research, OKUP surveyed 130 migrant workers who returned in a vulnerable situation especially during the Covid-19 pandemic and were assisted by OKUP to apply for the reintegration loan. All of these workers were either laid off or had faced labor rights violations (non-payment of salaries, non-renewal of job contracts, physical or mental abuse, etc.) during their stay in destination countries.

The qualitative research included three focus group discussions (FGDs) with 25 returnee migrant workers who sought the reintegration loans but were refused.

In-depth interviews (IDIs) were conducted with 20 successful recipients of the reintegration loan. This group of returnee migrant workers was randomly selected from the list of loan recipients, provided by PKB's Head Office in Dhaka. The migrant workers were informed about the purpose of the research and ensured informed consent before they participated in the interviews or focus group discussions.

Further evidence was collected via 6 key informant interviews (KIIs) with branch managers and key officials of PKB's offices in Dhaka, Cumilla, Faridpur, Munshigonj, Narayanganj, and Narsingdi districts. Two additional interviews were conducted with officials of the Karmasangsthan Bank (a state-owned bank specializing in collateral-free loans to unemployed youths for setting up small-scale industries or self-employment), as well as a leading private bank, to give a comparative understanding of their loan schemes and disbursal processes.

In addition to these methods of primary data collection, extensive desk research was conducted to review the relevant policies, PKB's annual reports and information available on its website, and media reports published on issues connected to PKB loans.

The research was conducted in six migration-prone districts: Cumilla, Dhaka, Faridpur, Munshigonj, Narayanganj, and Narsingdi mainly because OKUP is quite present in these districts to implement projects since 2013. The other main reason behind the selection of these areas was that OKUP assisted nearly 300 returnee migrant workers in these areas to apply to the PKB to seek the reintegration loan.

The major limitation of the research was the unavailability of data and information, especially relating to the list of the migrant workers who had been successful to receive the reintegration loan and who have not.

## 3. The Probashi Kalyan Bank (PKB)

The government of Bangladesh established the Probashi Kalyan Bank in 2010 as a specialized bank for migrant workers as per the Probashi Kalyan Bank Act, 2010. The key objectives of the bank are: (i) to provide loans to fund migration abroad for employment (ii) to provide loans for economic reintegration (income-generation activities) upon return, and (iii) to facilitate cost-effective remittance transfer and encourage wage-earners to invest in the country.

The bank launched its operation with the paid-up capital of migrant workers worth BDT 100 crore [around USD 11

million]. With time, the paid-up capital of the bank grew to BDT 500 crore, 95% of which is contributed by the Wage Earners' Welfare Board,<sup>2</sup> and 5% by the government. The Bangladesh Bank (the central bank of Bangladesh) listed the PKB as a scheduled<sup>3</sup> specialized bank in June 2018.

After its formal inauguration, the bank started operating with 16 branch offices in FY 2012-13. At present, it has 89 branch offices across the country: 61 branch offices based at the district headquarters and 28 branches at Upazila headquarters, in addition to one booth at the international airport in Dhaka.

<sup>2</sup> Wage Earners' Welfare Board (WEWB) was formed with the mandatory contribution of migrant workers. The contribution fee has been revised from time to time. Migrant workers' current contribution fee for the WEWB is BDT 3,500. The money is intended to support the welfare of migrant workers and their families.

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#### 4. The PKB's Current Reintegration Loan Category for Returnees

PKB's regular 'reintegration loan' was introduced in 2011 when the bank started operating. PKB subsequently introduced three new categories of loans during the outbreak of the Covid-19 pandemic. These are (i) 'Special Reintegration Loan' launched in July 2020 to assist Covid-19 affected returnee migrant workers with their livelihood initiatives, (ii) '*Nari Punorbasan Rin*' (women reintegration loan) launched in 2021 for the economic reintegration of female returnee migrant workers, and (iii) 'Self-employment Loan' introduced in December 2021 to assist returnee migrant workers in developing enterprises and self-employment. To mark the birth centenary of the Father of the Nation, the PKB also introduced the '*Bangabandhu Ovivashi Brihot Poribar Rin*' (BOBPR) (Bangabandhu Migrants' Family Reintegration Loan) to assist current migrant workers and/or their families in developing enterprises.

