

Humanitarian Crisis  
Management Programme  
**Annual Report 2024**





GLOBAL PEACE  
REQUIRES GLOBAL  
CARING, AND A  
FUNDAMENTAL  
DECENCY OF LIFE'S  
ESSENTIALS: FOOD,  
HEALTH, EDUCATION,  
OPPORTUNITY.

Sir Fazle Hasan Abed  
Founder, BRAC





# Acknowledgement

As a new year unfolds, we deeply appreciate the collective strength that carried us through 2024. Despite mounting challenges and funding constraints, the year stands as a testament to resilience, strengthened coordination, and the groundwork laid for long-term, sustainable impact.

Behind every milestone lies the enduring commitment of those who worked tirelessly to make it possible. With strategic vision and steadfast leadership, BRAC's Executive Director, Asif Saleh, has played a pivotal role in advancing our mission and ensuring meaningful outcomes. We are sincerely grateful for the guidance of our Chief Financial Officer, Tushar Bhowmik and Senior Directors: KAM Morshed (Advocacy, Innovation, and MEAL), Moutushi Kabir (People, Culture, and Communications) along with Director, Sonia Wallman (Grants Management and Global Resource Mobilisation) whose leadership continues to shape and strengthen our collective efforts.

We also extend our heartfelt gratitude to the dedicated Directors: AFM Shahidur Rahman (MEAL and Risk Management Services), Brigadier General Rakib Uddin Ahmed (Operations), Mafruza Khan (Global Resource Mobilisation and Partnerships), Nanda Dulal Saha (Internal Audit), Dr Shayla Islam (Health), D. Sasikumar (Ayesha Abed Foundation), Safi Rahman Khan (Education, Skills Development, and Migration), Sheela Rubina Rahman (Legal and Compliance), and Syed Mazbahul Morshad (Chief Engineer, Construction and Maintenance), whose leadership has been instrumental in shaping our initiatives.

We sincerely acknowledge the invaluable support of Dr Erum Mariam, Executive Director of BRAC Institute of Educational Development (BIED).

We extend our profound gratitude to the Government of Bangladesh and our distinguished donors, whose unwavering support enables

timely and effective responses to diverse needs. Their confidence in us reinforces our commitment to delivering lasting impact.

Our deepest thanks go to the colleagues and volunteers who remain at the heart of our efforts. Their consistent dedication—even in the most challenging circumstances—ensures that essential and impactful services continue to reach those most in need. Their integrity and commitment to transparency reflect the values we uphold and our shared pursuit of a more just and equitable world.

As we conclude, we honour the strength and resilience of the communities we work alongside. Their courage in the face of adversity and their willingness to walk this path with us, remain the driving force behind every step forward. It is their spirit that inspires us and gives purpose to our work.

# Contents

## **MESSAGE FROM 10**

Executive Director, BRAC

Senior Director, HCMP

Associate Director and Office In Charge, HCMP

## **LIST OF ACRONYMS 14**

## **EXECUTIVE SUMMARY 18**

## **CHAPTER 1 20**

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

Goal 21

Objective

BRAC's Humanitarian Response in Cox's Bazar

BRAC's Humanitarian Response in Bhasan Char

HCMP's Strategic Shift: 24

Humanitarian Development Co-existence (HDC) Nexus

HCMP at a Glance in 2024 26

## **CHAPTER 2 28**

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

1. WASH 29

2. Education 39

3. Health and Nutrition including MHPSS 49

4. Protection (Community-based Protection-CBP, Gender-based Violence-GBV, and Legal Protection) 61

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	121
11. HCMP Support Units	129

## **CHAPTER 3**

**138**

Lessons Learned, Financial Information, Advocacy,  
Donors, and Partnership

Key Lessons Learned and the Way Forward for 2025	140
Cross-cutting Interventions	147
Advocacy in BRAC HCMP	150
Financial Statement	154
Funding and Partnership	155



## Message from the **Executive Director**

More than seven years have passed since nearly a million Rohingya people fled to Bangladesh seeking safety. What began as an emergency response has now become one of the world's longest-running humanitarian crises.

Throughout this period, the Government of Bangladesh, UN agencies, BRAC, and other humanitarian actors have worked side by side to meet the evolving needs of both the Rohingya and the host communities in Cox's Bazar and Bhasan Char.

Through our Humanitarian Crisis Management Programme, BRAC reached over 1.28 million people in 2024. This included 954,968 Rohingya refugees and 292,107 members of host communities in Cox's Bazar, along with 36,539 people in Bhasan Char. More than 364,000 people accessed services at our 12 health facilities, which provide round-the-clock care. Our Site Management teams maintained a 99% complaint resolution rate, underscoring our commitment to

accountability. From education and healthcare to livelihood development and emergency preparedness, our work spanned across ten sectors.

One of our key milestones in 2024 was the strengthening of localisation through the Pooled Fund mechanism. As the global aid landscape continues to shift, the Pooled Fund provides local civil society organisations with the tools to take on greater roles in solving problems that mostly they have answers to.

Current and new challenges: funding shortfalls, shifting security conditions, and the evolving needs of Rohingya and host communities alike. These are reminders of why we must continue to reimagine the way we work.

Looking ahead, we mark a pivotal shift by rolling out our Humanitarian Development Co-existence (HDC) model. This framework responds to the protracted nature of the crisis and to shrinking humanitarian funding. It bridges immediate

humanitarian needs with long-term development goals while fostering peaceful co-existence between communities.

