

A close-up portrait of a young girl with dark hair pulled back, wearing a pink top with white lace. She has gold leaf applied to her cheeks and nose, and is smiling warmly. The background is blurred with colorful lights.

Humanitarian Crisis
Management Programme
Annual Report 2023



DON'T EVER
LOSE SIGHT OF
THE MISSION
TO EXTEND
A HAND TO THOSE
WHO NEED IT
THE MOST

Sir Fazle Hasan Abed
Founder, BRAC



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Acknowledgement

As we enter a new chapter, we reflect with immense gratitude on the journey of 2023. This year has exemplified the transformative power of collaboration, dedication, and the resilience of the communities we serve.

At the forefront of our success are the countless individuals whose unwavering dedication has been pivotal. The visionary leadership of Asif Saleh, BRAC's Executive Director, has provided strategic direction and unwavering commitment, guiding our efforts towards impactful outcomes. We are equally grateful for the guidance of our Senior Directors: KAM Morshed (Advocacy, Innovation, MEAL, Risk Management Service), Moutushi Kabir (People, Culture, and Communications), and Tushar Bhowmik, Chief Financial Officer. Their leadership has fostered innovative solutions and collaboration across programmes, maximising our collective impact.

Our gratitude extends to the dedicated Directors and Heads of the Programmes who lead our initiatives. Their commitment and understanding have enriched our programmes, enabling us to effectively address diverse needs of the communities we serve. We

are indebted to Safi Rahman Khan (Education, Skills Development, and Migration), Tasmiah Tabassum Rahman (Skills Development Programme), Dr. Shayla Islam (BRAC Health), Palash Kanti Das and Rozina Haque (Ultra-Poor Graduation Programme), D. Sasikumar (Ayesha Abed Foundation), Sheela Rubina Rahman (Legal and Compliance), and Sonia Wallman (Grants Mangement, Global Resource Mobilisation and Partnerships).

We are also grateful for the ongoing support of Dr. Erum Mariam, Executive Director of BRAC Institute of Educational Development (BIED), whose contributions have been invaluable to our endeavours.

Our appreciation extends to the Directors of various departments: AFM Shahidur Rahman (MEAL), Ahmed Najmul Hussain (Administration and Road Safety), Rear Admiral (Retd.) M. Makbul Hossain (Operations), SK Jenefa Khanom Jabbar (Social Compliance and Safeguarding), Mafruz Khan (Global Resource Mobilisation and Partnerships), Syed Mazbahul Morshad (Chief Engineer, Construction, and Maintenance), and Nanda Dulal

Saha (Internal Audit). Their tireless efforts behind the scenes provide the critical foundation for our success.

We express our gratitude to the Government of Bangladesh and our esteemed donors, whose continued support empowers us to respond swiftly to evolving needs. Their trust fuels our mission to create lasting change.

A heartfelt thank you goes to our colleagues and volunteers, the true heroes on the ground. Their dedication ensures essential services reach those in need, even in challenging circumstances. Their commitment to transparency and accountability reflects our shared vision for a more just and equitable world.

Finally, we acknowledge the remarkable resilience of the communities we serve. Their courage and active participation have been instrumental in driving positive change. Together, we have made a meaningful impact on countless lives.

Contents

MESSAGE FROM 09

Executive Director, BRAC
Senior Director, BRAC
Associate Director and Office In Charge, HCMP

LIST OF ACRONYMS 12

EXECUTIVE SUMMARY 16

CHAPTER 1: 18

BRAC's Humanitarian Crisis Management Programme
in Cox's Bazar and Bhasan Char

Goal 19

Objective 19
BRAC's Humanitarian Response in Cox's Bazar
BRAC's Humanitarian Response in Bhasan Char

Sectoral Representation of BRAC HCMP 22

HCMP at a Glance in 2023 24

CHAPTER 2: 26

Sector-wise Activities in Cox's Bazar and Bhasan Char

1. WASH 27

2. Education 37

3. Health and Nutrition including MHPSS 47

4. Protection (Community-based Protection-CBP, Gender-based Violence-GBV, and Legal Protection) 63

5. Child Protection	75
6. Livelihoods and Skills Development (LSD)	85
a. Skills Development	
b. Agricultural Livelihoods Development	
7. Shelter	95
8. Site Management Support (SMS)	103
9. Disaster Risk Reduction (DRR)	111
10. Food Security	119
11. HCMP Support Units	127
12. Partnership with Local NGOs	133
13. Pooled Fund	134

CHAPTER 3: 136

Lessons Learned, Financial Information, Donors, and Partnership

Key Lessons Learned	138
Financial Statement	143
Funding and Partnership	146



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Message from the Executive Director

It's difficult to believe that six years have passed since almost a million Rohingya fled from Myanmar into Bangladesh. What began as a desperate flight for safety has evolved into a protracted humanitarian crisis that continues to require significant support and commitment from all stakeholders.

The Government of Bangladesh, UN agencies, BRAC, and other humanitarian actors have consistently collaborated to address the evolving needs of the Rohingya, and the host community — which has experienced significant upheaval in a short period. Together, we navigated the emergency response phase and challenges posed by the pandemic. Now, firmly in the protracted phase, a strategic shift in our approach is imperative.

While securing the safe return of the Rohingya to Myanmar remains our ultimate priority, we must acknowledge present realities. A mid-term strategy, focusing on development alongside humanitarian assistance, is no longer a luxury but a necessity.

We laid the foundations of a critical shift with UNHCR and IOM in 2023, jointly designing a pilot project that combines humanitarian, development and coexistence approaches. We look forward to the launch of the initiative in 2025.

While looking forward, we continued improving service delivery on the ground, with over 374,000 people receiving healthcare through our health facilities, and over 68,000 children and young people accessing education through our learning facilities in the camps and Bhasan Char. Our work in Bhasan Char has continued to expand, particularly in livelihood generation, with 4,000 Rohingya families establishing homestead gardens, as well as commercial vegetable farming, seedling nurseries, fish farming, poultry, and sheep rearing.

These small household-level initiatives make a big difference, not only to obvious factors like access to nutritious food, but also to mental health and overall wellbeing.

As resources continue to shrink, localisation efforts must be intensified, as well as streamlining service delivery and maximising efficiency. We amalgamated our health and mental health service delivery points in 2023, we are working on ensuring our health and WASH frontline staff members will be equipped to provide both services, and we will be integrating

some site management and shelter works, as well as mainstreaming protection. We will also be prioritising adult learning, to ensure the efficacy of training.

My deepest gratitude continues to go to BRAC's dedicated staff members and volunteers, to the Rohingya and host communities — many of whom are now volunteers in their own communities — as well as to our donors, partners, and the Government of Bangladesh. This hasn't been an easy journey, but we have managed to get through it together, and I look forward to continuing the work — as well as learning from it, so that our work together can benefit responses to protracted crises worldwide.

Asif Saleh

Executive Director
BRAC



Message from the Senior Director

As many of you know, the Rohingya crisis has entered its seventh year. Since the initial influx in 2017, BRAC's Humanitarian Crisis Management Programme (HCMP) has been at the forefront of the response. We began with a laser focus on immediate needs – ensuring access to clean water, sanitation facilities (WASH), and safe shelter.

However, the situation has evolved. Recognising this, HCMP has strategically broadened its scope. Today, we provide a comprehensive suite of services in Rohingya camps and surrounding host communities across Cox's Bazar and Bhasan Char. These services encompass critical areas such as protection, site management, health and nutrition, disaster risk reduction, education, food security, and most importantly, livelihood development.

Ensuring equitable access for all remains a top priority throughout our interventions. HCMP works diligently alongside the Government of Bangladesh, UN agencies, donors, and the Inter-Sector Coordination Group (ISCG) to bridge any service gaps and guarantee no

one is left behind. In 2023, we were proud to reach more than 900,000 individuals in both Rohingya and host communities.

Looking ahead, HCMP prioritises a response that is both sustainable and well-coordinated. We deliver specialised interventions with a strong emphasis on integration – ensuring a more holistic approach to supporting the Rohingya community. We are actively fostering stronger collaboration across sectors and promoting synergy, fully aligned with the ISCG's principles of rationalisation. Bhasan Char activities have seen significant expansion, with pilot initiatives and revamped support functions designed to streamline programme implementation.

Building on this strong foundation, BRAC has developed a comprehensive five-year strategy paper advocating for an integrated approach. This approach focuses on contextualising camp-specific strategies to empower the Rohingya community towards self-reliance and pave the way for long-term development. A key component of this strategy is our innovative three-

year plan for a new agriculture-based livelihoods sector. BRAC, along with UNHCR and WFP, co-leads this sector in Bhasan Char, with pilot programmes already underway for both Rohingya and host communities in Cox's Bazar and Bhasan Char.

Finally, on behalf of HCMP, I want to express our deepest gratitude to the countless dedicated individuals working tirelessly on the ground, to our invaluable development partners and Government of Bangladesh. Their unwavering support allows us to make a real difference in the lives of the Rohingya community.

Md Akramul Islam, Ph D

Senior Director
BRAC



Message from the Associate Director and OIC

At BRAC, humanitarian response is in our DNA. For nearly 40 years, even before the recent influx, we have been working alongside the Rohingya community and our Bangladeshi neighbours in Cox's Bazar. Since 2017, BRAC's Humanitarian Crisis Management Programme (HCMP) has been on the ground, playing a critical role in supporting those impacted by the influx from Myanmar. In 2021, we expanded our operations to Bhasan Char, ensuring no one is left behind.

As the situation has evolved, so too has our approach. Initially, we focused on delivering life-saving services. Today, HCMP prioritises a sustainable and cost-effective approach, guided by the core principles of humanitarian response. 2023 was a year of focused growth for HCMP. We pinpointed areas of concentrated need within the camps and host communities, ensuring our programmes addressed the most pressing

issues. We also implemented rigorous quality assurance measures to guarantee the effectiveness of our interventions. This year also marked the exciting launch of BRAC's interdepartmental integration efforts. By working more closely together internally, we will be even better positioned to foster strong intersectoral collaboration in the future.

On behalf of the entire HCMP team, I want to express our heartfelt gratitude to all our partners, donors, community members, and government stakeholders. Your unwavering support allows us to make a real difference in the lives of the Rohingya community. Together, we can build a brighter future for all.

Rezaul Karim
Associate Director and OIC
Humanitarian Crisis Management Programme
BRAC



List of Acronyms

AAP

Accountability to Affected Populations

AoR

Area of Responsibility

APBN

Armed Police Battalion

ASEAN

Association of Southeast Asian Nations

AWD

Acute Watery Diarrhoea

BMD

Bangladesh Meteorological Department

BC

Bhasan Char

BIED

BRAC Institute of Educational Development (BIED)

BNGO

Bangladeshi Non-Governmental Organisation

CAP

Community Action Plan

CBCPC

Community-Based Child Protection Committee

CBLF

Community-Based Learning Facilities

CBO

Community-Based Organisation

CBP

Community-Based Protection

CC

Community Centre

CCCM

Camp Coordination and Camp Management

CEC

Community Engagement Centre

CESG

Community Education Support Group

CFCM

Community Feedback and Complaint Mechanism

CFP

Community Feedback Platform

CFRM

Complaint Feedback and Response Mechanism

CFS

Child-Friendly Space

CFW

Cash for Work

CHW

Community Health Worker

CHNW

Community Health Nutrition Worker

CiC

Camp-in-Charge

CLDRI

Community-Level Disaster Resilience Index

CLP

Community-Led Project

CMT

Community Maintenance Team

CMTWG

Case Management Technical Working Group

CN

Concept Note

CNP

Community Nutrition Promoter

COPD

Chronic Obstructive Pulmonary Disease

COM

Community Outreach Member

CP

Child Protection

CPAoR

Child Protection Area of Responsibility

CPC

Community Protection Centre

CPCM

Child Protection Case Management

CPiE

Child Protection in Emergencies

CPP

Cyclone Preparedness Programme

CPSS

Child Protection Sub-Sector

CPSSLWG

Child Protection Sub-Sector Localisation Working Group

CPV
Community Psychosocial Volunteer

CRA
Community Risk Assessment

CRARDA
Community Risk Adaptation and Resilience Dynamics Analysis

CRG
Child Resource Group

CSA
Climate-Smart Agriculture

CSI
Capacity Sharing Initiative

CSN
Child with Special Needs

CXB
Cox's Bazar

DDM
Department of Disaster Management

DOT
Directly Observed Therapy

DM
Disaster Management

DMC
Disaster Management Committee

DPHE
Department of Public Health Engineering

DRM
Disaster Risk Management

DRR
Disaster Risk Reduction

DSS
Decision Support System

ECD
Early Childhood Development

ECE
Early Childhood Education

E-CRA
Electronic Community Risk Assessment

ECDWG
Early Childhood Development Working Group

ELCO
Eligible Couple

EPI
Expanded Programme on Immunisation

EPRP
Emergency Preparedness and Response Plan

ERP
Enterprise Resource Planning

EVI
Extremely Vulnerable Individuals

EWS
Early Warning System

FDMN
Forcibly Displaced Myanmar Nationals

EOI
Expression of Interest

FP
Focal Point

FS
Food Security

FSMU
Field Site Management Unit

GBV
Gender-Based Violence

GF
Gratuity Fund

GiHA
Gender in Humanitarian Action

GIS
Geographic Information System

GoB
Government of Bangladesh

GPS
Government Primary School

HCMP
Humanitarian Crisis Management Programme

HN
Health and Nutrition

HHs
Households

HIV
Human Immunodeficiency Virus

HP
Health Post

HPL
Humanitarian Play Lab

IAL
Interactive Audio Instruction

ICC Integrated Community Centre	LCFA Learning Competency Framework Approach	MMT Mobile Medical Team
IED Institute of Educational Development	LLIN Long-Lasting Insecticidal Net	MoDMR Ministry of Disaster Management and Relief
IOM International Organization for Migration	LSBE Life Skills-Based Education	MPC Multi-Purpose Centre
IPM Integrated Pest Management	LSDP Livelihoods and Skills Development Programme	MPCC Multi-Purpose Community Centre
IPT Interpersonal Psychotherapy (IPT)	MC Myanmar Curriculum	MRM Male Role Model
ISC Information Service Centre (ISC)	MCAC Multi-Purpose Child and Adolescent Centre	MV Mother Volunteer
ISCG Inter-Sector Coordination Group	MDA Mass Drug Administration	NBS Nature-Based Solutions
IYCF Infant and Young Child Feeding	MEAL Monitoring, Evaluation, Accountability, and Learning	NCD Non-Communicable Disease
JRP Joint Response Plan	MFFU Mobile Firefighting Unit	NGO Non-Governmental Organisation
KAP Knowledge, Attitude, and Practice	mhGAP Mental Health Gap Action Programme	NIMH National Institute of Mental Health
KG Kindergarten	MHM Menstrual Hygiene Management	NRC Nayapara Registered Camp
KPI Key Performance Indicator	MHPSS Mental Health and Psychosocial Support	OFSP Orange Flesh Sweet Potato
KRC Kutupalong Registered Camp	MMH Mums Magic Hands	PC Para-Counsellor
LAC Legal Aid Centre		PDDR Programme Development and Donor Reporting
LC Learning Centre		

PF
Provident Fund

PFA
Psychological First Aid

PHC
Primary Healthcare Centre

PIQ
Programme Implementation Quality

PL
Play Leader

PLW
Pregnant and Lactating Women

PoC
Person of Concern

PRC
Project Review Committee

PS
Psychosocial Support

PSEA
Protection from Sexual Exploitation
and Abuse

PSS
Psychosocial Support Services

PTSD
Post Traumatic Stress Disorder

PWD
Persons with Disabilities

PWSN
Persons with Special Needs

RC
Registered Camp

ROCT
Refugees Operation Coordination
Team

RRAP
Risk Reduction Action Plan

RRM
Rapid Response Modality

RRRC
Refugee Relief and Repatriation
Commissioner

SAG
Strategic Advisory Group

SBCC
Social and Behaviour Change
Communication

S-CCCM
Shelter-Camp Coordination and
Camp Management

SEG
Strategic Executive Group

SMC
School Management Committee

SMS
Site Management Support

SOD
Standing Orders on Disaster

SOP
Standard Operating Procedure

SPD
Serious Psychological Distress

SRHR
Sexual and Reproductive Health and
Rights

SSD
Shelter and Site Development

SWM
Solid Waste Management

TB
Tuberculosis

TCG
Technical Consultative Group

TDK
Tie-Down Kits

TPD
Teachers' Professional Development

TWG
Technical Working Group

UNHCR
United Nations High Commission for
Refugees

UPSC
Union Parishad Standing Committees

WASH
Water, Sanitation and Hygiene

WDMC Ward Disaster Management
Committee

WFS
Women-Friendly Space

WGSS
Women and Girls Safe Spaces

YEA
Year-End Assessment

Executive Summary

The Humanitarian Crisis Management Programme (HCMP) of BRAC has continued to make significant contributions to sustainable humanitarian assistance and build-back-better support for communities affected by the Rohingya crisis in Cox's Bazar and Bhasan Char. BRAC recognised the need to shift from a short-term, crisis-focused approach to a mid-term strategy, as there is still no clear timeline for repatriation after six years into the crisis. Furthermore, international funding support is declining, while the needs of the Rohingya population in Bangladesh are evolving.

In response, BRAC took the initiative of considering the Humanitarian, Development and Peace (HDP) nexus into its operations in 2023. This transition aims to move from an emergency

response to a sustainable mid-term approach, focusing on increasing efficiency, community participation, and cost-effectiveness while maintaining high-quality service delivery. The concept was shared with like-minded organisations, including UN agencies, potential donors, and other stakeholders, and received positive support to co-design a new integrated Humanitarian, Development and Co-existence (HDC) nexus model. This model envisions improvements at three levels — volunteer, facility, and camp — to better address the protracted nature of the Rohingya crisis.

In 2023, BRAC HCMP strengthened collaboration with other BRAC programmes, fostering mutual learning and knowledge-sharing. This year, HCMP provided critical support to approximately

908,805 people in Cox's Bazar and 31,439 people in Bhasan Char.

A total of 10 sectors and sub-sector under BRAC HCMP continued delivering sustainable humanitarian assistance and build-back-better support to the Rohingya and host communities in Cox's Bazar. The education, livelihoods and skills development, and food security sectors contributed to learning, vocational training, and capacity building, empowering communities to meet their needs. Essential services such as Water, Sanitation, and Hygiene (WASH), Health and Nutrition, Site Management Support (SMS), and Shelter and Site Development, were instrumental in ensuring the protection and dignity of the Rohingya people. The protection sector offered services that promoted a safe environment for

refugees, particularly children, girls, and women, through child protection mechanisms, strengthening community-based structures, and fostering peaceful coexistence.

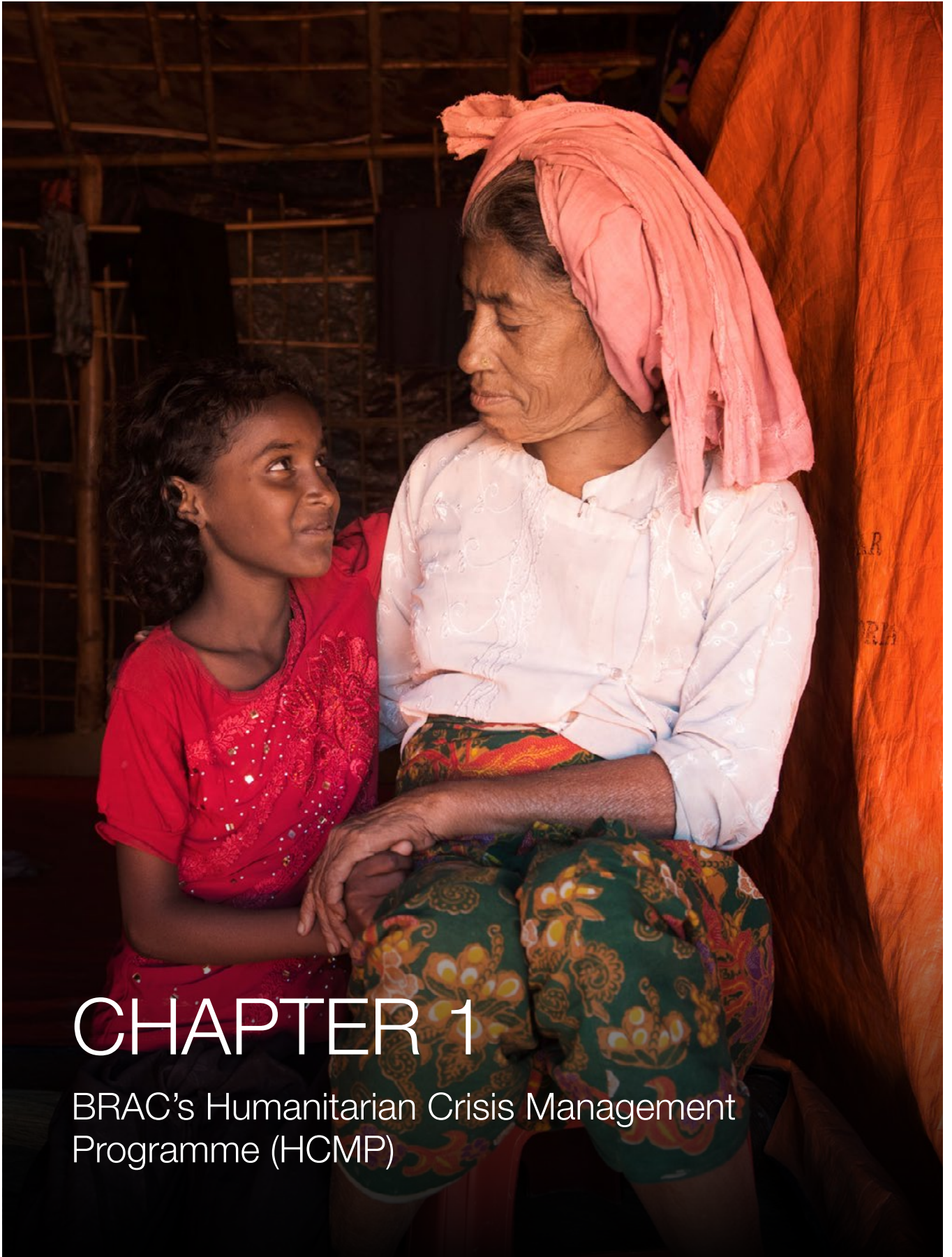
In Bhasan Char, BRAC HCMP continued its active engagement, expanded its support to meet the diverse needs of the relocated Rohingya population, thereby promoting their overall wellbeing. This included services in Health and Nutrition, Education, Protection (CBP, GBV, Legal), WASH, Child Protection, Livelihoods and Skills Development, and Food Security.