The reintegration loans are used mainly for agricultural activities, as well as for small/medium enterprises: fisheries, poultry, dairy, stationery shop, bio-gas plant, furniture shops, etc.

Each category of loan has its key features. For instance, the maximum amount of the regular 'reintegration loan' for each migrant worker is BDT 5,000,000 [approx. USD

54,500] while the maximum amount of the 'special reintegration loan' is BDT 500,000 [approx. USD 5,500]. The interest rate varies depending on the category of loan, from a minimum of 4% up to a maximum of 9%. There is a difference in interest rate for men and women: for instance, the interest rate for male migrant workers and their families under the '*Bangabandhu Ovivashi Brihot Poribar Rin*' (BOBPR) is 9% and for women and their families is 7%. The loan period also differs depending on the category. The maximum period for the recently introduced self-employment loan is only two years, compared to five years for the special reintegration loan. For the other three categories of reintegration loans, the maximum loan period is 10 years.

There are specific prerequisites for each category of reintegration loan. A certain amount up to BDT 300,000 [around USD 3,300] under all categories of loan is 'collateral free' (except the special reintegration loan, for which up to BDT 200,000 [approx. USD 2,200] is 'collateral free'. Any amount between BDT 300,000 (USD 3,300) and BDT 500,000 (USD 5,500) requires 'collateral', and more than BDT 500,000 (USD 5,500) requires a mortgage.



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Table 1: Key Features of the present reintegration loan categories

Loan category	Loan amount	Loan period	Interest rate
Reintegration Loan	Max. 5,000,000 Up-to 300,000 > 300,000 – 500,000 >500,000	10 Ys	9%
Special Reintegration Loan	Max. 500,000 Up-to 200,000	5 Ys	4%
Nari Punorbasan Rin	Max. 5,000,000 Up-to 300,000 > 300,000 – 500,000 >500,000	10 Ys	7%
Self-employment Loan	Max. 5,000,000 Up-to 300,000 > 300,000 – 500,000	2 Ys	4%
Bangabandhu Ovibashi Brihot Poribar Rin	Max. 5,000,000 Up-to 300,000 > 300,000 – 500,000 >500,000	10 Ys	9% M/7%F

#### Loan payment system: Installment as per investment category

Prerequisite documents for reintegration loan	<ul style="list-style-type: none"> <li>• Passport/National ID</li> <li>• Local government certificate showing present and permanent address</li> <li>• Guarantor with a copy of passport/National Identity card (NID), and local govt. certificate showing present and permanent address</li> <li>• Up-to-date Trade License (if applicable)</li> <li>• Project description with income (profit-loss) statements over 2 years</li> <li>• Rent/Lease paper of project land or proof of ownership of land/property (whichever is applicable)</li> </ul>	<ul style="list-style-type: none"> <li>• Letter of Disclaimer on own investment of the applicant</li> <li>• Mortgage/collateral documents</li> <li>• Documents relating to return from employment abroad</li> <li>• Training/experience certificate (if applicable)</li> <li>• Letter of Disclaimer on any other loan already taken either by the applicant or in the name of the same project</li> <li>• Three signed leaves of applicants' bank cheque book &amp; statement of the bank account</li> </ul>
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## 5. Status of Disbursement of the Reintegration Loan

From 2011 to 2020, PKB disbursed BDT 2.92 crore (approx. USD 320,900) to a total of only 111 returnee migrant workers under the regular 'reintegration loan' scheme.<sup>4</sup>

During the last two fiscal years (FY2020 and FY2021), PKB's disbursement of the reintegration loan has significantly increased. In the fiscal year 2020-21, the number of loan recipients was 4,823 and the total volume of disbursed money was BDT 125.18 crore [around USD 14 million]. These totals included 3,241 special reintegration loans for Covid-affected returnee migrants amounting to BDT 81.38 crore [around USD 9 million]. Eight hundred and seventy-five returnees received the regular reintegration loan equivalent to BDT 23.49 crore [around USD 2.6 million] and 707 migrants and families received BDT 20.31 crore [around USD 2.3 million] under the '*Bangabandhu Ovivashi Brihot Poribar Rin*'. No female returnee migrant workers received a loan under the '*Nari Punorbasan Rin*' or the 'Self-employment Loan' which were introduced in this fiscal year.