I extend my deepest gratitude to BRAC's frontline staff, volunteers, community leaders, donors, development and implementation partners, and the Government of Bangladesh. Together, we must look beyond survival towards sustainability, continuing to support the Rohingya response with resilience, dignity, and compassion, just as we did in 2024.

**Asif Saleh**  
Executive Director  
BRAC



## Message from the **Senior Director**

Since the onset of the Rohingya crisis in 2017, BRAC HCMP has worked tirelessly to support both the Rohingya and host communities in Cox's Bazar. Over the years, our approach has continually evolved, adapting to emerging challenges and the changing needs of affected populations in both Cox's Bazar and Bhasan Char.

In 2024, BRAC HCMP implemented impactful programming across multiple sectors: Water, Sanitation and Hygiene (WASH); Education; Food Security; Skills and Livelihoods (LSD); Health and Nutrition (including Mental Health and Psychosocial Support, MHPSS); Protection; Child Protection; Shelter; Site Management Support (SMS); and Disaster Risk Reduction (DRR).

Our top priority remained integrated programming, designed to enhance efficiency, minimise duplication, and deliver a holistic response that meets the complex needs of the communities we serve. To better respond to the protracted nature of the crisis, we also realigned our operational structure to strengthen coordination across sectors.

In 2024, we reached over 1.28 million individuals across both Rohingya and host communities, including 3.2 per cent of persons with disabilities.

We achieved this despite increasing challenges, including funding shortfalls and escalating tensions between the Rohingya and host communities, which affected peaceful co-existence. In parallel, we began shifting our focus towards sustaining impact by prioritising long-term, multi-year programming and fostering new partnerships with bilateral and private sector agencies.

As part of extending our humanitarian footprint beyond the Rohingya response, HCMP rapidly mobilised human resources to assist affected populations during the flash floods in Noakhali, Feni, and Laxmipur.

In closing, on behalf of HCMP, I extend our deepest gratitude to the countless dedicated individuals whose tireless efforts continue to bring hope on the ground.

We are also deeply thankful to our valued development partners, the Government of Bangladesh, donors, and all other stakeholders, whose unwavering support continues to guide BRAC and the communities we serve towards a brighter future.

**Md Akramul Islam, PhD**

Senior Director  
BRAC



## Message from the **Associate Director and Office In Charge**

BRAC has over half a century of experience as a humanitarian and development organisation, serving vulnerable, disaster-prone populations and people affected by human-induced crises. In the wider Cox's Bazar region, BRAC has been working for nearly 40 years alongside both Rohingya and Bangladeshi communities. Since the beginning of the 2017 influx, BRAC's Humanitarian Crisis Management Programme (HCMP) has played a critical role in supporting the population affected by the conflict in Myanmar. In addition to our work in 33 camps in Cox's Bazar, BRAC HCMP expanded its services to Bhasan Char in 2021, ensuring that all people in need received support.

Since 2017, we have grown into one of the largest and most adaptive humanitarian responders in Bangladesh, aligning with the evolving strategic shifts of the response. In 2024, BRAC HCMP supported both Rohingya and host communities in Cox's Bazar and Bhasan Char across multiple sectors.

This Annual Report reflects not only our impact in 2024 but also the challenges, adaptations, and innovations that have shaped our journey towards building resilience. Throughout 2024, we adopted an integrated, cost-effective, efficient, and accountable approach across all sectors to deliver impactful outcomes.

In 2024, we faced multiple challenges in sustaining our operations. These included funding constraints, social tensions, fire incidents, and natural disasters such as floods and landslides, which continued to affect the fragile lives of displaced people. Our services were temporarily halted due to political unrest in the country. Yet, despite these challenges, BRAC HCMP remained committed to adapting, innovating, and serving with empathy and courage to ensure dignified living for the affected communities.

None of this would have been possible without the tireless efforts of our frontline staff and volunteers, the trust of the communities we serve, the continued support of the Government of Bangladesh, the generosity of our donors, humanitarian and development partners, and the solidarity of local, national, and international platforms.

Heartiest thanks to everyone working in service of humanity, your dedication is the strength behind every smile we have been able to restore among crisis-affected Rohingya and host communities.

