

# INTERNATIONAL LABOUR MIGRATION MANAGEMENT AND MIGRATION COST IN BANGLADESH

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#### **INTRODUCTION**

Human beings have been mobile, moving and settling from one location to another since the very beginning of recorded human history. Throughout history, movements of people have been caused by both 'pull' and 'push' factors. Pull factors are those which enticed humans seeking better living conditions elsewhere or perhaps just curiosity or chance and happenstance. Push factors are the local home conditions-competition for food, conflict, disease and so on. Human mobility is a fact of life. People have always migrated to adapt to, or escape from, difficulties and disasters, or spurred by curiosity and dreams of a better life. Economies and societies of countries of origin and destination benefit through the movement of workforce and people. History is replete with examples of nations benefiting immensely from immigrants and integration. Although migration dates back to the dawn of human history and has helped shape civilization, it is not until recently that this important phenomenon has found a place on the policy agendas of governments. The world migration landscape has undergone sweeping changes in recent years.

Having huge population with comparatively small land area, limited scope for employment and insignificant natural resources, Bangladesh has been facing tremendous challenges in achieving sustainable development. International labor migration has rapidly gained prominence as one of the main employment generating sectors and the largest source of foreign exchange earnings. Over a period of 38 years between 1976 and 2014, Bangladesh has sent through regular channels alone around 8.8 million migrant workers mostly to Middle Eastern countries. Country has been receiving around 13 to 14 billion US Dollar as remittance for recent few years. It is almost 5 times higher than Foreign Direct Investment (FDI). At present contribution of remittance to GDP is about 12 per cent.

Though the country is being immensely benefited by the Bangladeshi expatriate workers yet their plight and indescribable sufferings are not addressed properly. International Labour Migration is still indubitably a complex process in Bangladesh. Throughout the journey of migration, Bangladeshi expatriate workers are facing multifarious problems. High migration cost is the root cause of most of the sufferings for the Bangladeshi expatriate workers. Migrant workers go to any extend to cover their costs of migration, including overstay, change of job, extraordinary overtime and even some time it is up to criminal activities. Despite the recognition of the contribution of migrant workers to their countries of origin and destination, there continues to be a dearth of effective measures for the protection of their rights and wellbeing. The growing costs of migration need to be understood, and policies considered that take account of the fact that temporary migration in reality often becomes long term, and the implications of this for the host society and the families and communities back home (Al- Noaimi and Omelaniuk, 2013). In the context of highly competitive overseas labor market with huge exploitative factors and growing complexities there is a pressing need of having very effective, transparent and productive international labor migration management in Bangladesh.

## AN OVERVIEW OF THE INTERNATIONAL LABOUR MIGRATION

#### **Concepts of International Migration**

International migration mainly motivated by economic disparities and opportunities occurs between region, countries and destinations. International migration occurs when peoples cross state boundaries and stay in the host state for some minimum length of time (OECD, 2006). More people than ever are living abroad. In 2013, 232 million people, or 3.2 per cent of the world's population, were international migrants, compared with 191 million in 2005, 175 million in 2000, 154 million in 1990 and 75 million in 1960.

#### **Definitions of Migration**

There is no unanimous definition of migration yet. However, global perceptions about migration somehow could have been able to come to a very closer context. It is widely opined that human migration is the movement by people from one place to another with the intention of settling in the new location. The movement is typically over long distances and from one country to another, but internal migration is also possible. Migration may be individuals, family units or in large groups. Nomadic movements are normally not regarded as migrations as there is no intention to settle in the new place. Also, the temporary movement of people for the purpose of travel, tourism, pilgrimages, or the commute is not regarded as migration, in the absence of an intention to settle in the new location. Migration has continued under the form of both voluntary migration within one's region, country or beyond and involuntary migration (which includes the slave trade, trafficking in human beings and ethnic cleansing). People who migrate into a territory are called immigrants, while at the departure point they are called emigrants. As per the provision of the Article 11 of the Convention 097 of the International Labour Organization (ILO)<sup>1</sup> the term *migrant for employment* means a person who migrates from one country to another with a view to being employed otherwise than on his own account and includes any person regularly admitted as a migrant for employment.