Additionally, BRAC HCMP prioritised localisation and community development by recognising the affected population as central to its operations. The

HCMP pooled fund took steps to empower 22 local partner NGOs, enhancing their capacity to address grassroots-level needs. This involved strengthening their leadership roles within local authorities and civil societies engaged in humanitarian activities.

Support units within BRAC HCMP, including Communications; Monitoring, Evaluation, Accountability, and Learning (MEAL); Grants; Programme Development and Donor Reporting (PDDR); Human Resources (HR), Finance and Accounts (F&A), and Admin, played critical roles throughout the year. Their contributions ensured the effectiveness and accountability of the programme's interventions, underscoring the inclusive and impactful nature of the programme. Drawing on insights gained over the

past seven years, HCMP remains committed to providing sustainable humanitarian assistance to those affected by the Rohingya crisis. It seeks to establish a self-sustaining and resilient system that alleviates suffering and saves lives. With a foundation built on valuable lessons, BRAC HCMP is determined to continue its work in these vital areas.



CHAPTER 1

BRAC's Humanitarian Crisis Management Programme (HCMP)

Goal

BRAC's Humanitarian Crisis Management Programme (HCMP) aims to provide sustainable humanitarian assistance and build-back-better support to all those affected by the Rohingya crisis, regardless of their gender, age, race, social class, or ability.

Objective

To increase access to sustainable humanitarian and development services such as livelihoods, shelter, water and sanitation, healthcare, and education in a long-term, accountable, and cost-effective manner for those affected by the Rohingya crisis with the purpose of saving lives, alleviating suffering, and upholding human dignity and protection.

BRAC's Humanitarian Response in Cox's Bazar

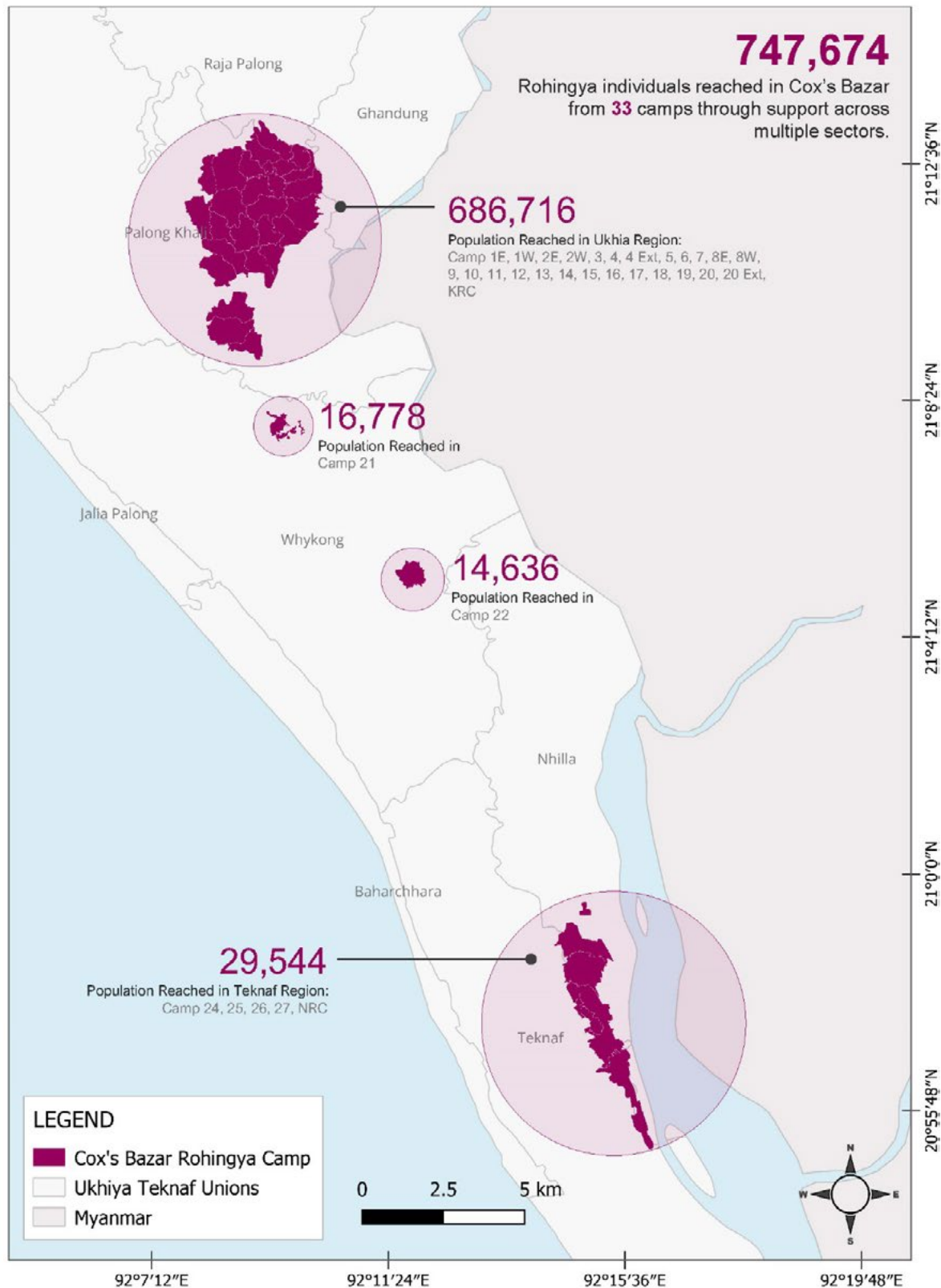
In 2023, BRAC HCMP expanded its operations into a comprehensive and sustained humanitarian response aimed at meeting the basic needs of the Rohingya population and ensuring dignified lives. This expansion aligns with the rationalisation process and shifts from a short-term to a long-term approach.

BRAC's Humanitarian Response in Bhasan Char

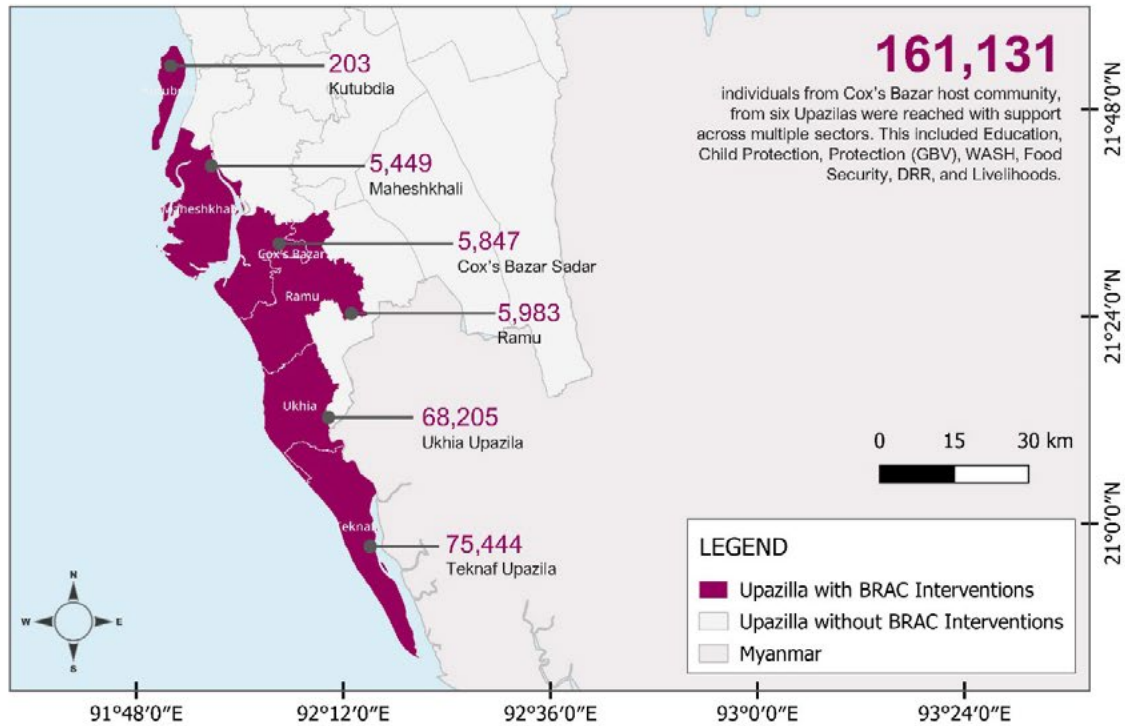
Following the relocation of the Rohingya population to Bhasan Char, BRAC HCMP began providing Education and WASH services in 2021. Despite encountering numerous challenges, including the remote geographic location of Bhasan Char, in 2023, BRAC HCMP successfully expanded its support, continuing to deliver essential services while adapting to the evolving needs of the community.

BRAC's Humanitarian Response in Cox's Bazar

Number of people reached in Rohingya camps in Cox's Bazar

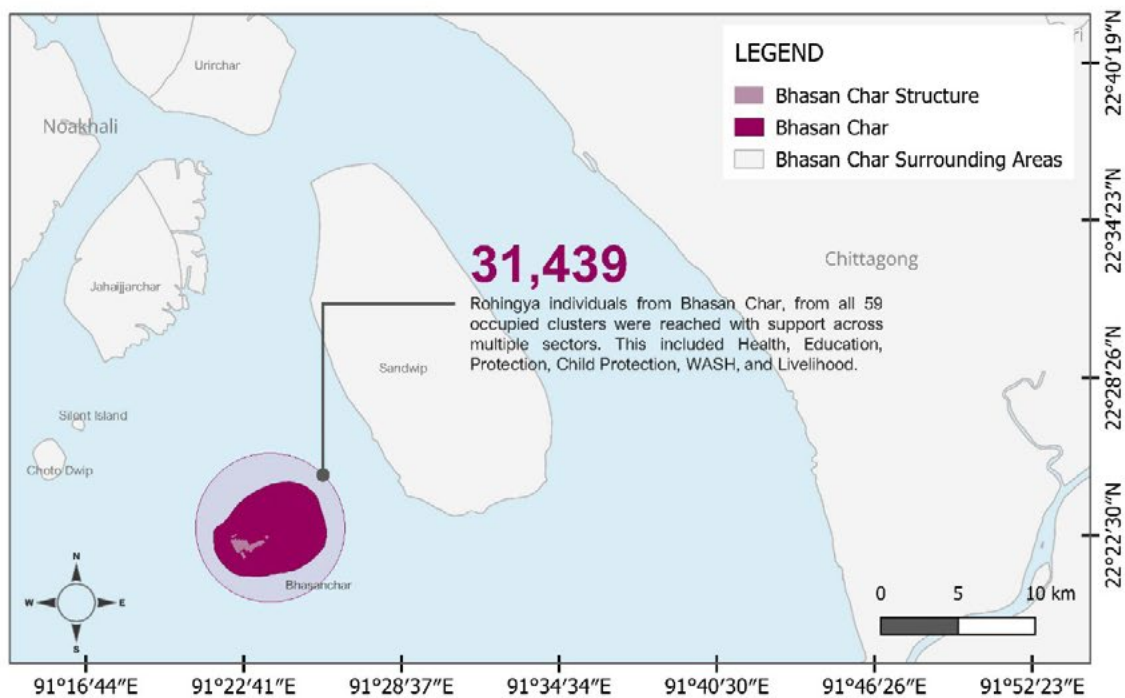


Number of people reached in host community in Cox's Bazar



BRAC's Humanitarian Response in Bhasan Char

Number of people reached in Bhasan Char



Sectoral Representation of BRAC HCMP

Cox's Bazar

Co-lead	Sectoral Technical Lead	Member of Strategic Advisory Group (SAG)	Member of Technical Working Group (TWG)	Member
<ul style="list-style-type: none"> Child Protection (Early Childhood Development Working Group) 	<ul style="list-style-type: none"> - Gender-based Violence (GBV) - Sub-sector - Protection Working Group - Gender in Humanitarian Action (GiHA) - Education - Technical Consultative Group (TCG) - Strategic Advisory Group (SAG) - WASH 	<ul style="list-style-type: none"> - Health - WASH - Protection - Child Protection - Education - Food Security - Livelihoods - Shelter/Shelter and - Camp Coordination and Camp Management (CCCM) 	<ul style="list-style-type: none"> - Health - WASH - Protection - Child - Protection - Education - MHPSS - Shelter 	<ul style="list-style-type: none"> - NGO Platform - Steering Committee - Strategic Advisory Group - Refugees Operation Coordination Team (ROCT) - Strategic Executive Group (SEG)

Bhasan Char

Co-lead

Livelihoods Skills Development (LSD), Camp Focal: WASH



HCMP at a Glance in 2023

Cox's Bazar



340,707

outpatient general medical consultations provided through health facilities.



20,494

shelters constructed, maintained, and repaired.



53,451

complaints or feedback received and acted upon.



80

camp coordination meetings (CiC Meetings) facilitated.



64,815

learners received education through Learning Facilities and schools.



7,583

people made aware of legal information, rights, and support.



13,822

adolescents and youths aged between 15 and 24 years actively participated in the pre-vocational course.



449,885

hygiene promotion sessions conducted.



53,451

children, adolescents, and youths received services related to Early Childhood Development (ECD), life skills, and pre-vocational skills.



23,152

Rohingya beneficiaries received materials to establish homestead vegetable gardens at their household level.



2,673

people received focused psychosocial and psychological care.



697

participants received training on handicrafts to develop production capabilities.

Bhasan Char



34,000

outpatient general medical consultations provided through health facilities.



2,516

Rohingyas received materials for establishing homestead vegetable gardening at their household level.



15,910

complaints or feedback received and acted upon.



900

adolescents and youths aged between 15 and 24 years actively participated in the pre-vocational course.



4,477

learners received education through Learning Facilities and schools.



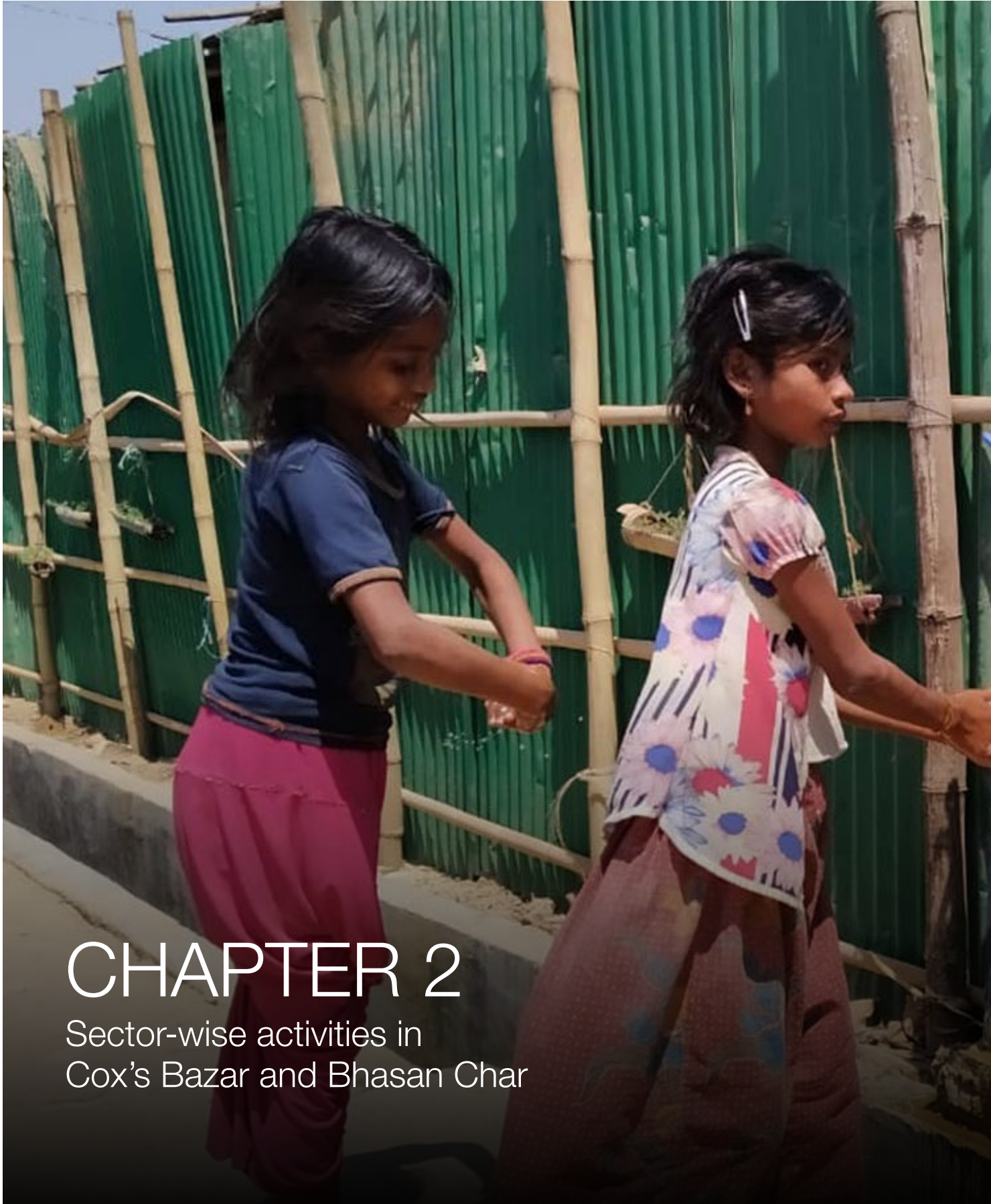
1,070

people made aware of legal information, rights, and support.



1,150

children and adolescents received services related to Psychosocial Support Services (PSS) and livelihood.



CHAPTER 2

Sector-wise activities in
Cox's Bazar and Bhasan Char



WASH

Water, Sanitation, and Hygiene

Cox's Bazar

In 2023, BRAC's WASH sector provided gender and disability-inclusive Water, Sanitation, and Hygiene (WASH) services; ensuring equitable, dignified and comprehensive access while promoting environmental sustainability. This intervention played a pivotal role in ensuring the well-being of the Rohingya community in Cox's Bazar and the host community in Ukhiya and Teknaf. Over the course of 2023, BRAC reached a total of 311,736 people in 11 camps and 53,962 people in the host community.

WASH interventions were implemented through the regular installation, repair, operation and maintenance, and upgrading of various WASH facilities, including tube wells, tap stands, water supply networks, latrines, and bathing cubicles, as well as specialised facilities like women's hygiene centres and waste management and hygiene promotion interventions. BRAC prioritised gender- and disability-inclusive WASH services by recognising and addressing the unique needs of diverse populations within the Rohingya and host communities. A key achievement in WASH

facility repair and maintenance was engaging community members in repair and maintenance initiatives on a pilot basis, which resulted in cost reduction and increased community ownership.

BRAC also implemented innovative ideas like wastewater recycling to repurpose water spilled from tap stands. Additionally, it established plastic credit shops to motivate communities to manage plastic and other waste. Throughout the year, solid waste management services were provided through the operation and maintenance of several camp-level solid waste composting plants, combined with a material recovery facility. BRAC also operated the only landfill site in Ukhiya, serving 26 camps in both Ukhiya and Teknaf.

In terms of faecal sludge management, BRAC fully controlled the operation and maintenance of one of the largest faecal sludge treatment plants in humanitarian settings, meeting the sanitation needs of 200,000 people living in the northeast part of Kutupalong. Along with these services, BRAC initiated health checkups and routine pathological testing to

ensure the well-being of sanitation volunteers. In collaboration with the BRAC's health unit, WASH team provided Hepatitis-B vaccines to 200 sanitation workers.