**Rezaul Karim**  
Associate Director and Office In Charge  
Humanitarian Crisis Management Programme  
BRAC



# List of **Acronyms**

**AAL**

Accelerated Adult Learning

**AAP**

Accountability to Affected Populations

**AGD**

Age, Gender, and Diversity

**ANC**

Antenatal Care

**AOP**

Annual Operating Plan

**AoR**

Area of Responsibility

**APBN**

Armed Police Battalion

**ASRH**

Adolescent Sexual and Reproductive Health

**AWD**

Acute Watery Diarrhoea

**BBB**

Build Back Better

**BDRCS**

Bangladesh Red Crescent Society

**BFRI**

Bangladesh Forest Research Institute

**BFS**

Bait Fitness System

**BMD**

Bangladesh Meteorological Department

**BC**

Bhasan Char

**CBCPC**

Community-Based Child Protection Committee

**CBI**

Competency-Based Interview

**CBO**

Community-Based Organisation

**CBP**

Community-Based Protection

**CBLF**

Community-Based Learning Facility

**CBSS**

Community-Based Safe Shelters

**CBS**

Composite Bamboo Shelter

**CCCM**

Camp Coordination and Camp Management

**CDD**

Centre for Disability in Development

**CESG**

Community Education Support Group

**CFP**

Community Feedback Platform

**CFRM**

Complaint Feedback and Response Mechanism

**CFM**

Complaint Feedback Mechanism

**CFW**

Cash-for-Work

**CHNWs**

Community Health and Nutrition Workers

**CHW**

Community Health Worker

**CiC**

Camp-in-Charge

**CLDRI**

Community-Level Disaster Resilience Index

**CLP**

Community-Led Project

**CLI**

Community-Led Initiative

**CMT**

Community Maintenance Team

**CMTWG**

Case Management Technical Working Group

**COM**

Community Outreach Member

**CP**

Child Protection

**CPC**

Community Para Counsellor

**CPiE**

Child Protection in Emergencies

**CPP**

Cyclone Preparedness Programme

**CPSS**

Child Protection Sub-Sector

**CPV**

Community Psychosocial Volunteers

**CPSSLWG**

Child Protection Sub-Sector Localisation Working Group

**CRA**  
Community Risk Assessment

**CSA**  
Climate-Smart Agriculture

**CSI**  
Capacity Sharing Initiative

**CSN**  
Child with Special Needs

**CXB**  
Cox's Bazar

**DDM**  
Department of Disaster Management

**DFAT**  
Department of Foreign Affairs and Trade

**DOT**  
Directly Observed Therapy

**DM**  
Diabetes Mellitus

**DM**  
Disaster Management

**DMC**  
Disaster Management Committee

**DPHE**  
Department of Public Health Engineering

**DPEO**  
District Primary Education Officer

**DRM**  
Disaster Risk Management

**DRR**  
Disaster Risk Reduction

**DSS**  
Decision Support System

**DSS**  
Double-Storeyed Shelter

**ECD**  
Early Childhood Development

**ECE**  
Early Childhood Education

**E-CRA**  
Electronic Community Risk Assessment

**ECDWG**  
Early Childhood Development Working Group

**ELCO**  
Eligible Couple

**ELT**  
English Language Training

**EPI**  
Expanded Programme on Immunisation

**EPR**  
Emergency Preparedness and Response

**EPRP**  
Emergency Preparedness and Response Plan

**EOI**  
Expression of Interest (EOI)

**EVI**  
Extremely Vulnerable Individuals

**EWS**  
Early Warning System

**FAO**  
Food and Agriculture Organization

**FDMN**  
Forcibly Displaced Myanmar Nationals

**FGD**  
Focus Group Discussion

**FP**  
Focal Point

**FS**  
Food Security

**FSSL**  
Food Security, Skills and Livelihood

**FSMU**  
Field Site Management Unit

**FSTP**  
Faecal Sludge Treatment Plant

**GAC**  
Global Affairs Canada

**GAD**  
General Anxiety Disorder

**GBV**  
Gender-Based Violence

**GFA**  
General Food Assistance

**GIS**  
Geographic Information System

**GoB**  
Government of Bangladesh

**GPS**  
Government Primary School

**HCMP**  
Humanitarian Crisis Management Programme

**HDC**  
Humanitarian Development Co-existence

**HBB**  
Herring-Bone-Bond

**HEB**

High Energy Biscuit

**H&N**

Health and Nutrition

**HHs**

Households

**HIV**

Human Immunodeficiency Virus

**HP**

Health Post

**HPL**

Humanitarian Play Lab

**HPV**

Human Papillomavirus

**HTN**

Hypertension

**IAT**

Interpersonal Assessment Tool

**ICT**

Information and Communication Technology

**IDDRR**

International Day for Disaster Risk Reduction

**ISCG**

Inter-Sector Coordination Group

**IED**

Institute of Educational Development

**IPV**

Intimate Partners Violence

**IUD**

Intrauterine Device

**JRP**

Joint Response Plan

**KG**

Kindergarten

**KRC**

Kutupalong Registered Camp

**LC**

Learning Centre

**LCFA**

Learning Competency Framework Approach

**LEA**

Law Enforcement Agency

**LLIN**

Long Lasting Insecticidal Net

**LSBE**

Life Skills-Based Education

**LSD**

Livelihoods and Skills Development

**MC**

Myanmar Curriculum

**MCAC**

Multi-Purpose Child and Adolescent Centre

**MDA**

Mass Drug Administration

**MEAL**

Monitoring, Evaluation, Accountability and Learning

**MEC**

Male Engagement Centre

**MFFU**

Mobile Fire Fighting Unit

**MHM**

Menstrual Hygiene Management

**mhGAP**

Mental Health Gap Action Programme

**MHPSS**

Mental Health and Psychosocial Support

**MoDMR**

Ministry of Disaster Management and Relief

**MRF**

Material Recovery Facilities

**MV**

Mother Volunteer

**NBS**

Nature-Based Solutions

**NCD**

Non-Communicable Disease

**NFI**

Non-Food Items

**NRC**

Nayapara Registered Camp

**NRM**

Natural Resource Management

**OCV**

Oral Cholera Vaccine

**OFSP**

Orange Flesh Sweet Potato

**OPV**

Oral Polio Vaccine

**PC**

Para Counsellor

**PDDR**

Programme Development and Donor Reporting

**PFA**  
Psychological First Aid

**PHC**  
Primary Healthcare Centre

**PMPC**  
Partnership Management and Project Control

**PRM**  
Population, Refugee and Migration

**PIQ**  
Programme Implementation Quality

**PL**  
Play Leader

**PoC**  
Person of Concern

**PSEA**  
Prevention of Sexual Exploitation and Abuse

**PSS**  
Psychosocial Support

**PTSD**  
Post Traumatic Stress Disorder

**PTN**  
Post Tender Negotiation

**PWD**  
Persons with Disability

**RC**  
Registered Camp

**RFQ**  
Request for Quotation

**RRAP**  
Risk Reduction Action Plan

**RRM**  
Rapid Response Modality

**RRRC**  
Refugee Relief and Repatriation Commissioner

**SAG**  
Strategic Advisory Group

**SANEM**  
South Asian Network on Economic Modelling

**SBCC**  
Social Behaviour Change Communication

**SD**  
Site Development

**SDB**  
Sludge Drying Bed

**SEG**  
Strategic Executive Group

**SIR**  
Security Incident Report

**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

**SWM**  
Solid Waste Management

**TB**  
Tuberculosis