<sup>1</sup> C097 - Migration for Employment Convention (Revised), 1949 (No. 97), the Convention concerning Migration for Employment (Revised 1949) (Entry into force: 22 Jan 1952) Adoption: Geneva, 32nd ILC session (01 Jul 1949) of International Labour Organization (ILO).

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In general, it can be said that, Migration – is the crossing of the boundary of a political or administrative unit for a certain minimum period of time. It includes the movement of refugees, displaced persons, uprooted people as well as economic migrants.

# **Types of Migration**

Migration processes are not homogenous. Labor migration represents the movement of individuals from one country to another with the purpose of seeking work or responding to recruitment drives in another country. International migration movements occur for a variety of reasons. One system organizes them into following nine groups:

Temporary labor migrants; Irregular, illegal, or undocumented migrants; Highly skilled and business migrants; Refugees; Asylum seekers; Forced migration; Family members; Return migrants; and long-term, low-skilled migrants (OECD, 2006). These migrants can also be divided into two large groups, permanent and temporary. Permanent migrants intend to establish their permanent residence in a new country and possibly obtain that country's citizenship. Temporary migrants intend only to stay for a limited periods of time; perhaps until the end of a particular programme of study or for the duration of their work contract or a certain work season (OECD, 2007).

# **Migration and National Security**

There is a consensus amongst the contemporary experts and scholars that national security has a direct correlation with International Labour Migration. The concept of national security has undergone a paradigm shift to cover a comprehensive array of socioeconomic development beyond the traditional security perceptions. The economic, food, health and environmental security have become essential parts of the national security. Population has been at the centre of the new concept and human security dominates the realist domain of state centric security. Population is portrayed as the catalyst of influence in the national security and development which interacts with each other. The growth of population on one hand creates unemployment due to the limited capacity for the nation to create suitable jobs for them impinging on national security. On the other hand by developing human resources and employing those overseas in a suitable manner national development and security can be enhanced (Al-Noaimi and Omelaniuk, 2013).

# **Migration and Development**

The Link between migration and development is one of the key issues today. It is by no means a new topic of interest. In the 1970s and 80s, this issue was already the focus of much research and debate within international community, but that burst of activity yielded little in terms of concrete, practicable policy recommendations (Appave, 2005). Migration has the potential to make a significant contribution to development. Another issue of growing interest is that of remittances. Migration News, 2013 focused that Remittances to developing countries, the portion of migrant incomes that are sent home, were \$401 billion in 2012, and are projected to continue increasing by almost nine percent a year to reach \$515 billion by 2015. Ten countries received two-thirds of remittances. India received an estimated \$69 billion in 2012, China \$60 billion, the Philippines \$24 billion, Mexico \$23 billion, and Nigeria and Egypt, \$21 billion each. Bangladesh and Pakistan received \$14 billion each, followed by Vietnam with \$10 billion and Lebanon with \$7 billion. Remittances amounting \$401 billion in 2012 is 5 times more than in 2004(83 billion US \$). Remittances represent a major contribution to the development of source countries. On the contrary, countries of destination are also immensely benefited through migrant workers by using their labor & expertise in the development process.

Migration is a global phenomenon and cannot be dealt with unilaterally. Regional and international organizations have an important role to play in building and supporting the constructive and mutually beneficial partnerships between different stakeholders (Refai, 2005).

#### **Migration Cost**

Cost that incurs in the process of migration is generally termed as migration cost. People move from one place to another because they expect the benefits of the move to exceed the costs. The major economic costs of migration for individuals involve those relating to information, documents and transportation – learning about jobs in distant places, obtaining documents required to cross national borders, and travelling to the foreign job. Once at the destination, higher earnings are expected to more than offset these migration costs (Sjaastad, 1962). Migration, however, almost always requires initial financial investments such as in the form of placement fees paid to recruiters and documentation costs in procuring passports, visas and other required tests and certifications. Migrants also continue to incur costs once at the destination, by paying for their accommodations and food, and even during return, by purchasing an air ticket and making-up for missed social security payments. In short, migrating for work does not come cheap.