The coverage of the loan recipients and the sums disbursed reached their high point in the fiscal year 2021-2022. In this year, 7,857 returnees received a total of BDT 220.16 crore [around USD 14.5 million] across the country. The average loan received was BDT 280,208 [around 3,100 USD]. Among these loan recipients, 2,523 returnees received BDT 71.10 crore [around USD 8 million] under the regular reintegration loan, each receiving an average of BDT 284,185 [around USD 3,160] while 3,143 Covid-affected returnees received BDT 87.77 crore

[around USD 9.8 million] under the 'special reintegration loan', receiving an average of BDT 279,255 [around USD 3,100]. There was a significant increase in the disbursement of the '*Bangabandhu Ovivashi Brihot Poribar Rin*' in this fiscal year as well. Sixteen hundred and thirteen returnees and their families received a total of BDT 47.66 crore [around USD 5.3 million] under this category of reintegration loan, with an average loan of BDT 295,474 [around USD 3,280]. On the other hand, only 20 female returnee migrants received loans of BDT 0.32 crore [around USD 35,500] under the '*Nari Punorbasan Rin*'; and 488 male returnee migrants received BDT 13.35 crore [around USD 1.5 million] under the 'Self-employment loan' in the FY 2021-22.

Data shows that only 6,384 out of nearly half a million Covid-affected returnee migrants received a total of BDT 169.15 crore [around USD 18.8 million] under the 'special reintegration loan', for which the government allocation was BDT 500 crore [around USD 55.5 million]. The disbursement of the reintegration loan thus covers only 2.6% of the Covid-affected returnees, while PKB succeeded in delivering 33.83% of the incentives to them. Despite the government initiative of a loan facility for Covid-19 affected returnees, the poor and slow disbursement of the loan has deprived many to start a new livelihood with the loan support, thereby leaving them to face a severe economic crisis.

OKUP's survey with 130 returnees who were assisted by OKUP to apply for the reintegration loan showed that only 16 of them received the loan. Only three returnees received the Covid-19 Special Reintegration loan.

Table 2: Recipients and Disbursement of the Reintegration Loan

Fiscal Year	Reintegration Loan		Special Loan for Covid		Special loan for women		Self-employment Loan		BB.O.B.P. loan		Total	
	No. of Recipient	Amount disbursed (BDT crore)	No. of Recipient	Amount disbursed (BDT crore)	No. of Recipient	Amount disbursed (BDT crore)	No. of Recipient	Amount disbursed (BDT crore)	No. of Recipient	Amount disbursed (BDT crore)	No. of Recipient	Amount disbursed (BDT crore)
2011-20	111	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	111	3.00
2020-21	875	23.49	3241	81.38	0	0.00	0	0.00	707	20.31	4823	125.18
2021-22	2523	71.10	3143	87.77	10	0.28	488	13.35	1693	47.66	7857	220.16
<b>Total</b>	<b>3509</b>	<b>97.59</b>	<b>6384</b>	<b>169.15</b>	<b>10</b>	<b>0.28</b>	<b>488</b>	<b>13.35</b>	<b>2400</b>	<b>67.97</b>	<b>12,791</b>	<b>348.34</b>

4 Probashi Kalyan Data source



## 6. Key Drawbacks in the disbursement of PKB's reintegration loans

### 6.1 Discrepancies between prerequisites and practices

#### ● Problems with finding guarantor(s)

Documentation related to the reintegration loans stated that the guarantor could be any person, either the applicant's parent, spouse, sibling, or any friend or relative, who is capable of repaying the loan amount. However, the majority of the migrant workers reported that the bank officials asked them to find a socially influential and well-off person with regular income, or even a government employee, as their guarantor, in addition to their family members as a condition to get the loan. Most of the returnee migrants encountered significant difficulty in finding such a guarantor to fulfill the requirement. Furthermore, the requirement to provide the guarantor's permanent resident certificates, bank statements, trade licenses or employment certificates, and NOC (No Objection Certificate) if the person is a government service holder, was too much for most applicants. On top of that, the requirement to provide a signed page of the guarantor's bank cheque book, though not officially required, represented an additional challenge in convincing people to become their loan guarantors.