Along with regular operation and maintenance of WASH facilities such as latrines, bathing cubicles, tube wells, etc. BRAC constructed multiple material recovery facilities to improve solid waste management. It also established Menstrual Hygiene Management (MHM) corners in each school WASH Block, fostering a supportive environment for female students in the host community. To address emerging health challenges, BRAC adapted preventive measures within its WASH services to combat diseases like acute watery diarrhoea, dengue, and scabies.

To further strengthen the WASH operations, BRAC fostered integration with its health team through unified hygiene and health promotion interventions, the provision of sanitation and medical waste management infrastructure at health facilities, and the capacity-building of health staff in medical waste management at the camp level.

BRAC actively engaged in coordination and advocacy efforts with UN agencies, the WASH sector, and government stakeholders to enhance the effectiveness of its interventions. Through collaboration with these partners, BRAC ensured the targeted and efficient delivery of WASH services for crisis-affected communities. By leveraging collective expertise and resources, BRAC amplified the impact of its WASH initiatives and contributed to broader humanitarian objectives within the sector.



Bhasan Char

The WASH sector provided sufficient and safe water, adequate, appropriate, and acceptable sanitation facilities, safe management and disposal of excreta and solid waste, and hygiene behaviour change interventions, with a special focus on ensuring safety and dignity for vulnerable groups, such as adolescent girls and elderly women, in Bhasan Char.

To ensure access to safe drinking water, BRAC continuously monitored water quality at both

the source and household levels. Additionally, in response to concerns over groundwater contamination in Bhasan Char, BRAC's initiatives to protect boreholes by sealing and capping them with brick boxes and concrete slabs significantly contributed to preventing water table pollution. This process minimised household-level E. coli contamination, ensuring safer drinking water supply.

For solid waste management, the WASH team provided full value

chain services for the residents of Bhasan Char throughout the year. BRAC also expanded the capacity of the solid waste composting plant to serve 50,000 people by constructing four new chambers. Additionally, after extensive advocacy and coordination with the ARRRRC office and Bangladesh NAVY, BRAC began constructing a new sanitary landfill.

In terms of sanitation, the absence of false ceilings in WASH facilities was identified as a safety and dignity concern for

female participants, particularly adolescents and women. Considering this issue, BRAC WASH team installed false ceilings in these facilities and added gender-segregated stickers on the doors to ensure dignified access to the target beneficiaries. Furthermore, BRAC added disability-friendly features, such as side ropes and wooden stands, in selected facilities to meet the needs of persons with disabilities.



Noor Ayesha
Rohingya female,
Age 41, Camp 1E,
Cox's Bazar

“ We struggled daily to access WASH facilities, as walking through the marketplace was our only option. But after BRAC constructed a new Women Hygiene Centre with latrines, bathing cubicles, and MHM corner, accessing WASH facilities is now safe and easy.

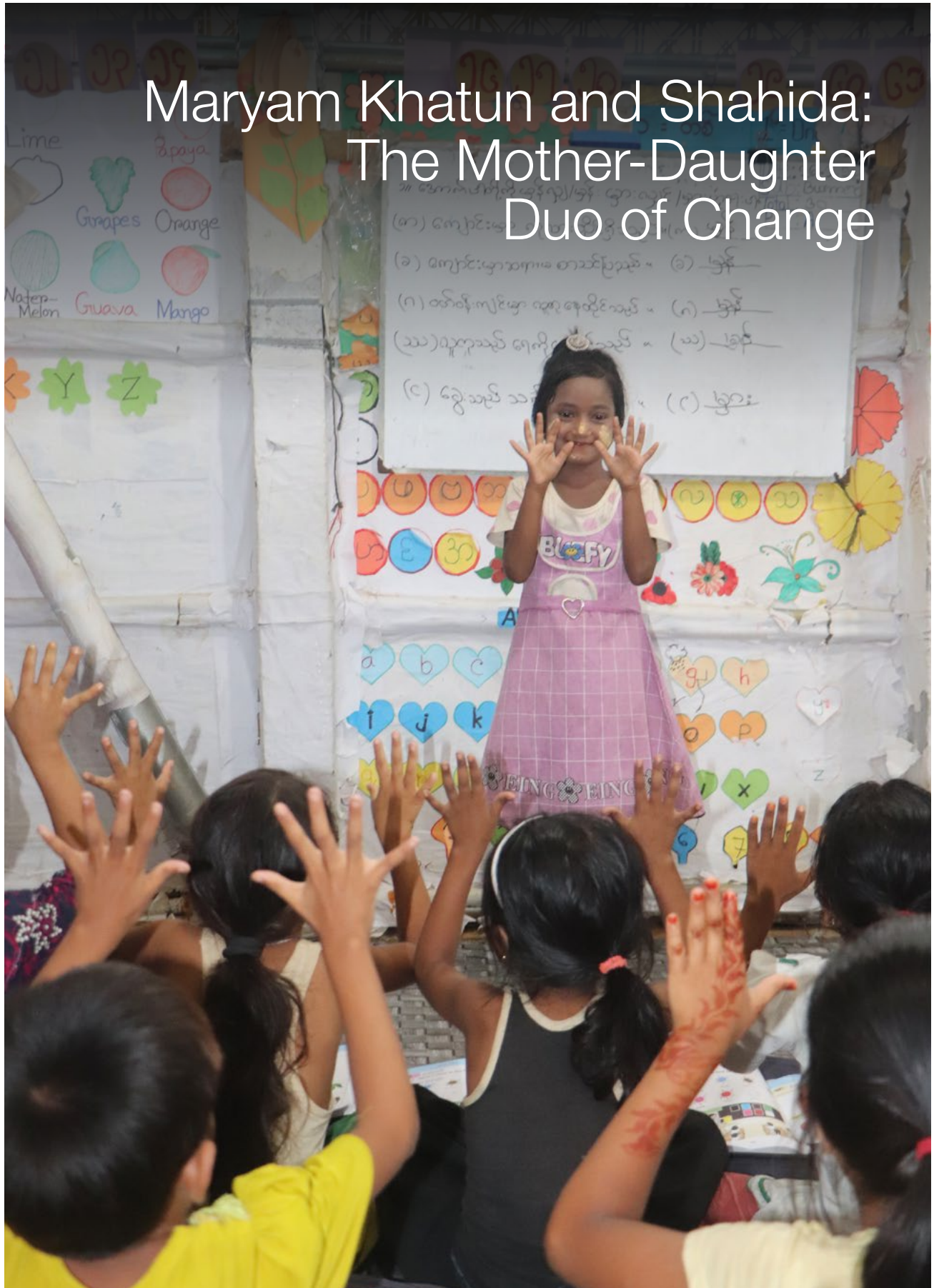
Somin Ara
Rohingya girl,
Age 12, Camp 14,
Cox's Bazar

“ When I began menstruating, I felt shy discussing it with my family. I used dirty cloths and didn't know where and how to clean them. After joining BRAC's adolescent girls' group, they taught me proper menstrual practices and provided me with an MHM kit. Now, managing menstruation is much easier.

Monowara
Rohingya female,
Age 30, Cluster 63,
Bhasan Char

“ In Bhasan Char, the absence of ceilings over toilets and bathing areas worried me and my daughter, especially after privacy violations in our cluster. After reaching out to the BRAC WASH team, they promptly installed false ceilings. Now, my daughter and I can use the facilities without any worries.

Maryam Khatun and Shahida: The Mother-Daughter Duo of Change





Mothers are often considered a child's first teachers, profoundly shaping their behaviour, attitudes, and moral values. Given the pivotal role mothers play in a child's development, instilling healthy habits early on is most effective through them. With this in mind, BRAC's WASH team began implementing the "Mum's Magic Hands (MMH)" approach in 2023. This behaviour change initiative aims to promote handwashing with soap and safe water at critical times among children, facilitated through their mothers.

In Camp 3, BRAC WASH team introduced the MMH approach alongside regular hygiene promotion activities in 2023. Mother groups were formed in each Block of Camp 3, consisting of 10 mothers with children aged 5 to 10 years.

Maryam Khatun was a member of the mother group of Block E of Camp 3. Her 6-year-old daughter, Shahida, also participated in the programme. Upon joining the mother group, Maryam received orientation on the MMH approach from the BRAC WASH staff. She

learned about the objectives and key messages of MMH and how to use tools such as stories and stickers to motivate Shahida to develop good handwashing habits.

During MMH group meetings, Maryam learned how to use storybooks to encourage her child to practise handwashing at key times. These storybooks were designed to highlight the importance of handwashing with soap as a key component of a healthy lifestyle. Each mother also received colourful stickers indicating key handwashing times. Maryam used these stories and stickers to inspire Shahida to practise regular handwashing.

Shahida, inspired by the stories, began washing her hands with soap at crucial moments every day. A student at a Child-Friendly Space (CFS) in Block E, Shahida is known for being an obedient and enthusiastic learner. She says, "I like attending school every day. I wash my hands with soap before entering school and before eating snacks". Shahida has become a passionate advocate for good handwashing practices and often

demonstrates the proper technique to her classmates in the classroom with her teachers.

Due to her enthusiasm, Shahida was selected as a member of the Child Resource Group (CRG) of the BRAC WASH team in Block E. She actively participates in CRG meetings and works to promote and encourage good handwashing practices among her peers at school and other children in Block E.

Key Facts and Figures of WASH

21,357

water sources installed,
repaired, or upgraded.

3

WASH Blocks
constructed for women.

19

solid waste and faecal sludge
management facilities/plants
installed and maintained.

16,880

fully functional sanitation facilities
(bathing cubicles and latrines)
maintained and improved.

161

latrines constructed and
upgraded for persons with
disabilities.

428

handwashing devices
installed and maintained.

32,271

women and girls received
appropriate sanitary protection
materials for menstruation.



UNICEF UBS
Palas Learning Centre (1.2)
ပိလာသန်း သင်ကြားရေး ဝိဇ္ဇာ (၁)
Facility ID: 57523009, 57523071
Camp # 4 Extension, Block # D

Handwritten text on a poster, including the number 10 and some Burmese text.

Handwritten text on a poster, including the number 9 and some Burmese text.



Education

Cox's Bazar

In 2023, HCMP's Education sector provided quality education to Rohingya and host community children aged 3 to 18 years, with a strong emphasis on inclusiveness and gender equity. Throughout the year, this sector achieved significant milestones, demonstrated adaptability, effectiveness, and a major contribution to holistic community development.

In line with its commitment to inclusiveness, BRAC's Education sector prioritised enrolment by ensuring accessibility for children with disabilities while promoting gender equity. Through this programme, 64,815 Rohingya and host community children, including adolescent girls, gained access to education, with 1% of these children having disabilities. This inclusive approach reflects BRAC's dedication to addressing the diverse needs of learners and ensuring equal educational opportunities for all.

In the Rohingya camps, the Education programme operated 863 learning facilities for Early

Childhood Development (ECD) and primary and secondary education. In 2023, BRAC successfully implemented the formal Myanmar Curriculum (MC) across all camps following a piloting phase, providing a structured education framework aligned with national standards. By July 2023, the rollout of the MC for grades 3, 4, 5, and 10 was completed, ensuring a full transition for all learners.

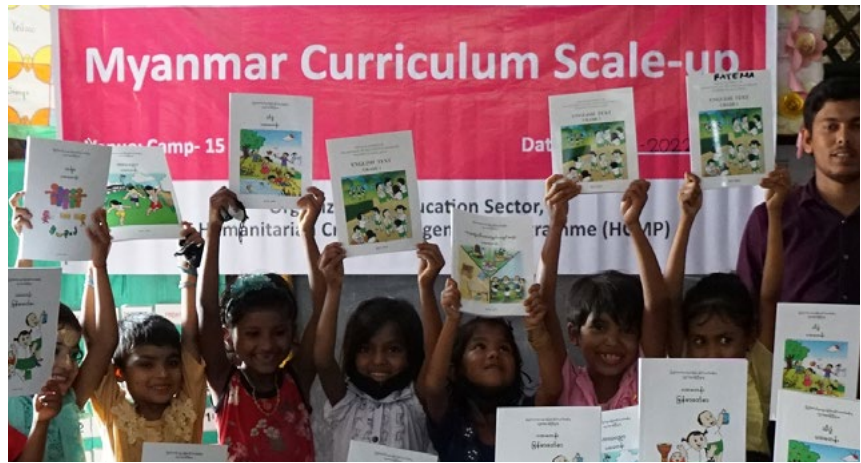
Furthermore, the programme's success was highlighted by the Year-End Assessment (YEA) conducted for secondary-level learners in May 2023, where 99.98% of students from BRAC Learning Centres (LCs) passed. This achievement reflects BRAC's commitment to providing quality education, as well as the dedication of educators and the resilience of learners in challenging humanitarian settings.

In the host community, BRAC operated 30 pre-primary schools in Teknaf and Ukhiya upazilas, laying the foundation for 900 learners to transition to primary schools. This initiative underscores

BRAC's commitment to early childhood development and ensuring a smooth educational journey for young learners. It also provided a structured education framework aligned with national standards, essential for the long-term academic success of host community children.

Teacher professional development was another priority of BRAC's educational strategy in 2023. As part of this, 2,130 Host and Rohingya teachers received pedagogical training to enhance their capacity to deliver quality education. Collaborating with Teachers' Professional Development (TPD) partners, BRAC developed 18 training modules on various subjects of the Myanmar curriculum, further empowering educators to meet the needs of diverse learners.

Innovative approaches to education, such as Interactive Audio Instruction (IAI) sessions, were introduced in September 2023. Additionally, ECD programmes for children aged 3 to 4, along with Community-



Based Learning Facilities (CBLF) for adolescent girls, addressed the diverse needs of learners and promoted inclusivity within the Rohingya camps.

BRAC's engagement with Community Education Support Group (CESG) members further strengthened community mobilisation and support for inclusive education practices. By empowering local communities to participate actively in educational initiatives, BRAC fostered a sense of ownership and sustainability within the camps.



Bhasan Char

Since 2021, the Education sector has been actively operating in Bhasan Char as one of the first responders to provide quality, gender-responsive, and inclusive education for children living on the island. In 2023, the programme continued facilitating learning for students from Kindergarten (KG) to Grade 8 using the Myanmar Curriculum.

BRAC operated a total of 9 schools, serving approximately 4,477 learners this year. The sector

provided educational materials to all learners and offered basic literacy, numeracy, and life skills training to youths and adolescents. Additionally, a year-end assessment for Grade-6 to Grade-8 students was conducted in May 2023.

Training on pedagogy and cross-cutting issues was also provided to all staff. BRAC promoted community participation through School Management Committees (SMCs) to ensure student attendance, support inclusive

education, and safeguard children in schools, all contributing to the provision of quality education.

Through close collaboration with BRAC HCMP's Education sector in Cox's Bazar, the Bhasan Char initiative ensured that all technical requirements were met, including the provision of gender-segregated WASH facilities, the supply of teaching and learning materials, and the regular monitoring of learning facilities across all schools.



BRAC also supported two local partners, PARC and ACLAB, by enhancing their project implementation capacities. The Education sector consistently provided technical assistance to these organisations to strengthen their capacity.

Overall, the sector delivered education services to 6,005 students across 38 clusters in Bhasan Char, reaching 52% of learners in this area.



Mohammad Riaz
Rohingya learner boy,
Age 13, Camp 22,
Cox's Bazar

“ The Interactive Audio Instruction (IAI) sessions have greatly enhanced my learning experience, making it both interactive and enjoyable. I’m grateful to BRAC for this engaging and entertaining approach to education.

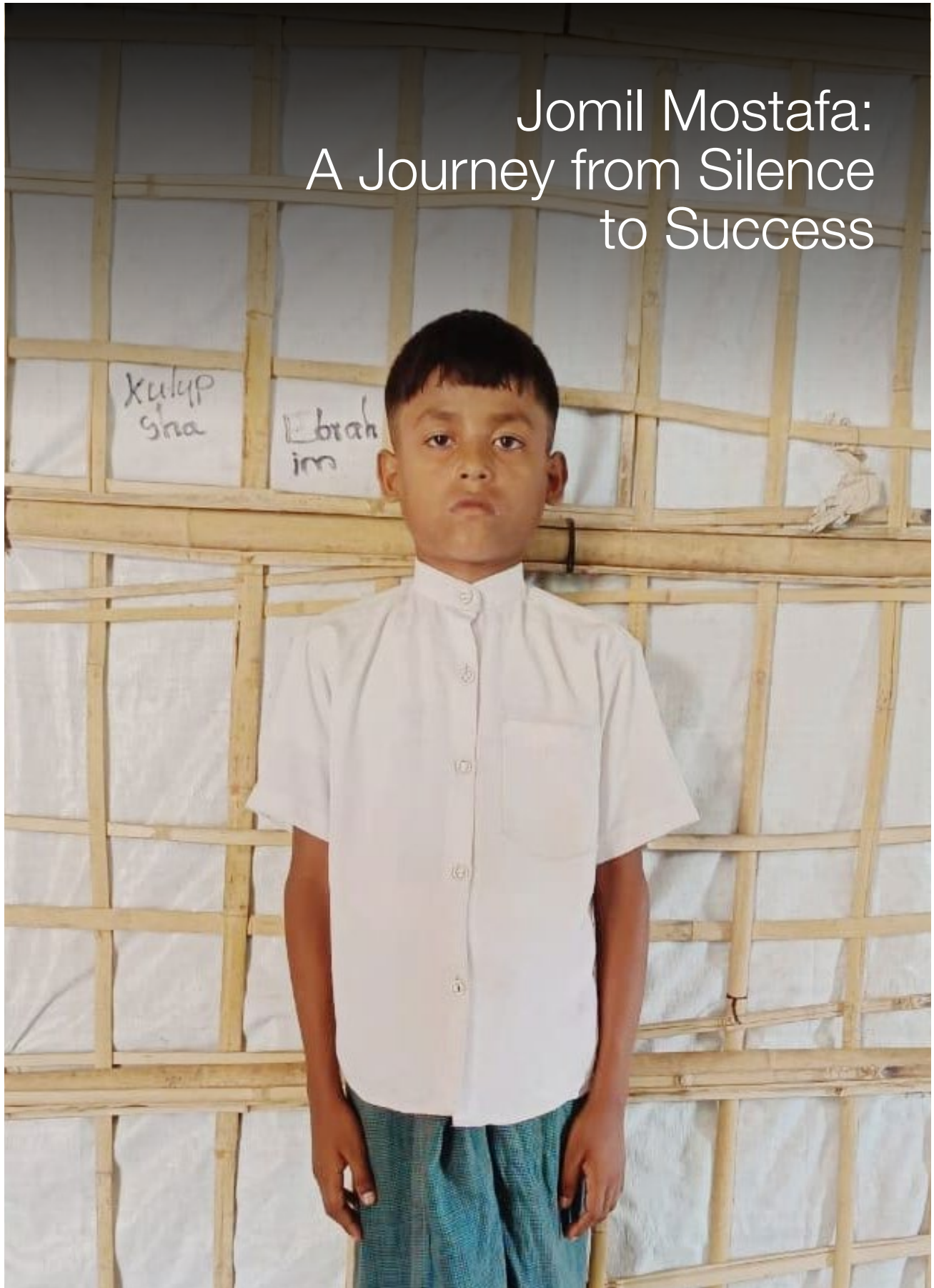
Fotuni
Rohingya mother,
Age 33, Camp 15,
Cox's Bazar

“ I am very happy with my daughter’s education and her progress in reading and writing. BRAC has also provided a female volunteer who regularly supports my daughter in going to school, which makes me feel safe.

Muproha Tazrin
Female host teacher,
Age 24, Camp 15,
Cox's Bazar

“ BRAC’s training covers pedagogical, content, and technological aspects, alongside PSEA, Child Safeguarding, and inclusive Education. These comprehensive sessions empower us to deliver quality education effectively.

Jomil Mostafa: A Journey from Silence to Success





Jomil Mostafa, an 11-year-old Rohingya boy living in Camp 15, has embarked on a remarkable journey of personal and academic growth. Initially enrolled at a nearby Madrasah, Jomil struggled with his studies, often missing classes and facing challenges due to a stammer. Deeply concerned about his behaviour, his parents sought help from Rejia Akter, a compassionate teacher at the BRAC learning centre.

Recognising the urgency of the situation, Rejia welcomed Jomil into her classroom, determined to provide him with the support and understanding he needed to thrive. However, his attendance remained inconsistent, prompting Rejia to explore the underlying causes of his behaviour.

Through heartfelt conversations with Jomil's parents, Rejia gained valuable insights into his struggles and the challenges he faced due to his speech impediment. With empathy and patience, she worked closely with his family to address

his communication difficulties and create a supportive learning environment.

Despite these efforts, Jomil continued to face obstacles, including mockery from classmates and feelings of isolation. Understanding the importance of peer acceptance, Rejia took proactive steps, pairing Jomil with classmates who offered encouragement and support.

She fostered a welcoming and inclusive environment by engaging him in class discussions and involving the entire class in games like Rock Paper Scissors, Clap, and Tari Tori, where everyone, including Jomil, participated eagerly. Gradually, Jomil adapted to the classroom environment.

A significant milestone in Jomil's journey was his newfound eagerness to attend the Learning Centre (LC) regularly. He began arriving early, often the first to sit in the front row, even before his shift started.