In a bid to protect particularly low-skilled workers, migrant-sending governments often require migrants leaving legally to show passports, visas and work contracts as they depart, and migrant-receiving governments typically require both job offers from employers and health and criminal certificates from workers before they issue work visas. Obtaining these documents costs time and money, and particularly low-skilled migrants rarely know how to navigate bureaucracies at home or abroad. Finally, there are the costs of transport to the destination. In reality, aspirant migrant workers in Bangladesh are very often bound to bear huge concealed expenditure at different level



of migration process. Migration cost is one of the most important issues in regard to sound and successful migration.

#### **Management of International Labour Migration**

Today we speak about the "global governance of migration," which embraces that broad infrastructure of State and non-State institutions, policies, laws, practices and partnerships at the national, regional and international level addressing migration issues. This multi-level, multi-actor form of governance has made significant strides since the call for more inter-State cooperation on migration by the 1994 International Conference on Population and Development (UNFPA and IOM, 2013).

International labour migration has become a matter of quick income and unparallel profit for the middlemen, brokers, rent seekers and private recruiting agencies in Bangladesh. In many cases, illegal human trafficking and dubious activities of the various vicious circles added more vulnerability to the aspirant migrant workers. In fact, International labour migration management in Bangladesh includes a series of stakeholders and it has become a most complex one due to various interferences and interfaces that it involves. It is important to take into notice that the well-being and welfare of the migrant workers are directly correlated with the quality and arrangement of the migration management.

#### **Correlation between Migration Cost and Migration Management**

It has evidently been appeared that there is a correlation between migration costs and migration management. It has widely been argued that an efficient migration management can play vital role in curbing migration costs. Where there is a proper and efficient migration management, the wages and terms and condition of employment remain favorable to the migrant workers and it is just opposite in the case of lack of proper migration management. In absence of transparency and accountability unscrupulous recruiting agencies, intermediaries, corrupt govt. officials and other rent seekers feel secured and comfortable to exploit marginalized unskilled and semi skilled overseas job seekers in a weak and ineffective migration management situation. The migrants are thus often mired neck-deep in debts prior to joining the place of work. Many workers fail to earn or save equivalent to the invested amount even after three years of hard labor abroad. Workers, who are deported due to faulty documents and other unforeseen reasons, are the worst victim and are completely doomed.

#### **Global Discourses in the Field of Migration**

As we are in the 21<sup>st</sup> century and international labor migration is inextricably linked with globalization thus it is required to have look towards global discourses in the field

of migration. Globalization is simply understood as a set of processes that are global in scope, that transcend the territorial borders of states. It often refers to the rapid increase in the share of economic activity taking place across national boundaries (Collinson, 1999). This goes beyond the international trade in goods and includes the way those goods are produced, the delivery and sale of services, and the movement of capital (Collinson, 1999). Migration denotes an enormous variety of different kinds of human movement (Hoyweghen, 2001). However, as ILO study put it, "the evidence points to a likely worsening of migration pressures in many parts of the world processes integral to globalization have intensified the disruptive effects on modernization and capitalist development" (Stalker, 2000). The global discourse on migration has shifted significantly in recent years with the increase in knowledge and awareness about the multifaceted nature of human mobility and its potential to benefit development at the human, social and economic levels.