Though there was no mention in the loan documents of how many guarantors are required, most of the loan applicants reported that if one guarantor did not have a good credit history, they needed to present another well-off person. Many claimed that they had to show two or three guarantors in order to obtain the loan.

They also had to ensure the guarantors' physical presence in the bank as part of the verification process. Some applicants reported that they had to do so several times depending on the availability of the officials at the bank; this put them in an awkward situation, as well as entailing extra costs for travel and other expenses.

Many returnee migrants pointed out that their long stay abroad often resulted in a social disconnect, for which they felt embarrassed to ask financially well-off relatives to become their loan guarantors.

#### ● Problems with collecting bank statements

Submitting three signed blank leaves of the applicant's bank cheque book and a statement of the same bank account is a requirement for the reintegration loan although the official document says it is optional. There is no mention in the official document that the bank

statement must cover a minimum period of six months. However, in practice, PKB officials required a six-month bank statement. Many returnee migrant workers, especially women who needed a loan urgently, were rejected because they could not provide a six-month bank statement. Fulfilling such a requirement seems unrealistic since very few returnees maintain bank accounts of their own. They often saved and remitted money to their family members while abroad. Many opened bank accounts specifically for the loan applications, which rarely showed transactions of at least six months; they, therefore, did not meet the requirements imposed by PKB officials.

#### ● The requirement for an up-to-date trade license

According to the official loan documents, the requirement of an up-to-date trade license is considered necessary but not mandatory. However, a good number of the loan applicants reported that their loan applications were not accepted because they could not submit an up-to-date trade license. Moreover, in order to obtain this document from the relevant offices, many returnee migrants had to pay an extra fee to get the trade license from the concerned authorities.

#### ● Requirement of prior investment

Though there is no mention in any loan documents that prior investment is needed to get the reintegration loan, the branch officials confirmed that they usually look for prior investment and investigate applicants' existing business conditions, to assess the eligibility of the loan seekers. In practice, they usually provide loans to those returnees who have a prior investment in the proposed business projects.

Few migrant workers or their families might have some existing businesses or suitable assets to invest in livelihood initiatives upon return. However, the majority of returnee migrants need financial support to start their livelihoods. The requirement of prior investment might be logical from a business sustainability perspective, but through a "reintegration" lens, such a requirement barred many returnees from accessing the loan. Such a policy discriminates against vulnerable returnee migrant workers who had little scope to start livelihoods without a loan.

### 6.2 Lack of innovation in the reintegration loan schemes

There is very little innovation in the design of the current reintegration loan schemes. These do not reflect the needs



and opportunities of the returnee migrant workers to enable their reintegration. For instance, some migrant workers might have opened their startups with their remittances, and now need a loan for expanding their enterprises. On the other hand, some migrant workers might return with a certain amount of savings, but require a matching amount to start an enterprise. Some returnees, especially women who return empty-handed, need comprehensive support to initiate livelihood activities. The available loan schemes rarely focus on these kinds of needs of the returnee migrants.

Most of the migrant workers interviewed in this study returned with varying levels of skills and experiences, mainly in the construction and service sectors, including domestic work, driving, etc. The reintegration loan schemes are not developed considering the utilization of migrants' skills and experiences that they gained abroad; rather, they are directed towards a limited range of similar kinds of businesses, such as grocery stores, poultry rearing, or dairy farming. Many returnee migrants, therefore, struggle to develop business plans upon their return. They often plan for the loan based on unrealistic ideas and, as a result, run up losses.

### 6.3 Specialized bank with minimal special services

As a specialized bank for migrant workers, PKB is yet to ensure adequate and special services with support mechanisms in place. There is no 'customer care service' facility in branch offices to provide comprehensive information about the loan schemes and prerequisites.