The class had a tradition: whoever arrived first received a round of applause from the entire group, and Jomil took great pride in this. His enthusiasm for learning grew, and his mother shared with Rejia that he was becoming more focused on his studies. She explained how Jomil now hurried through his meals to get to the Learning Centre.

Over time, Jomil's confidence blossomed, and his attitude towards learning underwent a remarkable transformation. With renewed determination, he actively participated in classroom activities, earning praise and recognition from his peers. His attendance became more consistent, and his academic performance also improved significantly.

Key Facts and Figures of Education

2,825

teacher/facilitators (1,597 females and 1,228 males) received Foundation Training, including cross-cutting issues such as maintaining WASH and health guidelines, providing Psychosocial Support (PSS), and implementing crisis and Disaster Risk Reduction (DRR) strategies.

872

learning facilities equipped with protective features, including fire extinguishers, first aid kits, DRR plans, and community feedback mechanisms.

3,277

teachers/staff (1,795 females and 1,482 males) achieved over 80% in post-training evaluations.

452

teachers (198 females and 254 males) completed subject-based training in subjects like Mathematics, English, Burmese Language, and Science, along with refresher training.

872

learning centres regularly conducted co-curricular activities such as poetry (kabya), recitation, song, drawing, games, and sports.

69,292

crisis-affected learners (34,829 girls, 34,463 boys, and 548 children with disabilities) received Teaching Learning Materials aligned with Education sector standards.

546

learning facilities equipped with gender-segregated and accessible WASH facilities.

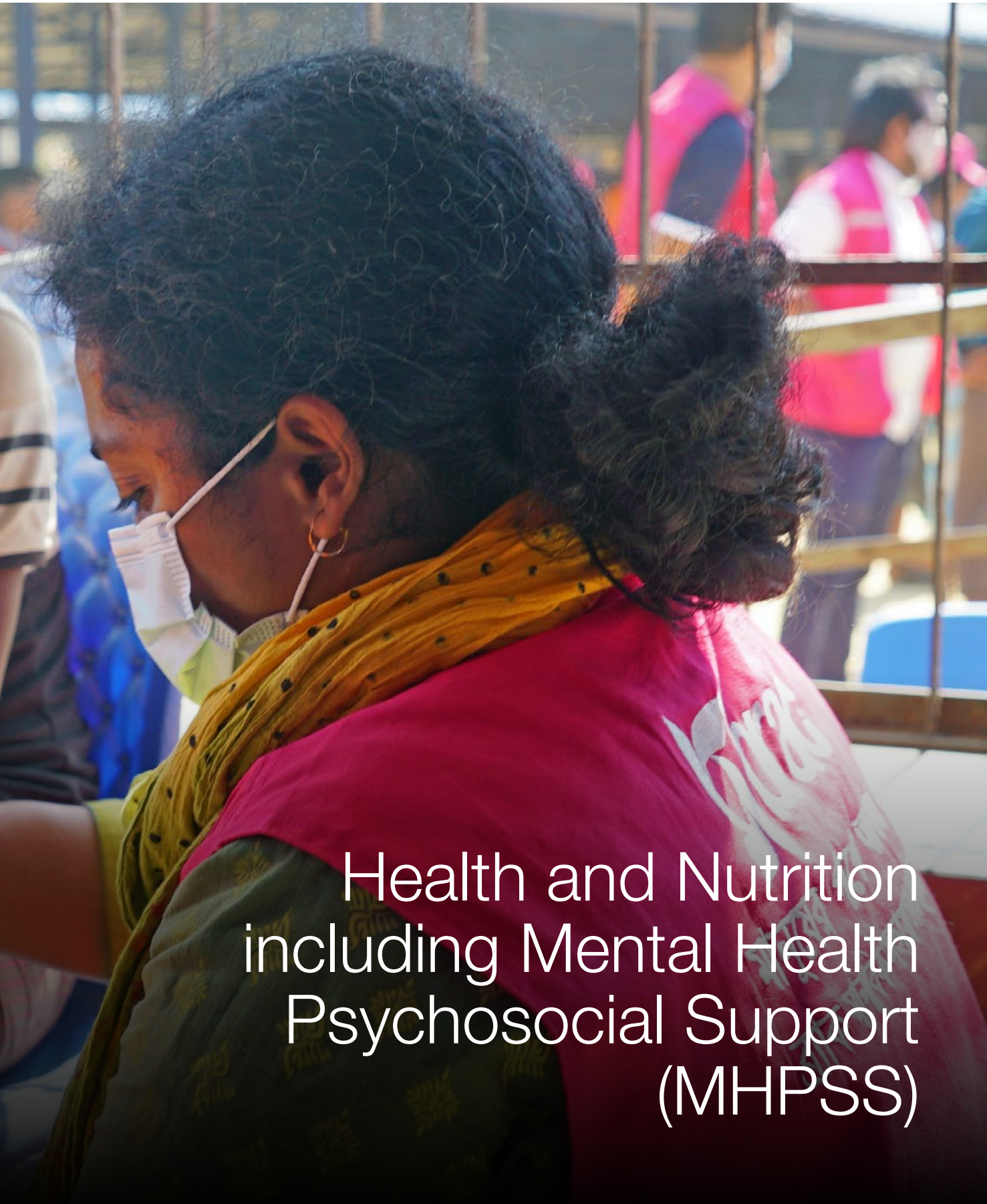
69,292

crisis-affected learners (34,829 girls, 34,463 boys, and 548 children with disabilities) aged 3 to 18 received education through the learning facilities and schools.

50,937

children (25,756 girls and 25,181 boys) were supported through technology-based learning solutions.





Health and Nutrition
including Mental Health
Psychosocial Support
(MHPSS)

Cox's Bazar

In 2023, the Health and Nutrition sector worked to improve the health of the Rohingya community by reducing morbidity and mortality, particularly among women and adolescent girls, through preventive and curative healthcare services. In 2023, BRAC managed 3 Primary Healthcare Centres (PHCs), which provided 24/7 ambulance services, and operated 8 Health Posts (HPs) across 10 Rohingya camps. However, 1 health post in Camp 11 was damaged and abandoned after a fire in March 2023, leaving 10 operational health facilities in Cox's Bazar. A community health programme, aligned with sectoral guidelines, was also functional. Throughout 2023, a total of 200,927 Rohingya people received various health and nutrition services through BRAC's facilities.

BRAC provided outpatient medical consultations by doctors and health professionals, offering medications for communicable diseases such as respiratory infections, scabies, chickenpox, measles, diarrhoea, dengue, conjunctivitis, tuberculosis (TB), and COVID-19. The sector also addressed non-communicable diseases, including diabetes, hypertension, chronic obstructive

pulmonary disease (COPD), and asthma.

The Health and Nutrition sector ensured inclusive care, with disabled-friendly and gender-segregated facilities for inpatient treatment. Services also included antenatal care, facility-based normal deliveries by midwives, and postnatal care for lactating mothers, supporting Sexual and Reproductive Health and Rights (SRHR). Eligible Couples (ELCOs) were offered family planning services, including counselling and contraceptive provision. Physiotherapy services were available at PHCs for patients with musculoskeletal issues, and laboratory testing facilitated diagnosis of conditions such as TB and malaria, following national guidelines. Additionally, 9 health facilities functioned as fixed immunisation sites under the Expanded Programme on Immunisation (EPI) throughout the year.

Through the Infant and Young Child Feeding (IYCF) service, nutritionists provided counselling to Pregnant and Lactating Women (PLWs), emphasising the importance of

exclusive breastfeeding for the first 6 months and complementary feeding until the age of 5.

Psychologists provided Mental Health Psychosocial Support (MHPSS) at PHCs, offering counselling to those in need. In response to emergencies, BRAC's Health and Nutrition sector deployed Mobile Medical Teams (MMTs) to the camps, addressing routine surges as well as emergency responses during cyclonic storms Mocha and Hamoon.

The community health programme worked in coordination with health facilities, focusing on preventive and promotive healthcare across 10 camps. Community Health Workers (CHWs) disseminated integrated health and WASH messages at the household level, contributing to the control of communicable diseases. Regular visits to 17,158 households helped raise awareness of family planning, infectious and non-communicable diseases, diarrhoea, EPI, antenatal and postnatal care, and facility-based normal deliveries. Given that men in the Rohingya community often make critical health decisions,



the sector engaged male volunteers to conduct awareness sessions in specific camps.

CHWs played a crucial role during the scabies outbreak, raising awareness, distributing medication, and coordinating with the Health sector. They also identified patients within the community and referred them for treatment as part of the Mass Drug Administration (MDA) campaign for the Rohingya community.

The Health and Nutrition sector also focused on disability inclusion, gender equality, Accountability to Affected Populations (AAP), and environmental responsiveness, by implementing gender- and disability-friendly health services.

Moreover, integration with other sectors, such as WASH and Protection, was achieved through healthcare services for Gender-Based Violence (GBV) survivors, counselling sessions for adolescents on early marriage, and hygiene awareness sessions.



Bhasan Char

BRAC operated a Health Post (HP) in Bhasan Char, providing outpatient medical consultations, sexual and reproductive health services (including antenatal and postnatal care, and family planning), diagnostic services, immunisation, and essential medications. Through the Health and Nutrition sector in Bhasan Char, a total of 13,119 people were reached.

However, many members of the Rohingya community were initially unaware of the available sexual and reproductive health services, including antenatal and postnatal care, family planning, and other healthcare options. To address this, Community Health Nutrition

Workers (CHNWs) conducted door-to-door visits, raising awareness and encouraging community engagement to ensure access to these essential services.





Mental Health and Psychosocial Support (MHPSS)

In 2023, the Mental Health and Psychosocial Support (MHPSS) programme improved access to non-communicable disease services by adopting a community-based mental health approach for the Rohingya community in Camps 6, 13, 17, 21, 26, and 27.

Throughout the year, a total of 100,384 Rohingyas received various community-based group Psychosocial Support Services (PSS), facilitated by Community Psychosocial Volunteers (CPVs). Among them, 2,978 vulnerable individuals were identified and referred for further one-on-one support. The PSS covered topics like stress management, anger management, self-care, and community bonding, helping individuals manage daily stressors, build social support networks, and develop positive coping mechanisms.

Following comprehensive screenings, 2,673 Rohingya individuals received personalised psychosocial and counselling support for mental health issues, such as anxiety, depression, grief, trauma, and phobias. Community Para-Counsellors (CPCs) and national psychologists provided 17,265 counselling sessions, achieving a notable recovery rate of 83.54%, as measured through psychometric tools.

The MHPSS sector emphasised the quality of care by providing continuous supervision and

skill-building opportunities for psychologists, CPCs, and CPVs, facilitated by mental health experts. BRAC psychologists received extensive training in Interpersonal Psychotherapy (IPT) from international experts, organised by UNHCR, to ensure evidence-based practices. They also completed an 8-day training with the Directorate of Secondary and Higher Education (DSHE), Ministry of Education, and received high-quality supervision from professors in the Department of Clinical Psychology, and Department of Educational and Counselling Psychology at the University of Dhaka. Additionally, psychiatrists from the National Institute of Mental Health (NIMH) and Hospital provided supervision for the sector's psychologists.

To further improve access to mental health services, BRAC conducted training sessions on MHPSS components for community members, including imams, female religious teachers, and front-line workers from various sectors. A total of 162 individuals received this training, in collaboration with BRAC HCMP's Community-Based Protection (CBP) sector and UNHCR. These efforts aimed to reduce stigma, promote mental health, and improve referrals within the community.

During emergencies such as fires, heavy rainfall, and cyclones, BRAC MHPSS worked closely with government officials and site management teams to provide

psychological first aid, ensure safe shelters, and connect affected individuals with multi-layered support sector.

Additionally, BRAC's MHPSS programme celebrated key observances such as "World Suicide Prevention Day" and "World Mental Health Day" in 2023, raising awareness, reducing vulnerabilities, and fostering hope among refugees. The celebrations involved medical officers, nurses, Community Health Workers (CHWs), volunteers, community leaders, and government officials.

As a member of the MHPSS Working Group, BRAC maintained coordination and shared reports on these observances, which were published on a global reference platform. Despite challenges during the project period, BRAC MHPSS demonstrated resilience and successfully implemented mental health support through effective coordination.

Noor Begum
Rohingya female,
Age 13, Camp 13,
Cox's Bazar

I delivered my baby at BRAC's Primary Health Centre (PHC) in July 2023. Initially, my husband was hesitant about a hospital birth, but the Community Health Worker (CHW) and midwife explained the benefits of delivering at a facility. Eventually, he agreed to take me to the PHC. The services were excellent! I also received MAMA Kit after delivery. The midwife and CHW treated me like family during my stay at the hospital.

Fatema
Rohingya female,
Age 33, Camp 8 East,
Cox's Bazar

When I found out I was pregnant, I began receiving healthcare support from BRAC PHC. I had 3 antenatal check-ups with the midwives at the PHC, later delivered my baby there, and received 4 postnatal care services. After discussing with the midwives, I adopted a family planning method. I am grateful to have received all these services from BRAC PHC.

Monowara
Rohingya female,
Age 37, Camp 8 East,
Cox's Bazar

I received 4 antenatal and 4 postnatal services from BRAC's PHC. The care and advice I received helped me stay healthy. During my stay at the PHC for delivery, I was provided with food, medicine, and MAMA KIT, which led me to a successful delivery. Afterward, the midwives counselled me on family planning, and I chose the Implant as my method of contraception. The services and advice from the PHC were invaluable.

Jannat Ullah
Rohingya male,
Age 19, Camp 6,
Cox's Bazar

‘ The psychosocial support service was very helpful to me. I often faced difficulties, especially with not knowing how to say ‘no’, which led to conflicts with my family. Now, I am able to maintain my relationships better. The sessions also helped me recognise my strengths.

Oli Ahmed
Rohingya male,
Age 60, Camp 17,
Cox's Bazar

‘ I used to struggle with constant worries, chronic sleep issues, and physical weakness, all of which affected my mental well-being. However, after attending a few MHPSS sessions, I noticed improvements. I have learned to practise relaxation, take better care of myself, and nurture social connections. I also received referrals to address my healthcare needs. I am grateful to the BRAC MHPSS team for their consistent psychosocial support.

Nur Hason
Rohingya male,
Age 23, Camp 21,
Cox's Bazar

‘ I had anger issues and often felt like hitting my wife, which strained our relationship. Through individual sessions on anger management, I have learned to control my anger. The sessions have positively impacted our relationship, and I continue to practise the skills I have learned.

Begum's Journey to Safe Motherhood





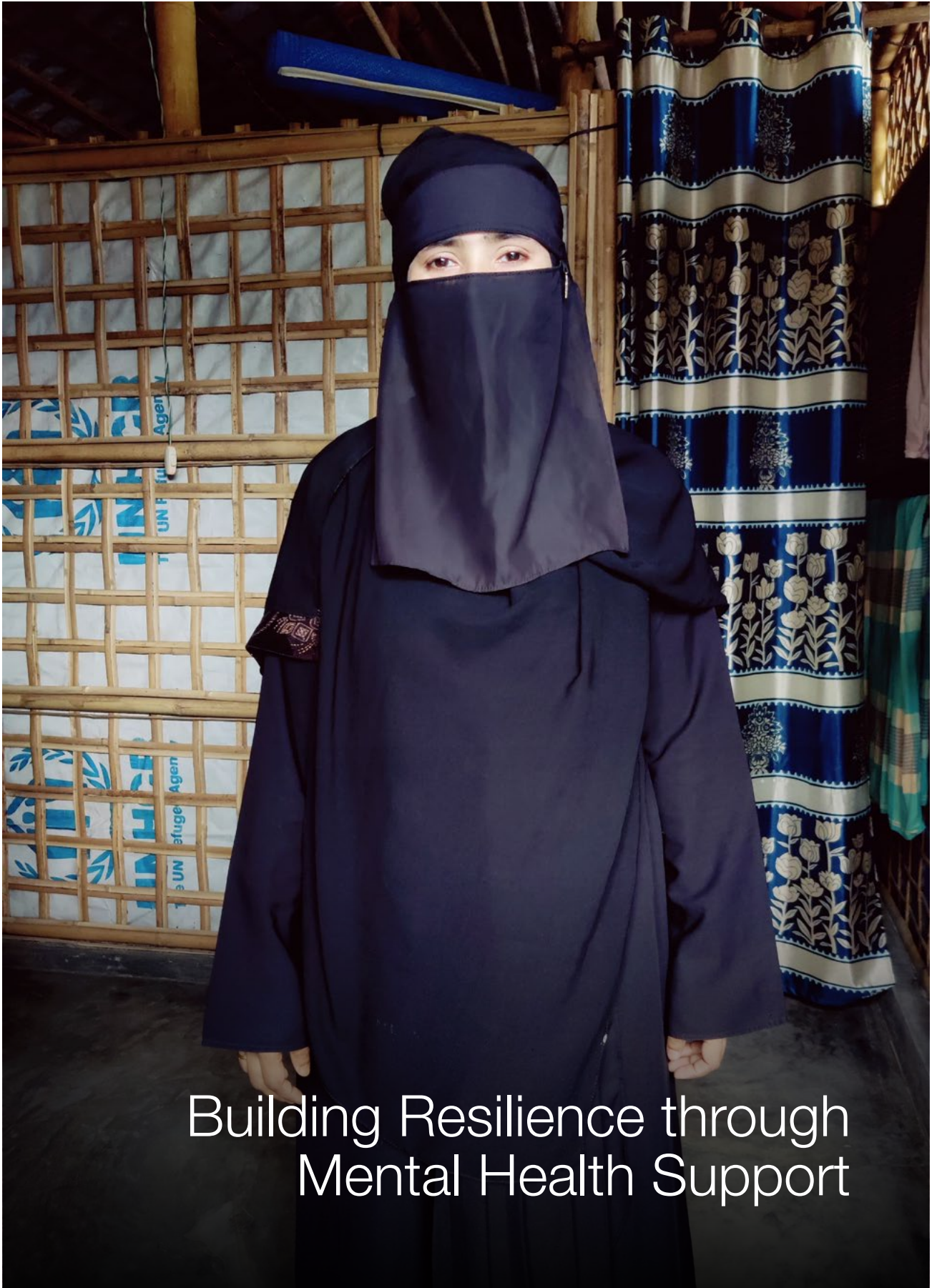
Begum (pseudonym), a 23-year-old Rohingya woman, lived in Camp 8E, the largest refugee camp in Cox's Bazar, with her husband and two children while expecting her third child. During her pregnancy, she faced several complications, including severe swelling in her feet, prompting her to seek help from available health services.

A Community Health Worker (CHW) informed Begum about BRAC's health services for pregnant women, and she soon visited the midwife at the BRAC Primary Healthcare Centre (PHC) in Camp 8E for antenatal check-ups and tetanus-diphtheria (TD) vaccinations. At 37 weeks, when she began experiencing labour pains, she rushed to the BRAC PHC for delivery. Upon examination, the midwife found her blood pressure alarmingly high at 180/110 mm Hg, along with bipedal oedema and proteinuria — indicating severe pre-eclampsia, a condition requiring immediate attention.

The dedicated PHC team, including a doctor, medical assistant, and nurse, closely monitored her condition and advised an urgent referral to a field hospital equipped for caesarean sections (C-Section), recognising the risks of complications. However, Begum's husband and mother were strongly opposed to the referral, and she, too, initially hesitated to seek care outside the camp.

After persistent efforts and a thorough explanation of the dangers of proceeding with a normal delivery, the family agreed to the emergency referral. Begum was transported by BRAC ambulance to the field hospital, where she underwent a successful C-Section, giving birth to a healthy baby girl. Following the delivery, she returned to the BRAC PHC for postnatal care and nutrition counselling.

During her postnatal visit, Begum expressed her gratitude, saying, "I am pleased with the health service, and I am okay now." She emphasised the vital role the BRAC health team played in ensuring her well-being throughout her pregnancy. Her story stands as a testament to resilience and highlights the life-saving impact of comprehensive healthcare in challenging circumstances.



Building Resilience through Mental Health Support



Amena (pseudonym), an 18-year-old Rohingya girl living in the camp 6, got married about ten months ago. Initially, her marriage was going well, but things took a turn when her husband began traveling to Myanmar. To make matters worse, her sister-in-law falsely accused her of having an extramarital affair. This untrue accusation caused her husband to doubt her, and soon, people in the neighbourhood began bullying her and spreading negative rumours, making her life unbearable. The situation became so overwhelming that Amena attempted suicide while staying at her parents' house. After her first attempt, her husband returned, but instead of offering help, he isolated her from others, physically assaulted her, and even threatened to remarry. Recognising the severity of Amena's situation, her family rushed her to the hospital for psychiatric treatment.

A BRAC Community Psychosocial Volunteer (CPV) noticed her distress and quickly referred her to a female psychologist from BRAC's Mental Health and Psychosocial Support (MHPSS) programme. The psychologist initiated counselling sessions, offering active listening, empathetic support, and managing the immediate risks Amena faced. Through these sessions, it became evident that Amena was struggling with depressive symptoms, excessive worry, sleep disturbances, and had attempted suicide twice.