## INTERNATIONAL LABOUR MIGRATION: BANGLADESH PERSPECTIVE

#### **Profile of Bangladesh**

Bangladesh boasts a population of 160 million people, making the rather small country the seventh most populous in the world and one of the most densely populated. Bangladesh has registered a 5 to 6 percent rate of annual economic growth since the mid-1990s, and has made important progress in the areas of primary education, population control, and the reduction of hunger (Kamal, 2010). Despite these positive developments, however, poverty in Bangladesh is widespread, affecting the lives of perhaps half of the population. About 61 percent of the population of Bangladesh is of working age (15 to 64 years-old), while 34 percent is under the age of 14, indicating a moderate youth bulge. Those who are employed in the formal labor market often work just a few hours a week at low wages. Thus, while the estimated unemployment rate is relatively low at about 5 percent, the problem of underemployment prevails. Widespread poverty, underemployment, and a youthful age structure have all contributed to the predominance of economically motivated international migration from Bangladesh. The contract labor migration of less-skilled men to the Arab Gulf states and to the emerging economies of Asia has been especially prominent. (Kibria, 2011). Having huge population and economic ups and downs throughout 70s & 80s Bangladesh has also received a number of international accolades, "One of the frontier five markets" (JP Morgan Chase), "Next 11 emerging economies after BRICS" (Goldman Sachs), "One of the potential growths economies" (PricewaterhouseCoopers). Besides, with declining poverty, improved food security, favorable demographics, and recent efforts to enhance infrastructure, Bangladesh has received positive sovereign credit ratings from Standard and Poor's (BB-) and Moody's (Ba3) in 2010 and 2011 with stable outlook. (The Daily Star, 2013).

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In spite of having so many positive compliments towards Bangladesh economy, the country is still struggling lot due to prevalence of some other major short-comings and hindrances. Balance of payment situation of its external trade remains seriously unfavorable. It is strongly opined that the country didn't face so much of the negative impact of long lasting global economic recession since 2007, mostly due to exponential growth of remittances. Thus, international labor migration and remittances has become eventually an inescapable constituent of the country.

#### An Overview of the Country's International Labor Migration

On the backdrop of high rate of illiteracy, unemployment problem and limited access of information to international labor market, people from this country have been suffering measurably in the process of international migration since inception. Decade back, it has been opined (Miyan, 2004) in a publication of an international Congress that the recruitment process of migrant workers in Bangladesh is complex. Though transformation is being taken place steadily with a slow rate in migration management for the last couple of years yet various intermediaries, rent seekers, unscrupulous recruiting agencies, human traffickers and weakness in bureaucratic system still remain as limitations and threats to this transformation. However, Govt.'s determination towards a fair, safe and efficient migration management is being manifested through its various measures taken in recent years. Govt. has enacted a new law for migration management by repealed the Emigration Ordinance-1982. Govt. of Bangladesh has ratified the International Convention on the Protection of the Rights of Migrant Workers and Members of their Families (ICRMW).

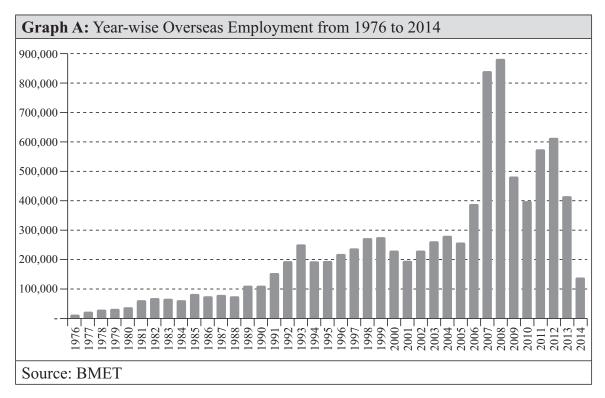
#### Nexus between Migration Cost and Migration Management

The procurement of a work visa, the recruitment of the worker and receipt of emigration clearance are key steps in processing migration. The buying and selling of the visa itself has become a profitable business for a certain group of people. A nexus of interest has developed among high-level state functionaries in the labor-receiving countries, their recruiting agents, a group of expatriate Bangladeshis and a section of Bangladeshi recruiting agents. It has been sketched by Siddique (2005) that recruiting agencies that purchase visas in turn take their profit margin and then sells the visas on to individual migrants. The agencies recruit through a host of informal agents and sub-agents, who perform two key functions: the recruitment of workers and financial transactions. The *dalals* (informal agents) are not formally registered with the recruiting agents they serve and do not possess any formal identification documents. In the process, a good number of those who wish to migrate are cheated and lose a large part of their assets while processing migration. It is evident that all those irregularities directly push the migration cost to go high. It is revealed that if the standard of migration management goes high then migration cost would be reduced. On the contrary, if the standard of

migration management is declined, consequentially the cost of migration goes high. It has widely been argued that the exorbitantly high migration costs is resemble of weak and improper migration management.