**TDP**  
Teacher Professional Development

**TDK**  
Tie-Down Kits

**TWiG**  
Technical Working Group

**UNDP**  
United Nations Development Programme

**WASH**  
Water, Sanitation and Hygiene

**WDMC**  
Ward Disaster Management Committee

**WFP**  
World Food Programme

**WFS**  
Women Friendly Space

**WGSS**  
Women and Girls Safe Space

# Executive Summary

In 2024, the BRAC Humanitarian Crisis Management Programme (HCMP) continued to make significant contributions by delivering sustainable humanitarian assistance and promoting long-term resilience for Rohingya and host communities in Cox's Bazar and Bhasan Char. Recognising the protracted nature of the crisis, BRAC remained committed to shifting from short-term emergency response towards a more integrated, medium-term strategy.

To support this shift, BRAC expanded efforts to co-design a Humanitarian Development Coexistence (HDC) nexus approach. This approach promotes improved service delivery at the volunteer, facility, and camp levels while ensuring greater efficiency, cost-effectiveness, and accountability. In 2024, BRAC HCMP reached approximately 954,968 Rohingya people and 292,107 host community members in Cox's Bazar, and 36,539 people in Bhasan Char through ten sectoral and sub-sectoral interventions.

In Cox's Bazar, BRAC continued to deliver essential services across Education, WASH, Health

and Nutrition, Protection, Child Protection, Shelter and Site Development, Site Management Support, Food Security, and Livelihood and Skills Development sectors.

The WASH sector improved access to safe water, sanitation quality, and environmental sustainability, with a focus on rainwater harvesting, wastewater recycling, and inclusive sanitation systems.

The Education sector ensured quality, gender-responsive, and digitally inclusive learning opportunities for children and adolescents in both camps and host communities.

The Health and Nutrition sector included 12 facilities offering round-the-clock services, Sexual and Reproductive Health (SRH) care, epidemic response, and mental health support. The Mental Health and Psychosocial Support (MHPSS) team provided community-based and clinical psychosocial interventions.

The Protection sector promoted the safety and dignity of Rohingya and host community members,

particularly women and children, through community-based structures, Gender-Based Violence (GBV) prevention and response, legal aid, case management, and engagement with religious and community leaders.

The Child Protection sector implemented a flagship initiative of Humanitarian Play Lab focused on psychosocial support, and parenting education.

The Livelihoods and Skills Development sector enhanced self-reliance among Rohingya and host community members by providing skills training in tailoring, solar installation, and community health work. Many graduates secured employment or engaged in income-generating activities. In Bhasan Char, participants undertook both commercial and home-based production activities, with a strong emphasis on women's participation. Initiatives also included artisan support, literacy programmes, and vocational training.

The Food Security sector promoted climate-smart agriculture and homestead gardening,

enabling improved nutrition and opportunities for composting and commercial production.

Shelter and Site Development sector supported the construction of durable shelters, piloted safe shelter designs, and distributed emergency repair kits to disaster-affected households. Site improvements included the construction of stairs, roads, drainage systems, and disability-friendly infrastructure. HCMP piloted Temporary Safer Shelters, introduced bamboo treatment methods, and implemented the *Osthayee* micro-settlement model.

BRAC's Site Management sector coordinated emergency responses during floods and fires, maintained a 99 per cent complaint resolution rate, and facilitated community infrastructure projects.

Natural Resource Management and Emergency Preparedness and Response (EPR) interventions focused on climate adaptation, reforestation, and Disaster Risk Reduction (DRR). Communities benefited from initiatives such as cash-for-work, improved drainage

systems, and capacity-building training.

In Bhasan Char, BRAC expanded services to address the complex needs of the relocated Rohingya population across sectors including Health and Nutrition, Education, Protection (including CBP, GBV, and Legal Aid), WASH, Child Protection, Livelihoods and Skills Development, and Food Security. Programmes emphasised gender-friendly facilities, inclusive WASH infrastructure, accessible education, psychosocial support for children, small business development, and climate-resilient agriculture.

The Livelihoods and Skills Development sector empowered women through aquaculture, poultry farming, and silk weaving, promoting both economic inclusion and social cohesion.

Support units—including Communications; MEAL; Partnership Management and Project Control (PMPC); Programme Development and Donor Reporting (PDDR); Human Resources (HR); Procurement;

Finance and Accounts (F and A); and Administration and Operations, played a vital role by providing timely support to the sectors in achieving results throughout the year.

In 2024, BRAC HCMP prioritised community engagement, localisation, and inclusive service delivery. Through the HCMP Pooled Fund, BRAC strengthened the capacity of 27 local partner NGOs to respond more effectively at the field level. The integrated response across Cox's Bazar and Bhasan Char reflects BRAC's vision of building sustainable, equitable, and peaceful communities, even amidst protracted displacement.

Guided by adaptive strategies, strong sectoral coordination, and deep-rooted community trust, BRAC reaffirmed its commitment to supporting the Rohingya crisis response with resilience, dignity, and compassion.



# CHAPTER 1

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

# 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 gender, age, ethnicity, social background, or ability.

# Objective

To expand access to sustainable humanitarian and development services, such as livelihoods, shelter, water and sanitation, healthcare, and education in a long-term, accountable, integrated 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 2024, BRAC HCMP continued implementing a comprehensive and sustained humanitarian response to meet the essential needs of the Rohingya population and support a life with dignity.