The psychologist conducted multiple sessions to address her suicidal thoughts, ensuring her safety and helping her navigate emotional challenges. Amena was encouraged to engage in activities she enjoyed, communicate with her friends and family, make independent decisions, and build

social connections. She also joined skill-building programmes within the camp. Over time, Amena's mental health improved significantly, and her daily life became more manageable.

With the psychologist's guidance, Amena's self-esteem and communication skills flourished, strengthening her relationship with her family and expanding her social support network. As a result of these positive changes, Amena no longer felt the urge to attempt suicide, finding a renewed sense of security and support in her life.

Key Facts and Figures of Health and Nutrition

781

facility-based normal deliveries conducted by midwives.

2,992

awareness sessions conducted with women and girls on health and nutrition, with a special focus on Sexual and Reproductive Health and Rights (SRHR) and Gender-Based Violence (GBV).

17,538

households visited by Community Health Workers (CHWs) to deliver messages on health and nutrition.

24,176

women received Antenatal Care (ANC) services.

94

cases of malaria detected in the Rohingya population.

18,955

Eligible Couples (ELCOs) received contraceptive methods.

4,901

children vaccinated immunised under Expanded Programme on Immunisation (EPI).

34,934

children aged 0 to 36 months received centre-based early years stimulation services.

2,414

cases of Tuberculosis (TB) detected in the Rohingya population.

419

individuals received personalised psychosocial support from psychologists.

15,261

sessions of personalised psychosocial support conducted by Child Protection Centres (CPCs).

81

staff members trained and supervised in psychological skills.

2,254

individuals received personalised psychosocial support from CPCs.

100,384

participants attended community psychosocial group activities.

81

religious leaders trained in Mental Health and Psychosocial Support (MHPSS).

2,004

sessions of personalised psychosocial support conducted by psychologists.

Community Based Protection, B





Protection

(Community-Based Protection - CBP,
Gender-Based Violence - GBV,
and Legal Protection)

Cox's Bazar

In 2023, the Protection sector continued providing services for the Rohingya response, operating across three sectors/sub-sectors: Community-Based Protection (CBP), Gender-Based Violence (GBV), and Legal Protection. These sub-sectors contributed to a comprehensive protection effort, strategically designed to reduce vulnerabilities and enhance the resilience of Rohingya refugees residing in the camps.

Community-Based Protection (CBP) focused on strengthening community self-management and expanding mobilisation through Community Centres (CCs) and Information Service Centres (ISCs) across 11 Rohingya camps. These centres provided opportunities for people to improve their networks, develop skills through vocational training, and relieve stress by engaging in recreational and group activities.

Outreach volunteers and activities further empowered the community by delivering awareness-raising messages on various topics. Additionally, CBP introduced “Non-Centre-Based” community engagement activities, targeting

individuals who were unwilling to leave their shelters. Throughout the year, the CBP team achieved significant milestones, reaching 339,661 individuals, including 166,153 males and 173,508 females. BRAC ensured access to essential information through the Complaint Feedback Response Mechanism (CFRM) via these ISCs, enabling the Rohingya community to improve overall humanitarian support in the camps. A total of 56,864 feedback and submissions, requests, and queries were received and referred to the relevant programmes, including health, WASH, and others.

Gender-Based Violence (GBV) services continued across 21 camps and 5 host communities in 2023, addressing the root causes of GBV and reducing associated risks. BRAC operated 14 Women and Girls Safe Spaces (WGSSs), 2 Integrated Community Centres (ICCs), 13 Women-Friendly Spaces (WFSs), 2 Multi-Purpose Community Centres (MPCCs), and 5 Male-Focused Community Engagement Centres (CECs) in Cox's Bazar. Core interventions included case management for GBV survivors, referral services,

life skills sessions, and livelihoods and skills development activities for adolescent girls and women. The programme also utilised approaches such as the Male Role Model (MRM), Girl Shine curriculum, and SASA! Together (an evidence-based community mobilisation approach to prevent violence against women). These efforts positively impacted 246,610 individuals.

GBV interventions also worked towards changing attitudes, norms, and behaviours around gender, reducing the vulnerability of women and girls through initiatives such as Girl Shine and SASA! Together, engaging a total of 2,054 participants.

In 2021, a Knowledge, Attitude, and Practice (KAP) survey was conducted to identify existing issues regarding gender stereotypes and social expectations within the target community. Based on the survey results, a structured MRM module was developed for men and boys. Workshops using the MRM module were held to build their capacity in preventing and reducing harmful norms and stereotypes.



In 2023, a total of 372 men and boys graduated from the MRM programme and played a key role in disseminating GBV prevention messages within their communities.

Additionally, the GBV team provided self-reliance and life skills training to 2,086 women and adolescent girls (primarily GBV survivors) to support their empowerment and leadership.

The Legal Protection team worked to ensure access to justice for the Rohingya community by raising awareness and providing response mechanisms across 16 camps. BRAC offered free legal assistance and awareness-raising sessions to 29,948 Rohingya women, girls, men, and boys. Legal aid services included providing legal information, individual legal counselling, assistance with filing complaints, legal representation in court, and mediation support. The programme focused particularly on ensuring that the most vulnerable individuals including children, GBV survivors, trafficking victims, and persons with disabilities received legal aid services.



Bhasan Char

In Bhasan Char, BRAC's Protection sector implements its interventions using the same approach as in Cox's Bazar. The CBP initiative on the island aimed to uplift refugees by focusing on community self-management and strengthening feedback mechanisms. As part of this, 3 Integrated Community Centres (ICCs) were established, reaching 32,908 individuals through recreational activities and skills sessions. Additionally, the ICCs facilitated communication by processing 15,910 feedback, complaints, and requests, and resolving 4,476 cases.

Community groups, comprising 323 members, implemented 150 service projects, organised 298

discussions, and participated in 8 training sessions, positively impacting the social environment. Community Outreach Members (COMs) addressed specific needs through home visits, referrals, and awareness activities, connecting the community to essential services.

GBV interventions provided case management services for survivors, ran awareness campaigns within the Rohingya community, promoted practices of equal power, and engaged men and boys in positive behaviour initiatives focused on prevention and response mechanisms. Overall, 17,043 individuals benefited from BRAC's GBV services in Bhasan Char.

Women and Girls Safe Spaces (WGSSs) offered a supportive environment for women and girls to learn and develop livelihood skills. Additionally, BRAC significantly contributed to changing community attitudes, norms, and behaviours around gender, while reducing the vulnerability of women and girls through the Girl Shine and SASA! Together activities. A total of 145 participants actively engaged in these activities in 2023.

The Legal Protection team worked to ensure that the Rohingya community had access to legal services and justice. In 2023, this sub-sector assisted 3,766 individuals with legal services. BRAC also reached



2,321 individuals through legal awareness sessions and provided 1,443 individuals with legal counselling, mediation support, and assistance with filing cases. The team also monitored arrests, advocated for the protection of Rohingya individuals, and established a 24-hour Community Feedback and Complaint Mechanism to ensure that services were safe, accessible, and effective.



Kaniz Fatema
ICT training female
participant,
Age 17, Holdiapalong,
Cox's Bazar

I didn't have a personal computer at home, and practising on the college computers was challenging due to the large number of students in class. Since enrolling in the training sessions at Holdiapalong Women-Friendly Space, I have had the opportunity to learn and practise basic ICT skills. I now feel more confident in my abilities at college.

Abdul Khalek
Rohingya religious
leader (Imam),
Age 45, Camp 7,
Cox's Bazar

As a role model now, I believe that women are capable of working and contributing to the family income. However, there was a time when I believed that it was forbidden (Haram) for women to earn an income.

Hasan Mishty
COM male volunteer,
Age 22,
Bhasan Char

As someone who belongs to a marginalised group in the community, BRAC gave me the opportunity to work as a paid volunteer. This not only helped me become financially stable but also boosted my confidence and enabled me to serve my community. Now, they trust and respect me, gradually accepting me as one of their own. I am grateful to BRAC-CBP for implementing such an impactful initiative.

Mohammad Sabbir A Role Model



Mohammed Sabbir Ahmed, a 38-year-old Rohingya role model from Block C-H-72, Camp 17, is a Person with Disability (PWD). He lives with his wife and child and has faced numerous barriers and discrimination due to a disability in his left leg, which he sustained during birth. While settling in a conflict-affected context, he encountered significant difficulties with mobility.

At the age of 28, he realised he was struggling to walk, and after arriving in Bangladesh, he faced further challenges with daily movement. His mother informed him that he had suffered a severe leg injury at birth. In the community, people teased him for his disability, leading to feelings of offence and an inferiority complex. As a person with a disability, the community viewed him as a burden, believing he lacked the skills or qualities to contribute to society.

One day, during a BRAC GBV awareness session with other male role models, Sabbir participated as an attendee. He felt enthusiastic and motivated to join the workshop after hearing about its curriculum and the role models' activities, which aimed to foster positive behaviour change within the community. Self-motivated and determined to improve his knowledge, he seized

the opportunity to contribute to the community.

Sabbir believed that harmful traditional beliefs and rigid norms around masculinity, child marriage, dowry, women's empowerment, and gender roles existed within his community. He requested that BRAC staff enrol him in the workshop, eager to help transform these harmful norms into positive ones.

After completing a three-month, 20-session male role model workshop, Sabbir learned about gender, violence, positive masculinity, and how to become an agent of change. He also learned basic English from the facilitator. Additionally, he participated in several training sessions on disability inclusion and basic GBV concepts, which helped him understand the rights and dignity of vulnerable individuals like himself.

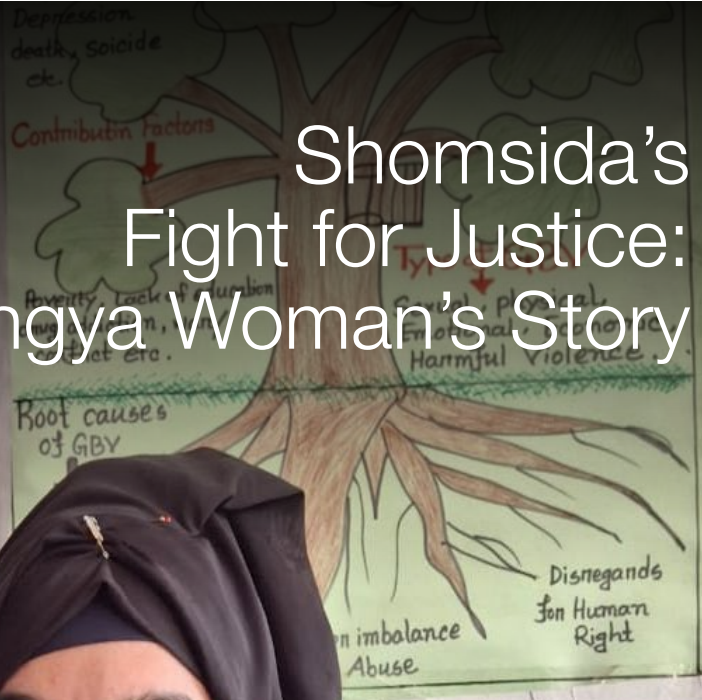
Upon completing the workshop, Sabbir began applying his knowledge by changing his own behaviour, valuing and respecting his wife rather than quarrelling over trivial matters, and sharing household chores with her. He also spread the message of positive masculinity and the prevention of child marriage and dowry within his family and the wider community. He became aware of his rights, dignity,

and capacity to lead his family away from violence.

As a role model and agent of change, Sabbir practised positive masculinity within his family and promoted its benefits in the community. He spoke to community members about the negative impacts of child marriage and toxic masculinity and how they could work together to eliminate harmful traditional practices. Despite his physical limitations, his contributions inspired the community. He even motivated a few young men to avoid engaging in child marriage and, with the help of community leaders like the Imam, successfully prevented several child marriages.

Sabbir's determination to reduce domestic and intimate partner violence helped establish violence-free households in his neighbourhood. His work made him more determined to continuing his service to the community. Recognising the connection between disability and GBV, he remained an active participant in community engagement, raising awareness about preventing violence against women and persons with disabilities. Sabbir's story inspires others to stand up, speak out, and work towards a more inclusive and equitable world for all.

17-455661	Legal Assistance	C1
18-996982	Case Management (Child)	C1
24-349661	Health Care CMR within 72 hours	C1
14-141841	Site Management	A5
87-027817	Case Management (Child)	A1
88-713878	Nutrition Site Supervisor	C1
23-437904	Centre Manager	E3
13-503577	Medical officer	C1
1837-790034	DRR	Camp-1- All Block
1951-330727	Education	
1885-351303	MHPSS	C1(C-14)
730-650847	CMR	C1(C-14)
1845-906996	Food	C1
1846-230509	Protection	C1



Shomsida's Fight for Justice: A Rohingya Woman's Story



In the heart of Camp 14, amidst the struggles and stories of Rohingya refugees seeking solace and justice, lived a young woman named Shomsida. At 23, she carried burdens far beyond her years, navigating the complexities of marriage, abuse, and displacement.

Shomsida was married at just 15 in Myanmar. Alongside her husband, Abdus Samad, she fled to Bangladesh, leaving behind their troubled homeland. They had two daughters, but life in the camp was far from easy. Abdus Samad began to mistreat Shomsida badly, even physically abusing her.

Desperate for help, Shomsida sought assistance from camp leaders, but her pleas went unheard. Feeling abandoned, she turned to the Legal Aid Centre (LAC) in Camp 14, where she found support from BRAC's Legal Protection Team. They listened to her story and assured her that they would help her seek justice.

The team organised sessions to educate refugees like Shomsida about their rights. During one of these sessions, Shomsida learned she was entitled to her denmohor — a traditional dowry.

With the team's support, Shomsida courageously filed a complaint against her husband at the CiC office. Abdus Samad was held accountable for his actions. After considerable effort, the authorities recognised Shomsida's plight and agreed to assist her.

One day, things took a turn for the worse. After a heated argument, Abdus Samad violently assaulted Shomsida. His family sided with him, forcing Shomsida and her daughters out of their home. To make matters worse, Abdus Samad married another woman without her consent, adding to her pain.

Despite these challenges, Shomsida, with continued support from BRAC's Legal Protection team, finalised her divorce and received her denmohor. Empowered by her newfound knowledge and the successful resolution of her case, Shomsida felt hopeful for the future. Her journey taught her that legal rights are not just about receiving sympathy but about standing up for what is just.

Key Facts and Figures of Protection

2,086

women empowered through prevention activities and life skills training.

11,974

structured psychosocial support sessions and safe referrals provided for both males and females.

72,807

feedback received and addressed.

8,180

staff and volunteers received multi-sectoral capacity building training to mainstream Gender and GBV issues.

8,653

individuals received legal counselling services.

975

initiatives (maintenance, cleaning, gardening, etc.) implemented by community members.

2,426

represented as change-makers and women's empowerment allies in the community.

3,037

individuals benefited from mediation services.

1,802

community group members and religious leaders trained in project management and leadership skills.





Child Protection

Cox's Bazar

In 2023, BRAC Child Protection (CP) sub-sector focused on the wellbeing of children and adolescents while strengthening community participation to safeguard children in 31 Rohingya camps and 5 upazilas in host communities across Cox's Bazar.

The programme's core interventions included case management and referral pathways, learning and healing through play, structured and unstructured Psychosocial Support Services (PSS), life skills-based education, pre-vocational activities, positive parenting, Psychological First Aid (PFA), and community engagement through material development workshops. Additional initiatives included the Community-Based Child Protection Committees (CBCPCs), parents meetings, School Management Committees (SMCs), awareness sessions on child protection, GBV

risk mitigation, and the Protection from Sexual Exploitation and Abuse (PSEA). Through these efforts, a total of 167,274 individuals were reached in Cox's Bazar. The CP sub-sector also made a significant contribution to Child Protection Case Management (CPCM), successfully closing 46.35% of the cases throughout the year and contributing 22% to the overall case management efforts of the Child Protection Sub-Sector (CPSS).

In 2023, BRAC piloted several flagship interventions to ensure the sustainability of its sector efforts. These included the Humanitarian Make Lab (HML), Green Humanitarian Play Lab (HPL), and Play Lab, as well as integrated CP-GBV response services. The CP sub-sector also conducted evidence-based research on the HPL and Play Lab, helping to develop an outcome-based

model for broader implementation. Additionally, the CP programme provided tailoring training to 62 adolescents and youth, followed by internship opportunities, which led to the establishment of businesses and the securing of employment.

CBCPC members played a crucial role in identifying child protection cases, including child labour, child marriage, trafficking, unaccompanied and separated children, and sexual exploitation and abuse. These cases were referred to the CP case management team. The programme engaged a total of 339 committees, comprising 4,190 members (1,888 female and 2,302 male), and strengthened CBCPC efforts to combat child labour through awareness sessions and message dissemination.

BRAC's CP sub-sector also fostered environmental awareness



and climate change empathy by involving children and parents in tree planting both inside and outside the centres. Additionally, the CP sub-sector transitioned from using plastic play materials to eco-friendly alternatives, such as bamboo, wood, cotton, contributing to sustainable development. Initially, sourcing eco-friendly materials posed challenges, but these were overcome by involving community members in producing the materials.

Overall, the CP sub-sector created a lasting impact on the lives of children and adolescents, empowering the community to address all CP concerns in this humanitarian context.



Bhasan Char

In 2023, the CP sub-sector provided integrated services in collaboration with the Education sub-sector and GBV programmes to 4,048 individuals through Multi-Purpose Centres (MPCs), adolescent clubs, and CBCPCs in Bhasan Char, aligning with the sub-sector and the CP Area of Responsibility (CPAoR).

Throughout the year, the programme delivered Life Skills-

Based Education (LSBE) to adolescents, particularly those aged 10 to 18 years, enabling them to practise self-care, develop coping strategies, and build confidence. It also offered need-based case management services and supported children and adolescents with PSS to alleviate psychological distress and ensure their mental wellbeing. Additionally, the sub-sector engaged parents and caregivers

in positive parenting sessions and organised awareness sessions on child rights, child protection, GBV, and risk mitigation, prevention, and response interventions for the Rohingya community. CBCPC members were also sensitised on these topics, empowering them to play an active role in referring child protection and GBV cases.



Overall, the CP sub-sector worked to protect children, adolescents, youths, and women from abuse, exploitation, neglect, and gender-based violence.



Sajida Begum
Rohingya female
caregiver,
Age 35, Camp 12,
Cox's Bazar

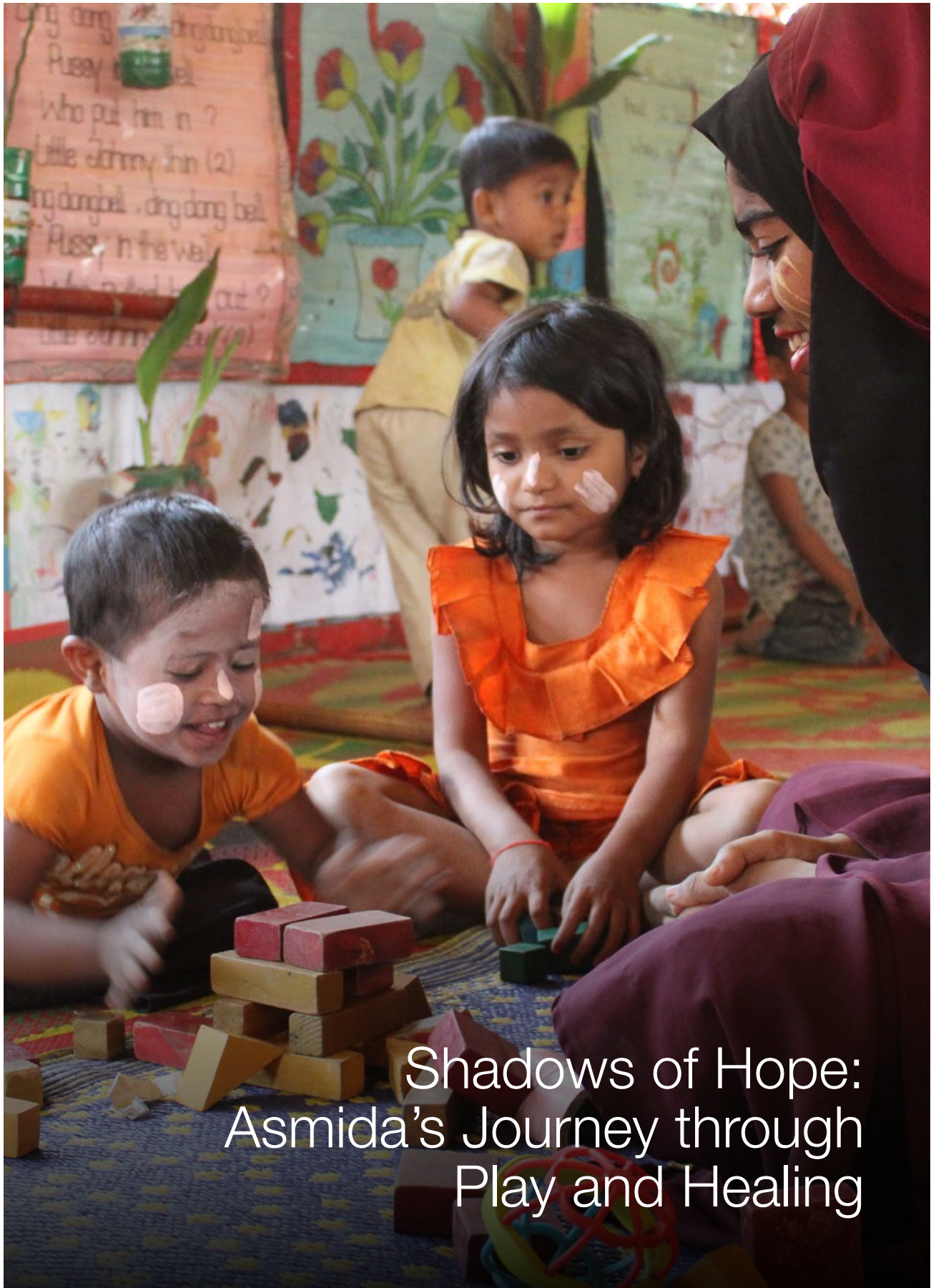
I learned how to conduct myself appropriately around children and care for them during their early development. BRAC also made me realise how our family quarrelling greatly affects the wellbeing of our children.