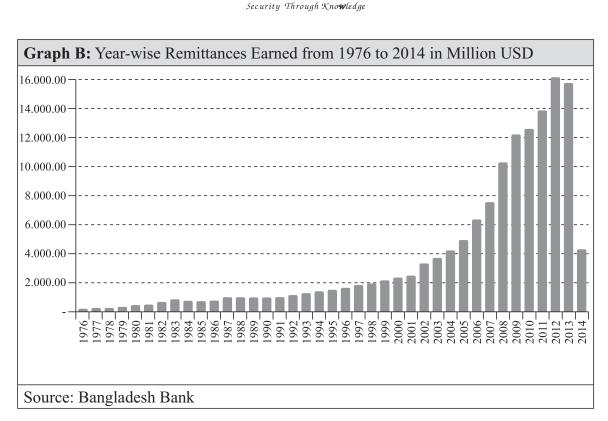
#### Flow of International Labour Migration

It appears from the official statistics that the country has been able to send abroad 8,849,681 numbers of its citizen with overseas jobs since 1976 to March, 2014. The following Bar Chart is presenting year-wise performance:



## **Flow of Remittances**

Remittances sent by migrant workers have grown significantly over time, increasing from a paltry US\$ 23.71 million in 1976 to US\$ 13,832.13 million in 2013. A Bar Chart is presented below on the basis of the statistics of year-wise remittances from 1976 to 2014:



There is also an unofficial or illegal channel of sending money from abroad by expatriate migrant workers, which is called as *'Hundi'*.

There has been always a huge gap between import and export and the gap is being filled up by remittances. A Table is presented below showing the gap between import and export:

Year-wise Import and Export from 2001-02 to 2011-12						
Year	Import(\$ bn)	Export(\$ bn)				
2001-02	8.54	5.99				
2002-03	9.66	6.55				
2003-04	10.9	7.6				
2004-05	13.15	8.65				
2005-06	14.75	10.53				
2006-07	17.16	12.18				
2007-08	20.37	14.11				
2008-09	21.44	15.57				
2009-10	33.66	16.2				
2010-11	35.52	22.92				
2011-12	34.81	24.3				
Source: EPB, 2013						

# FINDINGS OF THE SURVEY, INTERVIEWS AND FOCUS GROUP DISCUSSIONS

Analysis of data gathered through the Survey, Interview and Focus Group Discussions. Data has been collected for this study through survey on random sampling basis, face to face interviews, focus group discussions and secondary sources. 65 aspirant migrant workers were asked some selective questions during survey, interviews and discussions. Apart from the selective questions there was much information gathered through this journey. Majority of the respondents, i.e. 51 per cent belongs to age group of 18-25 years and that followed by the age group of 26-35 years, which is 33 per cent of total respondents. It is significantly appeared that only 2 per cent belongs to age group of 45 years and above. It is appeared that most of the aspirant migrant workers are unemployed, while a very few of them are self employed and casually employed. So, choice for overseas job is not only a matter of opportunity cost but also a basic requirement of the job seekers just to be employed.

It is highly noticeable that with a very few exception almost all of the respondents perceive overseas employment as a matter of social prestige. They consider that overseas employment would definitely enhance their social prestige and dignity. So, pressure on overseas employment in Bangladesh has also been increased due to the perception of the society. It has been appeared that the majority of the respondents' family represent the monthly income group of BD taka 10,001 to 15,000, which can be perceived as dominance of lower middle class group of our social structure. It is also seen that the lowest income group represents a very minimal portion of the total respondents. It means that the scope for overseas employment for the extreme marginalized group is very limited as they are not able to bear the high costs of migration.

Table-1: Wage Different between Bangladesh and Other Countries							
Category of job/work	Bangladesh	K.S.A	U.A.E	Oman	Malaysia	Singapore	
Professionals	400	1400	1200	1200	1400	2500	
Skilled	250	800	700	750	900	1300	
Semi-skilled	130	350	300	350	400	850	
Unskilled	100	250	200	200	300	500	
(Wages in US Dollar)							
Source: Author							

The table in the next page focuses the wage differential that is prevailing between Bangladesh and the country of destinations:

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The costs of migration vary depending on the countries of destination and category of jobs. The following table highlights the cost of migration for various destination countries at three different decades.