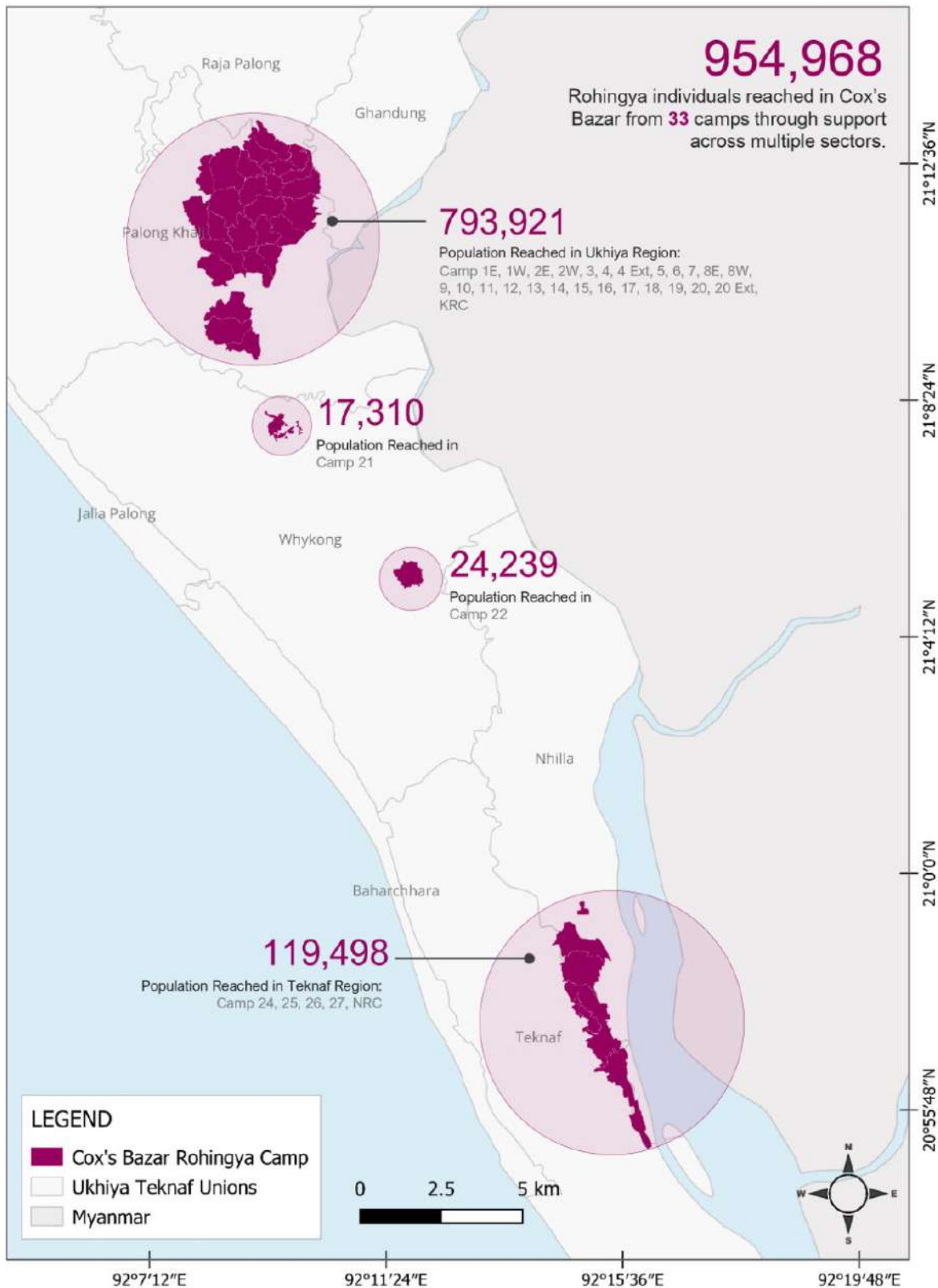
This approach aligns with the ongoing rationalisation process and represents a shift from short-term interventions to a medium and long-term strategy.

## **BRAC's Humanitarian Response in Bhasan Char**

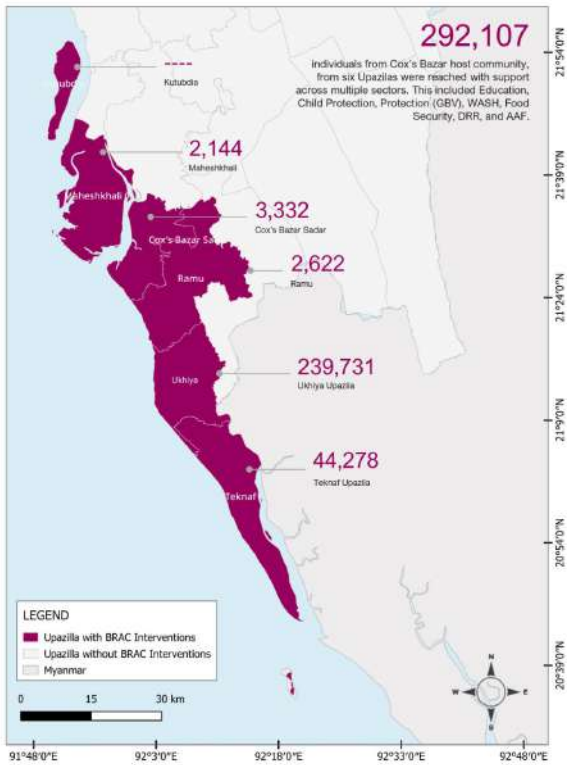
Following the relocation of the Rohingya population to Bhasan Char, BRAC HCMP began providing health, education, and WASH services in 2021. Despite facing multiple challenges, including the remoteness of the island, BRAC HCMP successfully expanded its support in 2024, continuing to deliver essential services while adapting to the community's evolving needs.