The majority of the loan seekers reported that they were never given complete information. This made the entire process challenging for them, especially for female returnees, who were often less educated. They had to return home with scattered and unorganized information, which they struggled to decode. When they went to the bank to submit the loan applications, they were asked for a new document every time. Most of the migrants who eventually did receive the loan said that they had to visit the branch offices more than five times to get their loan applications officially accepted.

Travelling back and forth to the bank and preparing documents several times resulted in significant costs for the applicants (from a minimum of BDT 6,000 [around USD 67] to a maximum of BDT 24,000 [around USD 267], as reported by the interviewees). Managing such an amount of money to get the loan was a big issue for many migrant workers, especially those who returned

empty-handed during the Covid-19 pandemic. This often led them to borrow money, creating a further financial burden on the migrants who sought the reintegration loan but were rejected. Many reported that they were not given any explanations for the rejection of their applications.

### 6.4 The fear of loan recovery

The available data show that PKB had disbursed a total of BDT 2.92 crore [around USD 324,400] under the regular reintegration loan scheme between 2011 and 2020, and had successfully recovered BDT 3.21 crore [around USD 356,700] by May 2022. Compared to the recovery amount of BDT 4.83 crore [around USD 536,700] under different loan schemes for reintegration in FY 2019-2020, the recovery amount significantly increased to BDT 52.27 crore [around USD 5.8 million] in FY 2020-2021. At least 86% of the loan recipients interviewed in this study reported the regular payment of their installments.

Despite the gradual increase in loan recovery, PKB officials expressed their fear of poor recovery of the reintegration loan on the basis of remigration of a few loan recipients, leaving their businesses abandoned. The investment of the loan in other household needs, i.e., children's education, or even repayment of previous debts has also raised the concern of recipients' failure to repay the installments. Because of this fear, the branch offices have stopped disbursement of the reintegration loan from January to June 2022 when the research was conducted. There has been no official declaration about this, which has left many returnee loan seekers in limbo.

Some loan recipients mentioned that the system of depositing repayment installments in the branch offices physically is problematic for them; this often causes a delay or irregularity in the loan repayment.

### 6.5 Inadequate human resources in the Branch Office

Inadequate human resources in branch offices present a big obstacle to the smooth operation of bank activities. Each branch office has only 3 to 4 staff to operate all activities, from providing information to sanctioning loans. In the meantime, they also verify documents, conduct field investigations, and take necessary steps to ensure recovery. Furthermore, in every bank, there has also been a high demand for migration loans for outbound migrant workers. With limited human resources and a lack of professional skills and digital services available at the branch offices, they often struggle to provide minimum services to the returnee migrant workers.



## 7. Key Recommendations

PKB has had a progressive record in disbursing reintegration loans in the last FY 2020-21 and FY 2021-22. It has undertaken several initiatives to increase the number of branch offices as well as its human resources, aiming to provide better services to migrant workers. PKB has also made significant progress in promoting returnee migrants' economic reintegration. However, the research finds that the existing loan terms are not very congenial to the workers, who often fall into social and economic crises upon return. They are also among the groups worst affected by the Covid-19 pandemic. Therefore, in order to help ease their financial stress upon return, certain actions are necessary to develop innovative reintegration loan schemes and disburse them among returnee migrants and their families. The key recommendations are:

- **Remove discrepancies between stated prerequisites and practices**
- **Adhere to the prerequisite of 'easy and available guarantors'**

Amending the guarantor requirements is crucial to bringing more migrant workers under the coverage of the reintegration loan facility. Therefore, to satisfy the eligibility criterion for loan guarantors, PKB must adhere to its policies of accepting easy and available family members as guarantors instead of so-called well-established and socially influential persons or government job holders.
- **Ensure the documents required for the loan application are realistic**

PKB must focus on the requirement of the loan applicants' bank cheque leaves instead of a bank statement covering at least six months of transactions, which is not realistic for many returnee migrant workers, especially women.

The practice of requiring the updated trade license should not be made a mandatory condition. It must be considered a supporting or optional document, as the policy states.
- **Consider prior skills and experiences instead of prior investment as an eligibility criterion**

PKB officials must not consider the prior investment of returnee migrant workers a prerequisite for the reintegration loan. Coming out of the traditional

framework of business loans, the reintegration loan should focus on opportunities for self-employment and start-up businesses.