Morriam
Rohingya female
caregiver,
Age 32, Camp 3,
Cox's Bazar

I noticed that my children thrive when I am mentally and physically well. I recite poems, played with toys, and shared joyful moments with my children. It has been a wonderful time filled with happiness. Interestingly, my husband has also started helping me care for the children

Tazul Islam
CBCPC male member,
Age 52,
Bhasan Char

As a CBCPC member, I have learned about child protection issues and now feel ready to take action in my community. Through the CBCPC, we can work together to address child protection concerns and refer cases.



Shadows of Hope:
Asmida's Journey through
Play and Healing



Asmida, a 5-year-old child, lives with her parents and elder brother in Camp 15. From an early age, Asmida's family noticed she was not like other children. With limited interaction and development challenges, her parents sought assistance for her amidst the everyday struggles of camp life.

One day, Asmida's parents heard about BRAC's Kelle Peyo Nera Humanitarian Play Labs (HPLs), where all children could engage in play and healing. Concerned for their daughter, they approached BRAC staff to discuss enrolling Asmida in the programme.

Asmidas' mother explained, "My daughter Asmida is different from my elder son, Samsu. For her safety and development, I wanted to enrol her in this centre, I heard from other parents that children learn and enjoy through play at the HPL, which helps their emotional growth."

At first, Asmida was unable to participate in the six stages of HPL activities due to her limitations. Fatema Khatun, the Play Leader, made efforts to involve her, but initially, Asmida did not respond.

One of the staff members shared, "I made it my mission to engage Asmida in our sessions. With support from our para-counsellor, Apa, and through psychosocial interventions, we started to see gradual progress over 18 months. Now, Asmida actively participates, exceeding our expectations."

Asmida's mother expressed her amazement, "When I see Asmida playing with other children, it astonishes me. I have seen a significant improvement in her ability to use physical gestures and express herself compared to before. I now believe that the HPL is positively impacting hundreds of Rohingya Children in our camp."

She acknowledged the positive change and expressed her gratitude to the BRAC Child Protection team for their invaluable contribution to the lives of Rohingya children.

Key Facts and Figures of Child Protection

53,451

children, adolescents and youths received services related to Early Childhood Development (ECD), life skills, and pre-vocational skills.

38,207

parents/caregivers attended positive parenting sessions.

80,558

individuals, including children and adolescents, benefited from age, diversity, and gender-sensitive mental health and psychosocial support services (individual sessions, structured activities, Humanitarian Play Lab-HPL sessions, and community-based support).

3,051

identified children (aged 0 to 18 years) at risk received specialised, age and gender-sensitive child protection services through individual case management.

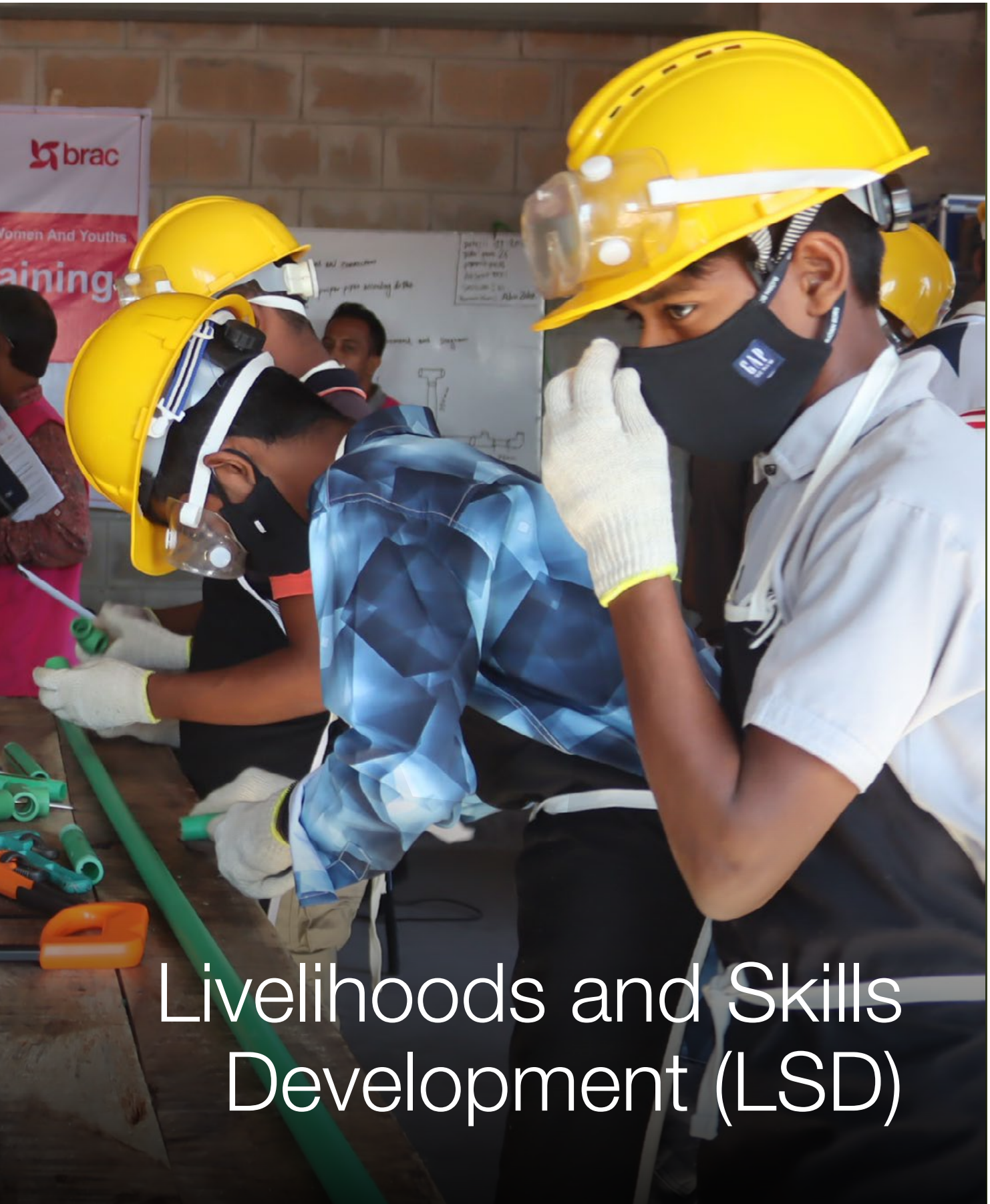
83,944

individuals reached through awareness-raising efforts, key child protection messaging, and related mitigation measures.

4,533

individuals received Psychological First Aid (PFA) during emergencies.





Livelihoods and Skills Development (LSD)

Cox's Bazar

A. Skills Development

BRAC Food Security, Skills and Livelihood (FSSL) sector aimed to empowering Rohingya youths and adults across 10 camps by providing training in 5 essential trades: sewing machine operation, electrical work (building), solar (PV) installation and maintenance, agricultural crop production, and community health work. The primary goal was to equip participants with transferable skills aligned with labour market demands, facilitating sustainable return and reintegration into Myanmar when conditions allow.

As of 2023, the sector enrolled 1,109 participants, prioritising opportunities for extremely vulnerable individuals. Additionally, 320 participants successfully completed skills development training and became involved in

self-employment or wage-earning roles as volunteers. A total of 368 women from the host community and 342 women from the Rohingya community received training in hand embroidery, screen print, block printing, and tailoring.

In parallel, BRAC introduced the Pre-Vocational Education programme, addressing the educational needs of 13,822 Rohingya adolescents and youths across all age and gender groups. Delivered through 200 adolescent centres, the six-month course covered basic literacy, functional numeracy, and life skills. The programme also included components such as personal development, interpersonal communication, leadership, and collaboration, aiming to equip participants with the skills to become volunteers and pursue future income-generating opportunities.

B. Agricultural Livelihoods Development

In 2023, BRAC launched a multi-sectoral programme to promote sustainable livelihoods and food security among Rohingya refugees. A comprehensive agricultural initiative was launched in Camps 4 Ext, 7 and, 15, providing essential inputs such as seeds, sack bags, nets, jute roofs, bamboo, and organic compost to 1,000 households for the establishment of homestead gardens. Additionally, 3 wastewater recycling systems were installed for irrigation, promoting sustainable water management and environmental conservation.

A pilot project focusing on shade-tolerant plants, including orchids and coffee, helped diversify income sources and encouraged agricultural innovation within the

Rohingya community. Training sessions were held for 25 volunteers to enhance their skills in homestead production technology and data collection, contributing to self-sufficiency in food production and empowering individuals with knowledge and skills for sustainable agriculture.



Bhasan Char

In 2023, BRAC supported 4,605 individuals (70% female and 30% male) across 28 clusters on Bhasan Char island, engaging them in various livelihood interventions that encompassed both on-farm and off-farm activities. These interventions included commercial vegetable cultivation, vegetable seedling nurseries, homestead gardening, commercial aquaculture, livestock rearing (chickens and sheep), cash-for-work programmes, skills development training, pre-vocational training, small business scaling, and the establishment of a bakery production centre.

The commercial agriculture initiative provided families with small plots of land (8-10 decimals) along with

input support such as fertilisers, watering pots, trellises, durable fencing, nets, seeds, and vegetable saplings. Additionally, training and irrigation facilities, including wastewater treatment plants, were provided to ensure the commercial viability of the operations. A total of 297 households engaged in commercial agriculture, while others participated in activities like vegetable seedling production, community-based commercial aquaculture, broiler chicken rearing, and sheep rearing.

BRAC also conducted pre-vocational training for 900 adolescents (68% male, 32% female), including 1% persons with disabilities, of which 38.93% secured wage or self-employment

opportunities by the end of 2023. The training covered areas such as sewing machine operation, solar maintenance, bakery and food processing, small engine mechanics, and agricultural crop production.

Additionally, BRAC provided capacity development training and facilitated market linkages for 79 small business owners. A bakery production centre was established, with 10 skilled graduates initiated trial-based commercial production.

BRAC extended its support to 18,116 households across 15 clusters in Bhasan Char, promoting expansion of livelihoods. Commercial vegetable production, cluster-based aquaculture, and

homestead agriculture were prioritised, alongside by capacity development training and input support. BRAC constructed 32,580 running feet of semi-permanent vegetable beds, planted 29,500 fruit saplings, and established a veterinary clinic staffed by 4 para-professional veterinary service providers for Rohingya refugees. In 2023, BRAC also launched pilot projects in commercial flower production and saline-tolerant fodder cultivation.



Azizur Rahman
Pre-vocational
Rohingya male
graduate,
Age 16, Camp 4E,
Cox's Bazar

I am grateful to BRAC's life skills sessions at the pre-vocational adolescent centre, I've learned how to manage my stress and emotions. This ability not only helps me handle stress effectively, but also enables me to understand my role as a mentor within the organisation.

Hamida Begum
Rohingya female,
Age 43,
Bhasan Char

I was determined to prove that women can succeed in broiler chicken rearing. BRAC's support was crucial, and now I can provide for my family.

Broiler Chicken Rearing: Hamida Begum's Inspiring Journey



Hamida Begum, a 45-year-old Rohingya woman residing in Cluster 84 of the Bhasan Char Rohingya camp, has become a pioneer of economic progress and empowerment in her community. Her remarkable journey from vulnerability to entrepreneurship exemplifies the transformative impact of BRAC's FSSL sector.

Hamida's story began in 2017 when she fled to Bangladesh during the Rohingya influx. Initially, she sought shelter at Camp 13 in Ukhiya, Cox's Bazar, bearing the heavy responsibility of caring for her 5 children. Hamida's life was burdened by poverty and vulnerability, and she struggled to provide for her family while facing societal resistance to her aspirations. The prevailing belief in her community that women could not engage in livelihood activities, such as broiler chicken rearing, posed an additional challenge.

In November 2022, Hamida Begum joined BRAC's FSSL sector and participated in the broiler chicken rearing intervention, defying gender stereotypes. Her dedication and hard work shone through as she successfully completed the training sessions. She received essential

inputs from BRAC for her first cycle, including sheds, brooders, feeders, drinkers, chicks, feed, vaccines, medicine, and other essential supplies that served as the capital for her business. Hamida has now successfully completed 12 cycles of broiler chicken rearing, each involving the raising of an average of 100 day-old chickens, with an average weight of 1.5 kg per chicken. Despite losing around 5 chickens per cycle to diseases, Hamida persevered.

BRAC played a pivotal role in Hamida's success, assisting her with acquiring day-old chickens, providing partial support for medicines, constructing and maintaining the chicken shed, offering technical guidance, and ensuring vaccination support. While the initial cycle received comprehensive support from BRAC, subsequent cycles were funded by the profits she earned.

Hamida's journey is marked by impressive financial success. She consistently earns between 6,000 to 8,000 taka per cycle, providing a stable income for her family. Although she faced challenges selling her chickens in the local

Rohingya market, BRAC stepped in to assist, engaging with market owners and local authorities to facilitate her sales arrangements.

Hamida Begum's journey has not only transformed her own life but also serves as an inspiration to her community. She defied stereotypes and proved that women can excel in unconventional roles. Reflecting on her experience, Hamida said, "I was determined to prove that women can succeed in broiler chicken rearing. BRAC's support was crucial, and now I can provide for my family." Her success is a testament to the potential for positive change when vulnerable individuals are provided with the right support and opportunities.

Hamida Begum's story powerfully illustrates the impact of empowerment programmes like BRAC's. To ensure the sustainability of such transformations, it is essential to continue supporting individuals like Hamida and to explore opportunities for scaling up similar initiatives. Her journey exemplifies the strength, resilience, and determination of refugee women in the face of adversity, offering a ray of hope for a better future.

Key Facts and Figures of LSD

1,357

participants (54% female, 46% male) trained in 5 selected skills development trades (Agricultural Crop Production, Community Health Work, Sewing Machine Operations, Electrical House Wiring, Solar Maintenance) focusing on the Association of Southeast Asian Nations (ASEAN) curriculum.

710

participants (all female) received training on handicrafts to enhance production capability (AAF).

14,722

adolescents and youths (51% female, 49% male) aged 15 to 24 years actively participated in the pre-vocational course offered at the Adolescent Centre.

216

adolescent Centres established to deliver the adolescent courses.

398

trained participants (42% female, 58% male) supported in agriculture, business, and volunteer placements.





Shelter

In 2023, the Shelter sector provided comprehensive support to the Rohingya population in Cox's Bazar, focusing on the durability and longevity of the shelters while addressing the specific needs of vulnerable communities. The sector prioritised community engagement, ensuring consideration of gender, age, and diversity were integrated into the delivery of support.

BRAC's Shelter sector delivered both emergency shelter assistance and improved shelters constructed with steel frames. It also supported Extremely Vulnerable Individuals (EVIs) by providing labour assistance for material transportation and shelter repair. Additionally, the sector generated employment opportunities for the Rohingya population during crises through cash-for-work activities, enabling them to support their families.

It further enhanced camp accessibility and safety by maintaining access roads, bamboo

bridges, stairs, ramps, drainage systems, and stabilising slopes.

In collaboration with the Protection sector, BRAC built 12 new community centres across various camps, offering architectural design support and guidance for their construction. The BRAC Shelter sector contributed to the renovation of the ISCG hub in Cox's Bazar. BRAC's site planner played a crucial role in developing camp-level micro-settlement plans, ensuring a comprehensive approach to shelter and site development.

Beyond physical structures, BRAC supported the detailed design of the Ukhiya Specialist Hospital extension and contributed to a sample shelter featured in the "Life through Rohingya Eyes" exhibition at the Liberation War Museum in Dhaka.

The Shelter sector has taken a proactive approach to sustainability by exploring alternative shelter

materials for the Rohingya response. Recognising the environmental impact of bamboo overharvesting, BRAC launched the "Build Back Better", a disaster risk reduction initiative aimed at positive reconstruction and sustainable development. Under this initiative, BRAC proposed 4 innovative shelter designs to the ISCG Shelter Task Force, of which BRAC is a member. One of these designs was approved and submitted to the relevant Ministry for further approval. Additionally, BRAC proposed a double-height shelter design to optimise space utilisation within the same footprint, enhancing functionality and addressing the evolving needs of the Rohingya population.

To maintain high standards, BRAC implemented a robust system of monitoring and assessment. It trained staff and volunteers to effectively contribute to project planning and implementation. To mitigate potential challenges, such as delays in bamboo supply,

the programme took a resilient approach by stockpiling materials to avoid shortages, particularly during monsoon and cyclone seasons.

In terms of coordination and collaboration, BRAC continued its partnership with UNHCR on the shelter support project, which commenced during the Rohingya influx in 2017. The sector also adopted a collaborative approach, with BRAC participating in strategic decision-making through its membership in the Shelter-Camp Coordination and Camp Management (S-CCCM) Sector Advisory Group (SAG).



Shahajan Begum

**Rohingya widow,
Age 30, Camp 4E,
Cox's Bazar**

BRAC's support has given me financial flexibility, enabling me to cover both my own and my family's medical expenses, as well as other essential needs.

Fatema

**Rohingya housewife,
Age 37, Camp 3,
Cox's Bazar**

My house was uninhabitable due to damaged poles and roof. BRAC responded quickly, repairing it with tarpaulin, bamboo, and metal footings. They also constructed roads and stairs, ensuring safe mobility within the camp.

Rahima Khatun

**Rohingya housewife,
Age 32, Camp 21,
Cox's Bazar**

We needed a staircase on the path to our shelter when descending from the hill to prevent accidents. BRAC built one for us, ensuring safer movement, especially for our children on their way to school.

Khaleda Begum

**Rohingya housewife,
Age 24, Camp 1E,
Cox's Bazar**

As an expectant mother, I was worried about visiting the nearby health facility because the bamboo bridge on my path was in poor condition. We raised this with BRAC, and they rebuilt the bridge, easing my concerns and reducing the risk of accidents.

Improved Accessibility: Ramp Empowers Naim Ullah and Community





In the bustling streets of Block G at Camp 3 lies the inspiring story of Naim Ullah, a 38-year-old Rohingya worker known for his diligence. However, in 2021, his life took a drastic turn after a tragic accident. A truck wheel crushed his waist, leaving him paralysed from the waist down. Despite medical intervention, Naim found himself confined to a wheelchair, facing a daunting new reality. Yet, he refused to give up hope and sought help from Handicap International.

With a wheelchair provided, Naim encountered a major obstacle: his shelter's exit was not wheelchair accessible. This limitation severely restricted his mobility. Fortunately, during an assessment under BRAC's Shelter sector, Naim's struggle was noticed. Recognising

the urgent need for accessible spaces, BRAC stepped in — not just for Naim, but for the entire community.

By 2023, a significant transformation had taken place in Block G. A 17-metre-long and 1.2-metre-wide concrete ramp was constructed, offering Naim newfound mobility and signalling a broader commitment to inclusivity and accessibility in the neighbourhood.

As Naim navigated the ramp, he was overwhelmed with gratitude. The ramp, more than just concrete and steel, became a symbol of freedom. It showed how compassion and community collaboration could bring about meaningful change.

Naim expressed his heartfelt thanks, stating, "I'm grateful to BRAC for the ramp. It has given me freedom and benefits other families too. Thank you, BRAC, for making a positive impact on our lives."

Naim Ullah's journey from despair to empowerment serves as a powerful reminder of the resilience of the human spirit and the strength of community solidarity. His story stands as a beacon of hope, lighting the way to a future where barriers are broken down and inclusion becomes a cornerstone of community life.

Key Facts and Figures of Shelter

16,489

households supported for regular, improved, or transitional shelter maintenance.

3,778

households assisted with emergency shelter support.

227

households provided with new improved shelter featuring steel or concrete footings and treated bamboo.

1,907

extremely vulnerable individuals (EVI) households assisted with shelter construction or repair.

56,545

treated bamboo peices produced in bamboo treatment plants.

12,944

linear metres of access roads constructed and/or maintained, including pathways, roadways, stairs, bridges, ramps.

19,172

linear metres of slope stabilisation, terracing, retaining walls, and embankments constructed and/or maintained.

803

linear metres of fencing and railings constructed and/or maintained.

5,817

linear metres of drainage constructed, maintained, and cleared, including drainage systems and canal re-excavation.