Table-2: Cost of Migration for Various Destination Countries							
	In the year	In the year	In the year	Variation			
Name of the countries	1994	2004	2014	1994 and 2014			
K.S.A	2,00,000	3,00,000	4,50,000	+2,50,000			
U.A.E	1,00,000	1,30,000	1,40,000	+ 40,000			
Malaysia	90,000	1,30,000	33,000	- 57,000			
Oman	90,000	1,20,000	1,40,000	+ 50,000			
Singapore	1,20,000	2,50,000	3,50,000	+ 2,30,000			
Jordan	90,000	1,40,000	30,000	- 60,000			
South Korea	2,00,000	6,00,000	65,000	- 1,35,000			
(Cost of migration mentioned above in Bangladeshi Taka)							
Source: Author							

**Findings:** The findings that have come up through survey, interviews and discussions are narrated below precisely:

There is influx of unskilled and semi skilled workers for overseas jobs. Majority of the respondents are without higher education.

Most of the respondents are not sufficiently aware of the situation of the countries of destination, A very few of the respondents are aware of the prevailing migration process. None of the respondents were found candid on providing information regarding involvement of middlemen, brokers or intermediaries in their migration process. Most of the respondents express their moderate satisfaction on the services rendered currently by the govt. machineries, Migration management are getting improved gradually. International labour migration on Government to Government arrangement seems to be more effective to control cost of migration and ensure better management.

# KEY CHALLENGES AND POTENTIALS IN CURBING MIGRATION COST AND ESTABLISHING AN EFFECTIVE MIGRATION MANAGEMENT IN BANGLADESH

# Challenges

It has been appeared through observations, discussions and empirical studies that there are many gray areas in the field of migration. Excessive pressure of the aspirant overseas job seekers on the supply line in the context of limited employment opportunities in demand line is dominantly creating scope for the exploiters to exploit marginalized migrant workers. Moreover, the global job market for the Bangladeshi workers is not yet explored adequately. Still there is huge dominance of unskilled and low skilled workers and skill development issue has not got that much momentum yet. Still job visas are being traded in the destination countries.

## **Prospects**

Irrespective of countries of destination, Bangladeshi expatriate workers could have been able to earn outstanding reputation globally for their loyalty, honesty, sincerity, adaptability, hard working and law abiding quality. These expatriate Bangladeshi workers are playing an important role as goodwill ambassador of the country. Govt. of Bangladesh has been putting extra importance and getting involved intensively in the bilateral, regional and international processes, dialogues and discourses on migration issues. Civil Societies, intelligentsia and print and electronic medias in the country are much more vibrant now on international labor migration issues than ever. Market diversification and skill development issues are getting priority. Most of the countries of developed economy started already facing ageing population. They are becoming dependent gradually for their required work forces on the labour sending countries. Bangladesh will be enjoying this demographic dividend for quite a long time. A culture is also being developed in Bangladesh in viewing migration as brain gain instead of brain drain.

It is learnt that the Govt. of Bangladesh has already taken a good number of measures in establishing an effective and efficient management and institutional framework to ensure fair and safe migration which includes among others, online registration, SMART card with biometric, online complaint mechanism, online visa checking system with some major countries, enactment of the Overseas Employment and Migrants Act 2013, introduction of comprehensive database of aspirant job seekers, enhancement of the capacity of skill development, facilitating trained female migration etc. The issue of international labor migration as a whole and specifically, issues of skill development, institutional framework, logistic and financial support have been focused in the country's Sixth Five Year Plan (2011-2015), Perspective Plan (2010-2021) and proposed Overseas Employment Policy.

## RECOMMENDATIONS

Based on the research findings and their respective implications, the following are hereby recommended in order to attain more efficient and effective international labour migration management in Bangladesh and to reduce cost of migration at a rationale level:

- a. International labour Migration should be viewed by all concerned as human mobility instead of export of manpower or labour. Human rights of the migrant workers should be upheld at every stage of migration process.
- b. Skill development issue should get proper attention and top priority in managing international labour migration.