## BRAC's Humanitarian Response in Cox's Bazar

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

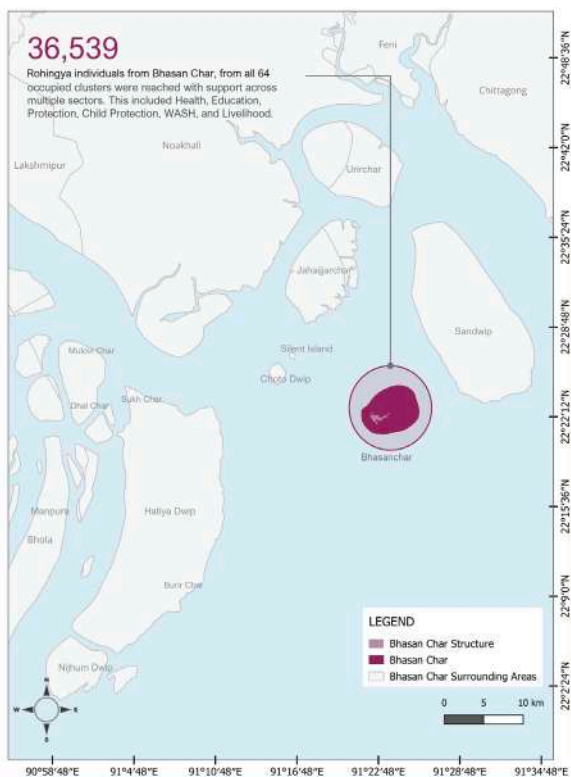


### Number of people reached in host community in Cox's Bazar



### BRAC's Humanitarian Response in Bhasan Char

#### Number of people reached in Bhasan Char





brac  
স্বাস্থ্যের  
পক্ষে  
কামনা

brac  
স্বাস্থ্যের  
পক্ষে  
কামনা

স্বাস্থ্যের  
পক্ষে  
কামনা

# HCMP's Strategic Shift

## Humanitarian Development Co-existence (HDC) Nexus

More than seven years into the Rohingya response, Bangladesh continues to host over a million people from Myanmar across Cox's Bazar and Bhasan Char. As the crisis continues, both Rohingya and host communities face exacerbating challenges of declining funds, the protracted nature of the crisis, strained social cohesion, under increasingly complex and resource-constrained conditions. In 2024, BRAC HCMP recognised the need to move beyond short-term, emergency-driven responses. It initiated a strategic shift towards a more integrated, mid-term approach aligned with the Humanitarian Development Co-existence (HDC) nexus. This approach brings together short-term humanitarian support and mid to long-term development strategies to optimise service delivery and strengthen community resilience.

The HDC initiative is reaching 125,320 Rohingya individuals, 25,620 families across all age groups and identities, with a focus on inclusion (50 per cent women and 2 per cent persons with disabilities). It is being implemented in four camps and four areas of the host community in Ukhiya and Teknaf, Cox's Bazar.

The project is designed around three core objectives: enhancing efficiency, effectiveness, and accountability; empowering

communities through active participation and capacity building; and promoting sustainability, social cohesion, and cost-effective service provision.

This shift marks a transition from fragmented, sector-based interventions toward more integrated, cost-effective, and scalable programming. By co-locating services, streamlining community-led operations, and strengthening local engagement, the approach aims to increase efficiency, promote accountability to the affected community, and ensure sustainable impact. The best practices and learnings of the project will be documented to create a model to be replicated in other protracted humanitarian settings.

Key components of the project include:

1. Enhancing the operation and supervision of integrated community groups by streamlining supervision modalities, consolidating household-level groups, merging the roles of community health workers, hygiene volunteers, and MHPSS awareness volunteers, and aligning the Centralised Automated Information Processing Platform (CAIPP) with the Volunteer Management Tool (VMT);

2. Co-locating relevant services within integrated Primary Healthcare Centres and Community Centres, supported by meso-level planning of camps;

3. Building community ownership to maintain and sustain WASH facilities and improved wastewater management, the delivery of key messages at Learning Centres (LCs), and provision of health check-ups;

4. Promoting livelihoods and skills development by offering English language and digital literacy training, facilitating linkages to income-generating opportunities, and conducting a Partial Equilibrium Economic Model study to understand labour mobility among Rohingya and host participants;

5. Strengthening prevention of human trafficking by raising community awareness, providing comprehensive support to survivors, and enhancing knowledge and monitoring tools for protection partners. By linking humanitarian and development efforts, this approach lays the foundation for a more coordinated, inclusive, and resilient response while promoting long-term co-existence and sustainable development.