Site Management Support (SMS)

Cox's Bazar

The Site Management Support (SMS) sector worked in the Rohingya camps in Cox's Bazar to improve camp management and community wellbeing. This sector conducted 80 camp-level coordination meetings, 519 sector-level coordination meetings, 19 disaster management committee meetings, 24 elected camp committee meetings, and 244 thematic group meetings, all aimed at strengthening coordination, ensuring community participation, and improving governance. SMS followed a robust communication structure during camp-level coordination meetings with the Camp-in-Charge (CiC), providing vital platforms for fostering dialogue and collaboration, and ensuring effective communication channels.

To build capacity among various stakeholders, SMS organised 5 training sessions with elected camp committee members of the Kutupalong registered camp, building their capacity in community empowerment and decision-making processes. Additionally, 5 capacity-sharing initiatives were

conducted for CiCs, assistant CiCs, camp administration support staff, and other stakeholders involved in coordination platforms within the Cox's Bazar Rohingya response.

Furthermore, 49 training sessions were held for Rohingya volunteers (697 individuals across 7 BRAC-managed camps), focused on building their capacity in multi-hazard emergency preparedness and response at the camp level. These initiatives promoted transparency, empowered community members to actively participate in decision-making, and fostered a sense of ownership and accountability.

SMS established Complaints, Feedback, and Response Mechanisms (CFRM) across all camps, facilitating the timely resolution of issues and strengthening community cohesion. The programme also implemented 206 community-led projects and 147 care and maintenance schemes, alongside community infrastructure

development initiatives. These efforts contributed to fostering community involvement, improving living conditions, and enhancing safety within the Rohingya camps.

In terms of infrastructure, 21 information boards were installed at various locations within the camps, along with service maps, camp profiles, and 214 visibility signages across 7 camps. These measures ensured that stakeholders were well-informed and engaged, while also fostering a sense of community identity and cohesion.

Emergency preparedness measures were fully compliant with drills and response frameworks. SMS developed multi-hazard emergency preparedness and response plans for 7 camps. The sector carried out 6 flood risk management interventions, fire response drills, and 5 cyclone preparedness drills, demonstrating a proactive approach to ensuring the safety and security of camp residents.

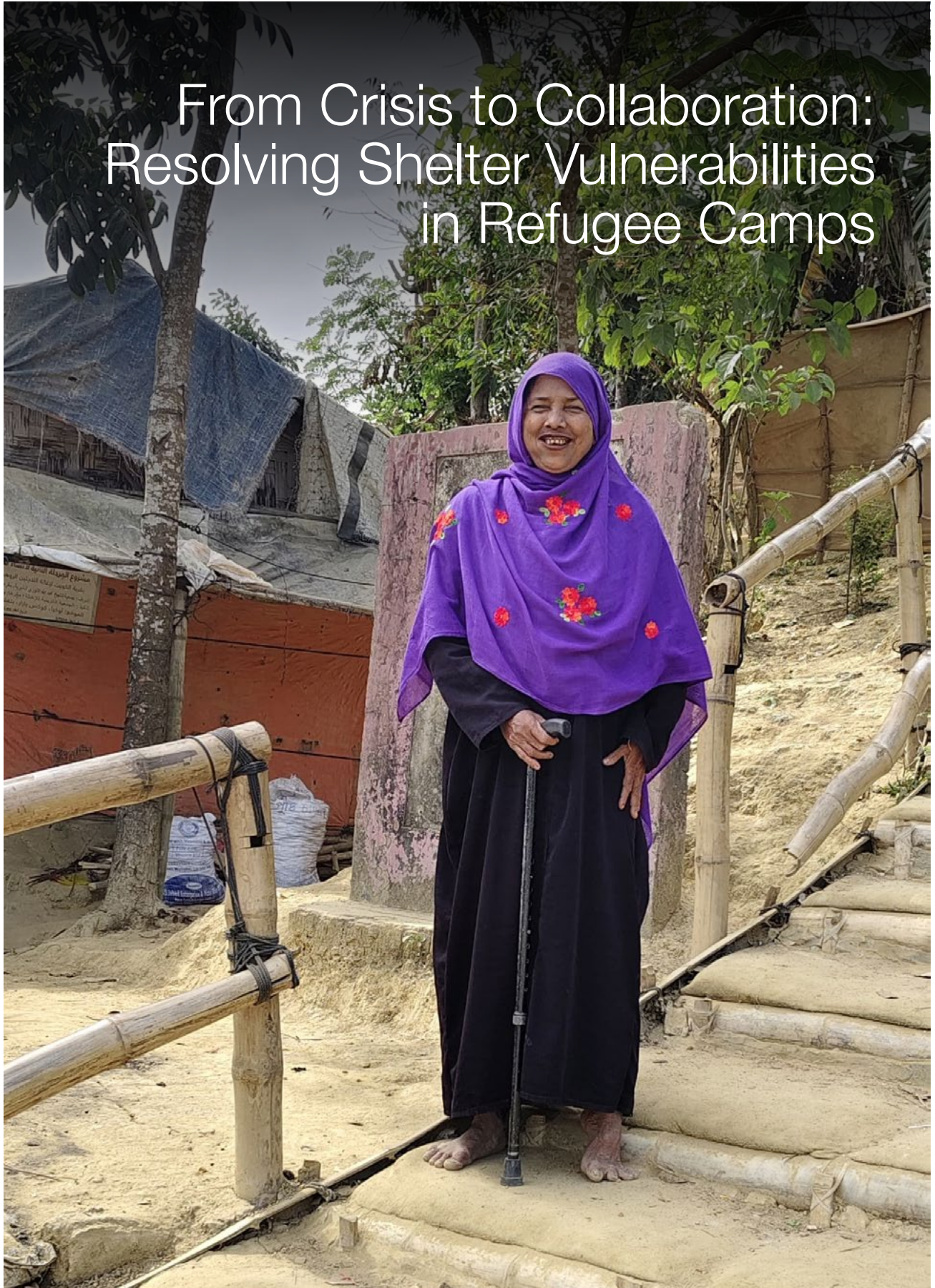
Additionally, the distribution of protective gear to 216 volunteers highlighted the programme's commitment to prioritising safety measures and ensuring the wellbeing of those involved in camp management activities. Thirteen community risk assessments were conducted as part of emergency preparedness, providing insights into existing vulnerabilities within the camps. SMS activities demonstrated a holistic and effective approach to camp management, significantly contributing to community wellbeing.



Dilara Begum
Rohingya female with
special needs,
Age 49, Camp 17,
Cox's Bazar

Heavy monsoon rains left my shelter severely damaged and me sleepless with anxiety. As a person with a disability, I felt helpless — until BRAC staff stepped in. They swiftly rebuilt and renovated my shelter, easing my fears and bringing me immense relief. I am deeply grateful to the Site Management Support (SMS) team for their prompt and compassionate support.

From Crisis to Collaboration: Resolving Shelter Vulnerabilities in Refugee Camps



Dilara Begum, aged 49, lives with her daughter in a household classified as an elderly family. As a Persons with Special Needs (PWSN), she faces significant challenges, which were further compounded when her shelter was damaged during the monsoon and heavy rains due to soil erosion. The protection wall of their shelter was compromised, leaving them vulnerable to further risks.

An SMS volunteer noticed the deteriorating condition of Dilara Begum's shelter. Recognising the urgency, the volunteer engaged with the family and promptly referred the case to the Complaint Feedback, and Response Mechanism (CFRM).

The CFRM Officer forwarded the case to the Shelter and Site Development (SSD) partner.

However, due to administrative delays, the standard process took longer than expected, leaving the family exposed to ongoing risk. The critical nature of the situation drew the attention of the Camp-in-Charge (CiC), who convened a meeting with representatives from Site Management Support (SMS) and the SSD partner to explore alternative solutions. Recognising the urgency, the CiC requested suggestions to expedite the repair process.

SMS proposed incorporating the repair of the protection wall into its ongoing care and maintenance activities, offering a faster and more responsive solution. Recognising the practicality of this approach, the CiC entrusted SMS with the responsibility of addressing the damage.

With CiC's approval, SMS swiftly carried out the necessary repairs, ensuring the safety and wellbeing of Dilara Begum and her family. Relieved and grateful for the timely intervention, the family expressed their appreciation to SMS for resolving their shelter issue effectively.

This case study demonstrates the effectiveness of collaborative decision-making and innovative problem-solving in addressing urgent issues within a refugee camp. It underscores the importance of adapting and streamlining processes to meet the immediate needs of vulnerable individuals, ensuring a more responsive and compassionate approach to camp management and care.

Key Facts and Figures of SMS

112

sector-specific service gap assessments conducted and coordinated with respective partners to resolve issues.

28

operational community representation or thematic groups established in camps, including participation from women, youths, and persons with disabilities.

353

site development and improvement works identified through community consultations and/or referrals.

23,655

complaints and cases received and addressed through the Complaints, Feedback, and Response Mechanism (CFRM).





Disaster Risk Reduction (DRR)

Cox's Bazar

In 2023, BRAC's Disaster Risk Reduction (DRR) programme worked to manage and mitigate disaster risks in both the Rohingya and host communities. The programme aimed to enhance preparedness and response capabilities to various hazards, ensuring the safety and wellbeing of vulnerable populations.

The DRR programme advanced risk reduction initiatives primarily through construction activities. Before these efforts, it compiled resilience data and identified specific risk areas across the camps through extensive technical and environmental surveys. These assessments were meticulously integrated into a unified project database, facilitating targeted interventions. DRR completed 33 construction schemes across 5 camps in Ukhiya upazila. These schemes included essential infrastructure such as slope protections, pathways, drainage systems, guide walls, bridges, and

stairs — all crucial for strengthening camp infrastructure against natural hazards.

In addition, BRAC collaborated with the Inter-Sector Coordination Group (ISCG) and other NGO partners to carry out reforestation efforts to address deforestation caused by the Rohingya influx. A total of 15,650 indigenous tree were planted across 7 camps, covering 6.26 hectares, while an additional 27.15-hectare forest area was maintained by trained Rohingya camp residents. These initiatives contributed to environmental sustainability and significantly improved the resilience of camp areas against natural disasters.

Furthermore, the DRR programme worked on watershed management within the camps, implementing drainage cleaning and canal excavation to mitigate the effects of heavy rainfall. These activities were closely coordinated with the

Water, Sanitation, and Hygiene (WASH) sector, enhancing both cleanliness and resilience in the camp infrastructure.

In the host community, the DRR programme trained 150 volunteers on rapid response, water rescue, and high-tide monitoring. This capacity-building initiative aimed to improve community preparedness and resilience in the face of potential disasters.

Additionally, DRR's construction efforts extended to host communities in Ukhiya upazila, where it built bridges, drains, and slope protections. These measures were vital for strengthening the resilience of local infrastructure against natural hazards. The DRR programme also supported community-led watershed management efforts through canal excavation and reforestation projects. The programme continued its awareness-building and research activities, conducting



various training sessions for community members to improve their understanding of disaster risk reduction, preparedness, response mechanisms, and watershed management. In 2023, a comprehensive Community Risk Adaptation and Resilience Dynamics Analysis (CRARDA) was conducted to assess adaptive capacity and resilience, enriching efforts to build resilience in the region.

BRAC's DRR programme in 2023 demonstrated a comprehensive approach to disaster risk reduction, encompassing infrastructure development, environmental restoration, capacity building, and research. By addressing the unique challenges faced by the Rohingya and host communities, BRAC contributed to enhancing resilience and mitigating disaster impacts in Cox's Bazar.



Abdur Rahim
Rohingya male,
Age 35, Camp 9
Cox's Bazar

Recently, BRAC's drainage cleaning and canal excavation activities have reduced the threat of flash floods and waterlogging, and our surroundings are much cleaner now. It's a relief for everyone.



Empowered by Loss:
Anowar's Journey from Grief
to Community Champion

Md. Anowar's life took a tragic turn in an already challenging environment. Displaced from his homeland in Myanmar, he, like many others, endured unimaginable hardships and settled in Camp 9, where the constant threat of natural disasters loomed. The Rohingya community lived in a perpetual state of vulnerability, exposed to the harsh realities of refugee life.

To address the community's susceptibility to disasters, the World Food Programme (WFP)'s Food Assistance for Assets (FFA)/ Disaster Risk Reduction (DRR) project was launched, aiming to reduce disaster risk among the Rohingya population. Over several years, WFP and its partners implemented various construction activities and nature-based solutions to mitigate the effects of potential disasters.

In 2023, during heavy rainfall, Anowar went to the local market with his 4-year-old son to buy dry food and safety equipment,

preparing for potential disasters. However, fate had other plans. Intense rain caused a nearby slope to collapse. When Anowar returned, he was met with devastation – his shelter had been destroyed, and both his wife and 1-year-old child were lost to the relentless floodwaters.

Amidst his grief and despair, Anowar found a glimmer of hope through the WFP DRR project. Upon hearing about the initiative's recruitment for labour to build slope protections in vulnerable areas, he immediately reached out. Anowar joined as an unskilled labourer, pouring his heart into the work. Over fifteen days, he worked tirelessly, day and night. His dedication did not go unnoticed. Not only did he receive financial support for his efforts, but he also gained valuable masonry skills, which elevated him to the role of a skilled labourer.

For Anowar, however, it was never about the money. As he said, "It was never about money; I would

work even if I weren't paid. I've suffered deeply, but I'll never let anyone in this community experience the pain I went through. I'm grateful to WFP and BRAC for giving me this opportunity. I feel like I finally have a reason to live. And, on top of that, my financial situation has improved, and my skills have developed."

Empowered by his transformation, Anowar has become a beacon of hope for his community. He now acts as a leader, educating others about potential hazards and survival strategies. His mission is clear – to ensure no one else in his community endures the heart-wrenching tragedies he faced. Anowar's journey stands as a testament to the resilience of the human spirit and the transformative power of community-driven initiatives. Through adversity, he found purpose, becoming a catalyst for positive change within the Rohingya camp.

Key Facts and Figures of DRR

36

climate-resilient infrastructures constructed in both Rohingya and host communities.

6.26

hectares of forest areas reforested through plantation initiatives.

23,370

linear metres of canals and drainage systems excavated or cleaned as part of flood control measures.

150

Cyclone Preparedness Programme (CPP) volunteers trained using a newly developed module.

64

community members trained through the 'Prakritir Pathshala' initiative.





Food Security (FS)

Cox's Bazar

BRAC's Food Security sector addressed the nutritional needs of the Rohingya people, particularly women and persons with disabilities. It developed an integrated approach in both the nutrition and food security components. BRAC's efforts significantly contributed to improving food security and nutrition among the Rohingya population, with a focus on empowering communities. This comprehensive initiative reached 15,500 individuals across 11 camps, including Camps 1W, 1E, 2W, 3, 4, 4E, 5, 6, 7, 20, and 20E.

The sector provided training and support to the Rohingya community for various small-scale agricultural interventions. It offered capacity-building training to 15,000 individuals on homestead vegetable gardening and provided cash support to enable year-round vegetable production. This approach utilised the space surrounding the Rohingya people's

shelters, promoting improved vegetable production technologies such as vertical gardening, trellising, multi-layer growing, Integrated Pest Management (IPM), and effective harvest and post-harvest management.

Additionally, the Food Security sector introduced community-based aquaculture initiative, integrating pond dyke vegetable gardening in different camps. This holistic intervention involved 500 individuals, 82% of whom were female participants, covering 16 ponds and promoting fresh food production to enhance nutritious food intake. The initiative also included 150 cooking and feeding demonstration sessions aimed at equipping mothers and caregivers with essential food preparation skills.

Moreover, this sector contributed to improving the nutritional status and dietary diversity of targeted households in both Rohingya and

host communities, with a particular focus on vulnerable groups such as women, girls, elderly, and person with disabilities.

BRAC provided participants with seeds, inputs, and supporting materials to establish homestead vegetable gardens. This sector distributed various agricultural inputs, including Nutripack, pheromone traps, watering cans, fencing materials, organic fertiliser, bamboo, GI wire, and more to 8,150 Rohingya individuals across two seasonal cycles. These elements contributed to increase vegetable production, with a positive impact on participants' nutritional intake, and an estimated market value of approximately USD 345,602.

Furthermore, the establishment of 15 vegetable nurseries and vermicomposting plants enhanced soil fertility, increase agricultural productivity, and provide an alternative source of

environmentally friendly organic fertiliser. BRAC provided technical and financial support to cultivate approximately 400 decimals of land by 127 Rohingya participants in 8 camps.

To integrate nutrition education, 310 awareness sessions, including cooking demonstrations, mother forums, and 7 nutrition campaigns, were conducted. These initiatives aimed to educate project participants on the importance of diversified and nutritious diets, imparting practical knowledge and skills for healthier eating practices. A noteworthy aspect was the focus on Infant and Young Child Feeding (IYCF) messages, with 1,694 households receiving critical information through Community Nutrition Promoters (CNPs). The establishment of 15 nutrition clubs further promoted a culture of self-sufficiency and knowledge-sharing, encouraging vegetable cultivation among students.



Rajuma Begum
Rohingya female
gardener,
Age 31, Camp 2W,
Cox's Bazar

I could not eat nutritious food when I had limited earning opportunities, making it difficult to afford a healthy and balanced diet. With the rising cost of vegetables, it became even harder to buy nutritious food, leading to malnutrition and other related health issues. Now, I can consume vegetables from my own garden.

Ismail Hasan
Male farmer from host
community, Age 35,
Rajapalong, Ukhiya,
Cox's Bazar

With the project's support and technical guidance, I have established this nursery. Now, two salesmen help me sell vegetable seedlings at Ukhiya Bazar. This has become a permanent source of income for my six-member family. I am very grateful to BRAC.

Sahmuda Aktar
Female farmer from
host community,
Age 30, Baharchara,
Teknaf, Cox's Bazar

The use of vermi-compost has increased vegetable production. I want to expand vermi-compost production in the future so that I can sell it as well as use this fertiliser in my own garden.

Mohammed Sadeq's Inspiring Journey of Becoming a Homestead Gardener





Sadeq's story took a triumphant turn when he became a participant in one of the BRAC's Food Security (FS) project, which focused on homestead gardening. Recognising the nutritional needs of vulnerable individuals like Sadeq, the FS sector aimed to empower Rohingya refugees and enhance food security.

Over the course of four months, Sadeq received cash support on four occasions, giving him the resources to establish and nurture a homestead vegetable garden. With the help of agro-inputs such as seeds, fertilisers, bamboo, fencing nets, watering cans, and more, Sadeq's garden flourished. His first harvest, starting

in September 2023, produced an abundance of healthy vegetables, meeting his family's consumption needs and significantly contributing to their nutritional requirements.

Filled with hope and determination, Sadeq envisions continued success as a gardener. His aspirations extend beyond personal sustenance; he hopes to sell some of the produce, bringing positive changes to his family's life. Sadeq's journey is a testament to the transformative impact of empowerment initiatives. By focusing on individual capabilities and providing the necessary support, BRAC's FS programme has not only addressed immediate nutritional needs but also

fostered resilience and triumph over adversity within refugee communities.

Sadeq's case exemplifies the potential for positive change when individuals, particularly those with disabilities, are given the tools and opportunities to cultivate self-sufficiency and empowerment.

Key Facts and Figures on Food Security

25,668

Rohingya individuals (95.6% female, 4.14% male, and 0.18% gender-diverse) trained in homestead vegetable gardening.

25,668

Rohingya individuals (95.6% female, 4.14% male, and 0.18% gender-diverse) received input materials for establishing homestead vegetable gardens at their households.

500

participants (83% female and 17% male) involved in community-based fish pond aquaculture.

2,594

participants (99.73% female and 0.3% male) participated in cooking demonstration sessions.





HCMP Support Units

Communications

The communications team works closely with HCMP sectors, programmes, government stakeholders, partners, and local media. Its primary focus areas include community engagement, social and behaviour change communication (SBCC), content creation, branding, and visibility. By coordinating with various programmes and departments, the team ensures BRAC's communications support meets both internal and external needs.

Following an annual roadmap, HCMP's strategic communications activities position the programme's profile on national and global platforms through traditional, mass, and social media. These activities encompass social media posts, media relations, events, branding, programme communications, and crisis communications.

The team also develops high-quality materials and resources, such as the HCMP website, advocacy briefs, sectoral factsheets, one-pagers, and human interest stories, and a photo/video library, which are regularly updated. These resources specifically highlight the Rohingya and host communities in Cox's Bazar and Bhasan Char.

A communications network, composed of focal persons from each sector, contributes to internal information sharing, capacity building, and increasing visibility in an efficient and innovative way.

Additionally, the team provides support to external partners and facilitates donor visits.

Monitoring, Evaluation, Accountability, and Learning (MEAL)

In 2023, the Monitoring, Evaluation, Accountability, and Learning (MEAL) team developed and established a real-time digital monitoring system to assess the quality of programme implementation. This system identifies areas needing improvement and sends instant alerts to project managers and sector leads. In response, the respective sector teams developed action plans to address these issues, with HCMP management providing follow-up to ensure timely action. These efforts contributed to significantly enhancing the quality of programme delivery.