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- c. Institutional framework and arrangement along with necessary laws, rules and regulations should come into an effective practice in sustainable manner, so that 'migration with dignity' can come up as a matter of culture.
- d. The whole migration process should be exploitation free and free from all sorts of middlemen, intermediaries and unscrupulous vested quarters. Bilateral and multilateral ties, agreements and arrangement among the countries of origin and countries of destination should be strengthened.
- e. The data base that has been established by the BMET should be followed strictly for recruitment and job placement.
- f. SMART card should be readable at all required places and there should be an inter linkage among National ID card, SMART card and Passport, so that it can render multifarious connectivity.
- g. Pre-departure orientation training should be more comprehensive and customized according to the requirement of the country of destination and category of job.
- h. A full suing 'One stop service' for manpower clearance and migration related matters should be ensured at the earliest opportunity.
- j. Probashi kallayan Bank should be expanded at home and abroad and be more vibrant to cater the demand of the marginalized overseas job seekers
- k. BOESL should come up with its all potentialities in order to pave the way for exploitation free fare migration process.
- 1. Labour Wings in the Bangladesh Mission abroad and all the Bangladesh missions should be migration friendly and they should act proactively in order to facilitate more and more overseas jobs for the Bangladeshi aspirant jobseekers.
- m. Private Recruiting Agencies both at home and abroad should be more proactive and acclimatized in view of the changed circumstances of the international labour migration. Their activities should be monitored and performance should be evaluated by the Govt. and respective association and organization. They should be rewarded for their praiseworthy performance and penalized for their misdeed.
- n. There should be a rigorous attempt for global jobs search and market research by all concerned.

Last but not the least, there should be continuous and sustained all out efforts for creating massive awareness among the all stakeholders regarding overall migration process and related policies, laws, rules and regulations, so that migrant workers cannot be cheated and exploited by any vested quarters and the whole journey of migration can be smooth, safe and in a dignified manner at justified cost.

## CONCLUSION

The country could be much more benefited if there were reasonable costs of migration and more efficient and effective migration management were in place. A correlation was established between migration cost and migration management. It is manifested that migrant workers can be more benefited under the propitious of better migration management. Thus the country can harness substantial gain in terms of remittances, welfare of the migrant workers and savings of valuable foreign exchange through arresting money laundering and *hundi* that is used for visa trading by ensuring an effective and efficient migration management.

Pressure for getting overseas jobs is quite huge in the context of limited job offers. Hundreds of thousands of overseas job seekers are waiting in the queue and they are ready to compete among themselves with best of their financial ability. On this backdrop vested quarters are highly active in exploiting these marginalized and vulnerable workforces. However, despite having huge challenges it is hoped that the country would be able to explore its enormous potentialities in streamlining international labour migration and rationalizing cost of migration by successful translation of its commitment into implementation. Bangladesh would be substantially benefited to achieve sustainable development and in transforming into a middle-income country by the stipulated time through justifiable migration cost and a sound migration management.

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Additional Secretary Dr. Md. Abu Hena Mostofa Kamal is a Course Member of NDC 2014. He was born on 8 February 1963. He joined in the Bangladesh Civil Service (Administration Cadre) on 15 February 1988. He was Joint Secretary in the Ministry of Expatriates' Welfare and Overseas Employment before joining NDC 2014. He has served in the various ministries/divisions, field offices and Bangladesh Mission abroad at various capacity. Among others he has served in the Ministry of Industries, Special Affairs Division, Prime Minister's Office, Ministry of Labour & Employment, Ministry of Home Affairs, Ministry of Chittagong Hill Tracts Affairs and Ministry of Education. He has rendered his services as diplomat in the Bangladesh Embassy, Libya for about five years, where he has also served as head of mission in the capacity of Charge d'Affaires a.i for a long time.

He did his Doctor of Philosophy on Local Community Development through Ecotourism from the Inter-cultural Open University, the Netherlands in association with the Indian Institute of Ecology and Environment, New Delhi, India in 2000. He did his Master of Commerce, major in Management from the University of Dhaka, Bangladesh in 1986.

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*He has visited many countries across the globe covering almost all the continents. He is married and blessed with one son and one daughter.*