# HCMP at a Glance in 2024

Cox's Bazar



334,820  
outpatient general medical  
consultations provided  
through health facilities



21,990  
shelters constructed,  
maintained and repaired



51,664  
complaints or feedback  
received and acted upon



80  
camp coordination meetings  
facilitated



53,174  
learners received education  
through Learning Facilities and  
schools



7,204  
people made aware of legal  
information, rights and support



1,649  
youth and adults from 18-24  
years old are enrolled in adult  
literacy courses



39,773  
WASH facilities installed,  
upgraded and repaired



19,951  
children, adolescents and  
youth received services  
related to Early Childhood  
Development (ECD), life skills  
and pre-vocational skills



30,400  
Rohingya individuals received  
materials to establish  
homestead vegetable gardens  
at their household level



3,771  
people received focused  
psychological and  
psychosocial care



3,711  
women and girls received  
skills training through women's  
empowerment initiatives

## Bhasan Char



29,050

outpatient general medical consultations provided through health facilities



500

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



19,696

Rohingya individuals received materials for establishing homestead vegetable gardening at their household level



5,031

WASH facilities installed, upgraded and repaired



4,330

learners received education through Learning Facilities and schools



60

people received focused psychosocial and psychological care



13,338

complaints or feedback received and acted upon



1,193

people made aware of legal information, rights, and support



277

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



30

women and girls received skills training through women's empowerment initiatives



## CHAPTER 2

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

**brac** UNICEF  
Water Distribution Network  
Tap Stand Information  
Latitude: 21.18637° N Longitude: 92.14824° E  
Division of Drinking Water Services of the Bangladesh Water  
Resources Corporation (BWRC) and UNICEF, Cox's Bazar.

# WASH

Water, Sanitation and Hygiene

# Cox's Bazar



In 2024, BRAC HCMP's WASH sector prioritised sustainable service delivery through community engagement, cost-effective approaches, and improved utilisation of natural resources. Key initiatives by BRAC's HCMP WASH programme included wastewater recycling, upcycling of non-recyclable plastic waste, and the installation of rainwater harvesting systems, efforts designed to reduce environmental impact and support long-term resource sustainability.



BRAC continued the operation and maintenance of safe water supply systems; ensured access to safe, accessible and culturally acceptable sanitation facilities; managed solid waste and faecal sludge following total value chain; and carried out targeted hygiene promotion to promote improved WASH practices.

To ensure access to safe drinking water, the sector regularly operated, upgraded, repaired, and maintained water supply networks, tube wells, and tap stands. Water quality monitoring and testing were conducted regularly to meet WASH sector standards.

Sanitation facilities, including gender-inclusive and disability-friendly latrines and bathing cubicles were consistently maintained to promote equitable access. Women's hygiene

centres were installed across camps, featuring running water connections, breastfeeding corners, and spaces for menstrual hygiene management.

To reduce dependency on external water sources, BRAC expanded its rainwater harvesting initiatives by integrating systems into existing camp-level water networks and installing a new rainwater harvesting system at a host community facility. Water recycling was also scaled up, with seven Wastage Water recycling systems installed to repurpose spilled water from tap stands.

A mini wastewater recycling plant was piloted, using chemical and biological treatments to generate non-potable water for homestead gardening and WASH facility cleaning.

In 2024, BRAC strengthened community-led repair and maintenance initiatives by forming trained community maintenance groups in camps to conduct minor repairs. Solid Waste Management (SWM) and Faecal Sludge Management (FSM) activities were continued across both Rohingya and host communities, with Community-Based Organisations (CBOs) engaged to strengthen SWM in host areas.

In partnership with United Nations Development Programme (UNDP), and in collaboration with Inter-Sector Coordination Group (ISCG), and the Cox's Bazar WASH sector, BRAC worked to expand landfill sites, securing land allocation approval from the RRRC. As part of improved solid waste management, a solar-powered mechanical compost screener and shredder was introduced to enhance waste processing efficiency and promote renewable energy use. BRAC continued to operate the Kutupalong mega Faecal Sludge Treatment Plant (FSTP), serving approximately 180,000 people, alongside smaller camp-level FSTPs. Plant-based filtration systems were introduced to improve the quality of treated waste.

The WASH sector also conducted hygiene promotion sessions and household visits, focusing on essential practices such as handwashing, diarrhoea prevention, safe water handling, food hygiene, and Menstrual Hygiene Management (MHM). Community-based groups played an active role in encouraging improved hygiene practices, while broader awareness-raising activities motivated greater community participation. Women, adolescents, and persons with disabilities were

included to ensure inclusive access and meaningful participation. The sector remained responsive to emergencies, providing safe drinking water, temporary sanitation through mobile latrines, and debris-clearing support during floods, cyclones, and fires. Overall, in 2024, BRAC's WASH interventions strengthened infrastructure, promoted sustainability, and deepened community engagement across both Rohingya and host communities.

# Bhasan Char



In 2024, BRAC provided inclusive and improved WASH services in Bhasan Char through the regular supply of water, maintenance of sanitation facilities, and the effective management of sludge and solid waste. These efforts were complemented by culturally appropriate and context-specific hygiene promotion interventions delivered in a sustainable and cost-efficient manner. Special attention was given to safeguarding the safety and dignity of vulnerable groups, including adolescent girls and elderly women. Through interventions across all 64 clusters, BRAC reached a total of 36,539 individuals in 2024.

To improve access to safe drinking water, BRAC piloted a chlorinated water supply system by installing two inline chlorination units in Clusters 57 and 75. A total of 90 tube well pathways were constructed to enable inclusive access to water collection points. Additionally, a 1.5 kW solar system was installed in the water laboratory to ensure uninterrupted 24/7 power supply for continuous laboratory operations. Water quality was regularly monitored at both the source and household levels.

A sanitary landfill with 56 trenches was constructed and operated to safely dispose of non-recyclable waste, reducing environmental hazards and health risks. An inclusive WASH block, featuring

wheelchair-accessible ramps were installed, benefiting 5,000 Rohingya individuals. Latrines and bathing cubicles were upgraded to ensure gender inclusivity and accessibility for Persons with Disabilities.