Additionally, the MEAL team introduced an activity tracking tool to monitor targets against achievements and produced a monthly Management Information Systems (MIS) report covering all projects and activities. They conducted data validation assessments for 96 outputs and facilitated an outcome survey for 27 indicators. To effectively implement

MEAL strategies and share best practices, the team arranged monthly MEAL working group meetings with sector MEAL staff.

To strengthen the capacity of programme MEAL staff, the team conducted five training sessions on MEAL and basic data analysis, as well as two orientations on Safeguarding and the Protection from Sexual Exploitation and Abuse (PSEA). Joint monitoring visits with sector MEAL staff were also arranged. The team provided technical support to new projects for real-time data capture for MIS reporting and monitoring, alongside ongoing support to all sectors related to MIS.

Furthermore, MEAL team provided technical assistance for baseline, end-line, and impact assessments and contributed MEAL-related inputs for project proposal development under HCMP. They also produced GIS maps showcasing HCMP service locations in Cox's Bazar and Bhasan Char.

Grants

The Grants team works closely with the HCMP's sectors, PDDR, Finance, HR, Procurement Units, and Head Office departments, including Finance, Legal, and the Grants Management. Together, they work to secure funding, manage donor reporting, and oversee subgrantee management.

In 2023, the Grants team led the development of 19 financial proposals, following respective Expression of Interests (EOIs), Request for Quotations (RFQs), and Terms of References (ToRs) and adhering to donor guidelines. The team manages grants and ensures budget alignment through effective negotiation for both Cox's Bazar and Bhasan Char projects, covering both Rohingya and host communities. The total budget for the year was BDT 436 crore (USD 43 million), with an expenditure of BDT 423 crore (USD 42 million), resulting in a 97% implementation rate. Additionally, the team developed the 2024 Joint Response Plan (JRP) Budget and shared updates with internal and external stakeholders, including the Inter-Sector Coordination Group (ISCG).

From 2023, the Grants team became involved in the

management of subgrants from the Pooled Fund, conducting due diligence, financial monitoring, and capacity-building of subgrantees through training and on-site monitoring to ensure compliance.

The team also adheres to five Key Performance Indicators (KPIs) from BRAC's Grants Management Policy to ensure compliance with grants, maintain standard practices, share updates with stakeholders for timely implementation and quality assurance. This year, the team conducted 10 kick-off meetings, 19 close-out meetings, 293 internal monthly grants review meetings to track sector/unit progress, and submitted 173 donor reports, ensuring high-quality reporting.

The Grants team provides oversight of grants management for sectors and support functions. During the implementation period, the team facilitates prior approval processes for budget adjustments. Additionally, regular updates were provided to management on project implementation rates, funding status, the funding grid, administrative cost allocation, and urgent issues requiring priority action.

Programme Development and Donor Reporting (PDDR)

In 2023, the Programme Development and Donor Reporting (PDDR) unit continued its resource mobilisation efforts to support the needs of the Rohingya and host communities in Cox's Bazar as well as Rohingya refugees in Bhasan Char, by securing funds from development partners, UN agencies, and both existing and new donors. It also ensured the delivery of high-quality outputs such as concept notes, technical project proposals, narrative reports, and strategic and knowledge management documents, including HCMP's capacity assessment, HCMP's overview, and sectoral overviews, in line with donor compliance and BRAC's policy.

As part of its programme development process, PDDR aligned all projects with BRAC SOP 2.0, particularly during proposal development. PDDR's contributions were reflected in the awarding of 49 project agreements to BRAC HCMP from UN agencies and bilateral funding sources, with a total project value of BDT 436.6 crore. In addition, the unit

submitted 19 proposals, including Concept Notes (CNs) to various UN agencies, donors and development partners.

Moreover, in coordination with the respective sectors, this team successfully submitted 13 Joint Response Plan (JRP) proposals, of which 7 for Cox's Bazar and 4 for Bhasan Char were accepted for 2024. PDDR also played a major role in preparing the HCMP Annual Report 2022, as well as other high-level knowledge management documents, including HCMP's Capacity Assessment, HCMP's Overview, HCMP's Sectoral Overview.

The major challenges faced by PDDR in 2023 included a lack of evidence (case studies, baseline/end-line studies) for reporting, delays in completing HCMP's internal review processes when sharing reports with partners/donors, limited time allocated for reviewing and finalising proposal packages in accordance with BRAC SOPs, staff turnover, and ongoing responsibilities with limited resources. Despite the challenges, the unit successfully submitted 77 reports, including quarterly, interim, half-yearly, annual, and project closure reports.

Human Resources (HR)

HCMP Human Resources department successfully navigated 2023, a year marked by numerous new initiatives and notable achievements. Throughout the year, HR played a pivotal role in facilitating change management initiatives and executed an efficient recruitment process, hiring 806 staff within the stipulated timeframe. Notably, the recruitment strategy resulted in a commendable 36% female staff ratio, contributing positively to the HR cost burn rate.

In alignment with the organisation's strategy and priorities, HR focused on women's leadership programmes, promoting internal talent into new senior roles. The division also fostered a performance-driven culture within HCMP by implementing an effective performance management system that recognised and rewarded top performers across different sectors.

HR actively participated in various events aimed at employee wellbeing, including celebrations of national and international days. Awareness-building sessions on critical health issues such as breast cancer, cervical cancer, dengue, stress management, and mental

health support were conducted. A comprehensive health check-up programme, organised with the support of the Health and Nutrition sector, was held at both branch and camp levels. Additionally, cultural events like Pahela Falgun, Pitha Utshab, and International Women's Day were successfully organised by the HR team in collaboration with other sectors.

In 2023, the HR department made significant efforts to ensure employee satisfaction by providing consistent day-to-day operational support. Their commitment to creating a positive work environment was evident in the continuous efforts throughout the year.

Finance and Accounts (F and A)

HCMP Finance and Accounts department played a crucial role in supporting the sectors by managing financial resources efficiently and ensuring compliance with accounting standards and regulations. Their responsibilities included financial planning and budgeting, financial reporting, financial analysis, financial compliance, risk management, treasury management, financial systems and controls, and audit coordination.

In 2023, the Finance and Accounts department achieved significant milestones across various activities. Notably, it successfully closed the year with no provisions except for specific allocations, such as leave, bonuses, Provident Fund (PF), and Gratuity Fund (GF). The team managed to reduce accounting errors, particularly in miscoding, thereby ensuring the accuracy and reliability of financial data. Furthermore, the implementation of Standard Operating Procedure (SOP) for staff salary processing and disbursement streamlined operations, promoting efficiency and accountability within the organisation. The unit also

demonstrated unwavering compliance with government regulations by facilitating VAT and Tax deposits totalling BDT 136.5 million into the national exchequer.

Additionally, they completed the crucial task of physical verification and tagging of fixed assets, thereby enhancing asset management practices. Embracing technological advancements, the Finance unit transitioned to CORPnet banking for vendor and staff payments, eliminating the need for traditional bank cheques. They also introduced a batch transaction uploader and MIS code in the Enterprise Resource Planning (ERP) system, further enhancing operational efficiency and data management capabilities. Their dedication to excellence was evident in the reduction of overall audit findings, both internal and donor-related, with no significant audit observations.

Moreover, strategic investments were made to support operational requirements, including the purchase of 22 vehicles, primarily allocated for Cox's Bazar, and one boat for Bhasan Char, with registration formalities duly completed. To bolster security measures, insurance coverage for cash in transit and in the vault at HCMP Cox's Bazar was implemented, a practice that

has been in place since 2022 for Bhasan Char, ensuring the safeguarding of assets and operational continuity. Overall, the Finance unit's achievements in 2023 underscore their commitment to excellence, compliance, and efficient financial management, positioning them as a cornerstone of HCMP's success.

Admin

In 2023, the Government Liaison Unit reached a significant milestone by securing the necessary project approvals from relevant governmental authorities. This achievement ensured the timely completion of all projects, thanks to the team's strong relationships with camp authorities, which facilitated legal compliance and efficient execution.

In a major move toward operational efficiency, the warehouse team consolidated five of the nineteen warehouses, resulting in substantial cost reductions. This strategic consolidation played a key role in broader administrative restructuring, supporting efficient budget management and reinforcing the organisation's cost optimisation strategy. Beyond the financial benefits, it also laid the

foundation for a more streamlined warehouse management system. Additionally, a seamless delivery mechanism from the warehouse to camp level was implemented, improving logistics coordination and collaboration. The introduction of an advanced inventory management system further reduced errors, reflecting a commitment to progressive and effective warehouse operations.

Meanwhile, HCMP's IT team demonstrated its dedication to data security by deploying firewalls and strengthening data infrastructure. This proactive approach underscores the organisation's commitment to protecting sensitive information and ensuring the resilience of its IT systems. Collectively, these achievements highlight HCMP's focus on excellence and innovative solutions in pursuit of its mission.

Partnership with Local NGOs

BRAC prioritised localisation and community development to better address the needs of locally affected communities. In 2023, BRAC collaborated with four local NGOs -- ACLAB, NONGOR, PHALS, and SHED -- aiming to enhance leadership among local authorities and civil society in humanitarian action. The goal was to strengthen these local partner NGOs by providing technical support and guidance, helping them develop their organisational capacity, accountability guidelines, and alignment with humanitarian principles. Gender strategy/position papers and Accountability to Affected Populations (AAP) plans were also created or updated.

The local partners focused on strengthening two Union Parishad and Ward-level Disaster Management Committees (DMCs). They organised union-level workshops and training sessions for 40 Community-Based Organisation (CBO) leaders, covering topics such as leadership, group management, and networking for community development and humanitarian response. As a result, local CBOs/ clubs implemented Community Action Plans (CAPs) to address emerging socio-economic challenges. Additionally, 9 youth clubs received support.

These 9 youth clubs were assisted with local legal identification registration. Furthermore, 5 Union Parishad Standing Committees (UPSCs) worked with CBOs and clubs to implement local-level plans. These plans addressed a variety of areas, including agriculture, development projects, cottage industries, women and children's welfare, culture, sports, environmental conservation, tree plantation, and public works.

Pooled Fund

The Pooled Fund was established in March 2022 to enhance service delivery for Rohingya refugees in Cox's Bazar and Bhasan Char through collaboration with Bangladeshi NGOs. The initiative focuses on capacity building, funding support, coordination mechanisms, and risk management for local Bangladeshi NGOs (BNGOs).

Currently, the Pooled Fund works with 27 BNGOs across three sub-sectors: WASH, Education, and Livelihoods. These NGOs were selected through a rigorous process based on their experience and commitment to gender equality and the protection from sexual exploitation and abuse.

In the 2023 cohort, 23 BNGOs joined the PF umbrella, supporting approximately 114,609 Rohingyas in meeting their basic needs. Of these, 9 partners implemented Education interventions, benefiting

6,344 direct beneficiaries across 10 camps in Cox's Bazar and 12 clusters in Bhasan Char. Another 7 partners implemented Livelihoods interventions, covering 4,974 direct beneficiaries across 8 camps in Cox's Bazar. In the WASH sector, 9 partners worked to support around 10,329 beneficiaries across 10 camps in Cox's Bazar and 7 clusters in Bhasan Char.

During the Pilot Phase, 720 staff members from 34 NGOs participated in an extensive training programme comprising 11 series of sessions, organised by the PF. These sessions covered a wide range of topics, including Safeguarding, Monitoring and Evaluation, Laws regarding BNGOs, Project Management, Gender Sensitivity Analysis, Financial Management, Climate Resilience Planning, Proposal Writing and Grants Management, Fraud and Risk Management, Grand Bargain, Humanitarian

Principles, Standards, and Policies. The goal was to enhance the capacity and expertise of participants and their organisations. Building on this success, the second phase in 2023 saw increased participation, with 937 staff members from 43 NGOs joining the initiative.

A comprehensive survey conducted after the training revealed that 76% of participating organisations took significant measures, such as reviewing, strengthening, or developing policies related to Gender Equity, Human Resources, and the Environment, based on insights gained from the sessions. Furthermore, the practical application of this training helped 38% of organisations secure new donor funding, demonstrating the tangible impact of the capacity-strengthening efforts facilitated by the PF.

However, a review of the process highlighted several shortcomings, including the time-consuming, multi-phase Expression of Interest (EOI) submission process, difficulties in mobilising the Project Review Committee (PRC) members, and the need to adjust selected project proposals to align with evolving sector priorities. Additionally, coordination challenges emerged between the sectors in Cox's Bazar and Bhasan Char.

To address these challenges, improvements are being made, focusing on streamlining and better sequencing process steps, while involving sector leadership earlier in the process than in the previous phase.

Since the BNGOs selected during the pilot phase were already chosen through a rigorous process for the JRP, there was no need to establish PRCs. However, during the second phase, a second EOI was released in January 2023, with 80 NGOs participating. Due to the involvement of PRCs and the focus on implementing the 2023 JRP, the Steering Committee finalised the selection of 25 NGOs for project funding in August 2023.



CHAPTER 3

Key Lessons Learned, Financial Statement, Funding and Partnership



Key Lessons Learned

WASH

- Some refugee camps experienced an increase in cases of Acute Watery Diarrhoea (AWD). BRAC's comprehensive WASH interventions contributed significantly to reducing the risk of AWD.
- Limited funding and capacity for WASH projects highlighted the importance of community-managed repair and maintenance programmes. By fostering local ownership, BRAC ensured the long-term sustainability of these initiatives.
- Regular monitoring and environmental interventions are critical for maintaining water quality, particularly in areas like Bhasan Char, where water contamination persists despite advancements in borehole protection.

Education

- BRAC observed that teachers lacked pedagogical skills. In response, it provided intensive subject-specific training alongside general pedagogy courses, complemented by regular refresher sessions and the formation of a Community of Practice. This approach improved teachers' capacity for effective lesson delivery.
- Limited awareness among parents and communities about the importance of education posed challenges. BRAC actively engaged them in the education system, fostering a deeper understanding of their roles and responsibilities and strengthening support for schools. This approach enhanced community involvement in education.
- Identified gaps in accessibility for children with disabilities led BRAC to prioritise inclusive education. Capacity development initiatives for teachers and staff ensured equal access to education for

all learners. Through tailored training and resources, BRAC created an inclusive learning environment that accommodates diverse needs, promoting equity in education and increasing access for vulnerable children.

- BRAC recognised the vulnerability of bamboo-made schoolhouses to natural disasters, such as cyclones and flash floods. By advocating for two-storey, semi-permanent schoolhouses, BRAC has ensured learners' safety while reducing construction and repair costs. These durable structures benefit all learners and reinforce a safe learning environment.
- BRAC identified the growing need for EdTech integration and responded with strategic investment and innovation. By investing in quality EdTech resources and promoting skills development through blended learning approaches, BRAC significantly contributed to capacity building for both learners and teachers.

Health and Nutrition Including MHPSS

- BRAC identified patriarchal barriers hindering women's access to healthcare and took proactive steps to address these issues by engaging male beneficiaries in awareness sessions, particularly around family planning and facility-based normal deliveries. Effective male engagement was crucial in improving community participation in healthcare services.
- In the face of security risks, BRAC prioritised the continuity of mental health and psychosocial support, ensuring uninterrupted services and building community trust and resilience.
- Challenges in maintaining updated data for reporting purposes were met by implementing regular monitoring and evidence-based interventions. This practice improved recovery rates for mental health cases and ensured data accuracy.

- An unexpected increase in individuals seeking healthcare services posed challenges in maintaining quality support. BRAC responded by providing supervision and coaching to service providers, helping sustain high-quality care for vulnerable populations.

Protection (CBP, GBV, and Legal Protection)

- Distance posed a barrier to community members' participation, especially women and individuals with specific needs, in centre-based activities. To address this, BRAC's CBP team initiated block-level activities, successfully engaging vulnerable groups and reflecting their needs in the programme.
- BRAC's Gender-Based Violence (GBV) prevention and response mechanisms prioritised survivor-centred, evidence-based approaches, empowering Rohingya women and girls as active community leaders. A similar strategy proved effective in Bhasan Char.
- Engaging men and boys in addressing masculinity and GBV protection contributed to promoting positive social and gender norms.
- Strong relationships with other protection actors, including GBV and Child Protection (CP)

organisations, were crucial for effective interventions.

- Coordination with government officials, such as CiCs and RRRC representatives, proved essential in implementing legal measures and ensuring justice. This collaborative effort reinforced the effectiveness of BRAC's legal initiatives.
- Mediation processes offer an efficient, cost-effective, and amicable alternative for out-of-court settlements, effectively resolving most disputes.

Child Protection (CP)

- Limited climate change awareness among communities was addressed by involving them, including children, in creating green Humanitarian Play Labs (HPLs). This initiative fostered environmental empathy and increased climate awareness.
- BRAC encountered limited community involvement in child protection. Emphasising the Community-Based Child Protection Committee's (CBCPC) role fostered community engagement in child welfare.
- Recognising the limited involvement of fathers in childcare, BRAC launched large-scale engagement initiatives to encourage their participation.
- Integrating with other sectors, such as Livelihoods, Education, and Health and Nutrition, allowed BRAC to optimise support for participants in the CP programme.

Livelihoods and Skills Development

- Delays in implementation planning impacted skills development training targets, highlighting the importance of early planning.
- Challenges in vegetable cultivation on Bhasan Char were addressed by installing a wastewater treatment plant for irrigation and allocating land outside the embankment for pilot commercial cultivation.
- Recognising barriers faced by female participants, BRAC prioritised hiring female technical trainers and assessors, fostering a more inclusive and supportive training environment.
- Language barriers in assessment tests were addressed by offering basic English literacy support or alternative assessment options, promoting inclusivity.
- Limited space for the rollout of the prevocational curriculum was resolved by securing a dedicated, well-equipped training area.

Shelter

- Community engagement proved essential in disaster response efforts. By utilising BRAC Shelter volunteers, BRAC strengthened cyclone preparedness, promoting greater community resilience.
- Challenges in shelter construction and site development were addressed by using durable materials like steel and concrete, enhancing long-term resilience and sustainability.

Site Management Support (SMS)

- To enhance outreach and maintenance sustainability, BRAC leveraged partnerships and community structures, fostering collaboration among stakeholders and strengthening long-term outcomes.
- Developing communal ownership, reducing theft, and enhancing cooperation with local structures were achieved by empowering residents to take responsibility for shared resources.
- Limited resources for community maintenance were supplemented by empowering local participants, which promoted sustainable solutions and strengthened community resilience.
- Strengthening coordination with UNHCR improved registration processing and timely community updates, supporting cohesive humanitarian responses.

- Improved security protocols, such as increased patrols and neighbourhood watch programmes, created a safer environment for accessing essential services.

Disaster Risk Reduction (DRR)

- Challenges in early planning and assessment for construction schemes were overcome by proactive measures, streamlining subsequent implementation phases.
- Low female participation in drainage cleaning activities due to hygienic concerns was addressed by involving women in waste segregation and packaging, ensuring inclusive participation.
- Fertiliser shortages during reforestation were resolved through cross-sector collaboration with WASH to produce organic fertiliser.
- To improve risk assessment availability in host communities, BRAC focused on capacity strengthening for volunteers and contributed to knowledge management through community resilience research.

Food Security (FS)

- Low training attendance was addressed by creating dedicated spaces for breastfeeding and children's play, promoting inclusivity and full participation.
- Efficient crowd control for cash and input distribution was achieved by implementing a token system.
- Synchronising intercultural operations was improved by ensuring a 50-50 gender ratio among beneficiaries.
- Scarcity of irrigation during dry seasons was addressed with mulching techniques and wastewater conservation.
- Challenges in managing pests and diseases in homestead gardening were resolved by implementing Integrated Pest Management (IPM) techniques.

Financial Statement

Humanitarian Crisis Management Programme (HCMP)
Statement of Financial Position
As at 31 December 2023

Particulars	Amount in BDT
Assets	
Property, plant and equipment	20,67,55,743
Grants receivable	60,70,50,735
Advances, deposits and prepayments	4,34,42,327
Cash in hand and at banks	38,94,26,999
Total Assets	1,24,66,75,804
Liabilities and Net Assets	
Liabilities	
Donor fund-investment in fixed assets	4,68,60,601
Grants received in advance account	85,14,23,271
Other current liabilities	34,83,91,932
Total Liabilities	1,24,66,75,804
Net Assets	-
Capital fund	-
Total Liabilities and Net Assets	1,24,66,75,804





Funding and Partnership

Stakeholder

1. Government of Bangladesh

Partner list for 2023

1. BRAC USA
2. DFAT (Department of Foreign Affairs and Trade)
3. Dubai Cares
4. GAC (Global Affairs Canada)
5. Global Fund
6. IOM (International Organization for Migration)
7. Porticus
8. PRM (Bureau of Population, Refugees, and Migration)
9. SACEP (South Asia Co-operative Environment Programme)
10. Sesame Workshop
11. The Nippon Foundation
12. UNFPA (United Nations Population Fund)
13. UNHCR (United Nations High Commissioner for Refugees)
14. UNICEF (United Nations Children's Fund)
15. UN Women (United Nations Entity for Gender Equality and the Empowerment of Women)
16. WFP (UN World Food Programme)

Note: The names have been arranged in alphabetical order.

**Sincere appreciation goes to all Sector Leads, Unit Leads, and colleagues
of BRAC Humanitarian Crisis Management Programme (HCMP)**

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