- **Start a regular banking facility and a cheaper and easier channel of remittance transfer by the migrant workers**

PKB should, as per its mandate, introduce regular banking facility for migrants to send remittances using a cheaper and easier channel. This will create a transaction history of remittance transfer by the migrant workers. Instead of requirements of bank statement, guarantor, existing or previous investment, etc., this can be used/assessed by PKB as a credit history of a migrant when s/he applies for a reintegration loan. This facility will also encourage migrant workers to send remittances by banks instead of hundi.

- **Develop financial products for migrant workers and their families to avoid risks of loan recovery**

PKB must develop various financial products for migrant workers and their families. These financial products might be linked with the reintegration loan schemes to reduce the recovery risks, for instance, mandatory savings to get migration loans, etc. The experiences of MFI and private banks can also be considered in developing lucrative financial products for migrant workers.

- **Design and develop migrant-friendly innovative loan schemes for economic reintegration and sustainable livelihoods for migrants and their families**

PKB must develop innovative loan schemes for returnee migrants, considering their status of return and keeping in mind realistic prerequisites relevant to each scheme instead of common prerequisites for all. For instance, PKB can consider at least three categories of reintegration loan schemes, such as (i) start-up loans, (ii) matching fund loans, and (iii) business expansion loans. The start-up loan, for instance, should cover those returnees, especially women, who return prematurely before ending their contracts and do not have a good amount of savings. The prerequisites for this category of returnees must be realistic and available to them. The matching fund should be provided to those migrants who return with savings, and the business expansion loan to those who are already running a business/enterprise.



➤ **Introduce a user-centered loan approach and mobile banking facility**

PKB should consider the loan process with a user-centered loan distribution approach for the future loan recipients. They should introduce a mobile banking facility to make its operations more accessible and user-friendly.

➤ **Increase human resources and professional capacity**

PKB should increase its human resources and the professional capacity of its staff. Officials must be empathetic to migrants' insecurity and economic challenges upon return and provide customer service in a qualified manner. They should ensure same-day service to avoid frequent physical visits to the bank for one purpose.

This is also important to organize training/orientation for the bank staff on handling the migrant customers with empathy and a supportive manner.

➤ **Ensure migrant-friendly customer care services**

Each PKB branch office must have a dedicated 'customer care services' facility with necessary well-trained human resources to effectively respond to

returnee migrants' needs. They should provide detailed and complete information about the available loan schemes with due respect, and in a language understandable to the migrants.

➤ **Establish a grievance and feedback mechanism**

The PKB should adhere to the importance of the grievance and feedback mechanism for its customers and make an online and offline system to file complaints and feedback along with the redress mechanism in place. The PKB should develop a grievance redressal policy in this regard.

➤ **Establish collaboration with NGOs/CSOs or other financial entities**

PKB should consider establishing collaboration with NGOs/CSOs or other financial entities to extend support to loan seekers and ensure the smooth disbursement and recovery of the reintegration loan. Through collaboration, PKB could refer returnee migrant workers to local NGOs/CSOs/Migrant Forums for trade-based training, business development training, and other needed assistance.



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## Case Study: a successful loan recipient

*Islam was a motor mechanic in a car company in Oman. During the pandemic, he was out of work for five months. Seeing no job prospects, he returned to his home in Charbhadrasan, Faridpur in December 2020.*

*Since a car repairing shop needs a good investment, Islam decided to start a smartphone repairing shop. He learnt a good skill in phone repairing during his stay in Oman. With the assistance from OKUP, he applied for a reintegration loan of BDT 300,000 from the PKB. He was able to submit all prerequisites including legal papers of his rented shop. His loan was approved in August 2021 and he received the money he applied for.*

*By now, Islam has paid 9 installments—BDT 14,090 for each installment a month. He is hopeful that he would be able to pay the remaining amount duly as he is earning well. Islam wants to expand his shop and bring more products. So, he is planning to take the loan again from the PKB after paying all installments.*









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