To enhance safety at night, solar-powered lighting was installed in toilets and bathing areas in Cluster 57, particularly for adolescent girls and women. To further strengthen Solid Waste Management (SWM), four Secondary Transfer Stations (STS) were established, improving waste segregation and enabling environmentally friendly disposal. A Sludge Drying Bed (SDB) was constructed outside the embankment to manage faecal sludge safely, thereby minimising public health risks.

The WASH sector also improved hygiene awareness and practices among 17,589 Rohingya individuals, including 155 Persons with Disabilities, through the efforts of community volunteers and staff. Activities focused on promoting handwashing, safe sanitation, and Menstrual Hygiene Management (MHM). Comprehensive training on Prevention of Sexual Exploitation and Abuse (PSEA) and child

safeguarding was provided to the Learning Centre (LC) teachers of the Education sector. In collaboration with the Health sector, BRAC also delivered Acute Watery Diarrhoea (AWD) prevention messaging through 318 group sessions and daily household visits.

“ Joining BRAC’s WASH Committee transformed my understanding of personal hygiene. I applied these practices in my home and shared them with neighbours. It feels rewarding to contribute to a healthier community, because when one family is healthy, we all thrive.

**Rukia Begum**  
Rohingya WASH  
committee member,  
Cox’s Bazar

“ Being a BRAC WASH volunteer fills me with pride. Despite my physical disability, BRAC respective person believed in me. Through their training, I gained skills in hygiene promotion, waste management, and community mobilisation. Now, I help keep my community clean, raise awareness, and support my family, something I once thought impossible.

**Mohammad Jamal**  
Rohingya WASH volunteer,  
Cox’s Bazar

“ Initially I was hesitant to use the reusable pads, as I was unaware of how to maintain them. However, with the encouragement of Sabika apa (BRAC’s hygiene volunteer), I started attending at Menstrual Hygiene Management (MHM) sessions and learnt how to manage my menstrual hygiene and use reusable pads properly.

**Dilder Begum**  
Rohingya housewife,  
Bhasan Char



# From Silence to Strength: Hasina's Role in Leading Menstrual Hygiene Awareness

## **Hasina Akter**

Rohingya student, Cox's Bazar

"As our family settled into a new environment, my elder sister did not understand the importance of personal hygiene, including menstrual health and sanitation. Since 2021, she has experienced irregular periods, often accompanied by severe pain. She had no idea how to manage her condition. In our community, menstruation is surrounded by taboos and silence, it is seen as something shameful that should not be spoken about," says Hasina.

Hasina Akter, aged 11, lives with her sister and parents in the Kutupalong camp, where they sought refuge. Four of her other siblings were married after arriving in Bangladesh. In 2023, her elder sister joined an adolescent girls' group run by BRAC's WASH team. Seeing the positive impact on her sister's menstrual health, Hasina decided to join as well.

Through her sister, Hasina learned that the group provides a safe space for girls to explore and understand the importance of

MHM. The sessions teach them how to use, clean, and dispose of pads or cloth properly; manage their diet during menstruation; and care for their reproductive health.

The platform has also helped break the silence around periods and hygiene, topics long considered taboo in her community.

Although Hasina has not yet begun menstruating, she already knows how to stay healthy and hygienic when the time comes. More importantly, she has begun sharing what she has learnt with other girls in her community by visiting households and arranging awareness-raising sessions on MHM.

She also promotes waste segregation and encourages families to practise safe and hygienic waste disposal. Alongside her community engagement, Hasina continues her education with enthusiasm.

However, the journey has not been easy. "In our community, girls who begin menstruating are usually not allowed to leave the house," she shares, "So when I started spreading awareness messages, even before getting my period, many people did not respond positively."

"I am grateful to the BRAC WASH team for giving me this opportunity and for addressing such an important issue among adolescent girls in our community," she adds.

Today, Hasina is an active member of BRAC WASH sector's MHM group, a child-focused hygiene resource platform. She continues to champion good hygiene practices among children and is widely recognised as a changemaker in her community.



# Breaking Barriers: Arafat's Journey to Inclusive WASH Solutions

## **Md. Arafat**

Rohingya person with disability/student, Cox's Bazar

Md. Arafat, an eight-year-old boy living with his family in Rohingya camp, has faced significant challenges since infancy. The youngest of four siblings, Arafat was born healthy to Noor Mohammad and Minara. However, at just four months old, he developed Pneumonia, which left him with a physical disability, an event that profoundly shaped the lives of both Arafat and his family.

Despite their constant care and support, Arafat's parents have had to navigate numerous obstacles in an environment with limited resources. His father, a day labourer, does his best to support the household. One of their greatest struggles, however, was the absence of disability-friendly sanitation facilities. Without a suitable toilet, Arafat was forced to defecate inside their shelter, and his mother would then dispose of the waste outside, a practice that posed health risks not only to their family but also to neighbouring households.

Recognising the urgency of addressing such barriers, BRAC's WASH programme identified individuals with disabilities across the camps and assessed their specific sanitation needs. Arafat was among those prioritised for support. In coordination with the block-level WASH committee, BRAC designed and constructed a disability-friendly toilet tailored to his requirements. An accessible pathway was also built, allowing Arafat to reach the toilet safely and with greater independence.

The impact of this intervention has been transformative. For the first time, Arafat can use a toilet in a way that ensures his safety, hygiene, and dignity. His parents now help him along the pathway, a routine that is significantly more manageable and sanitary than before. Most importantly, Arafat has gained a renewed sense of autonomy and inclusion, bringing visible joy and confidence to his daily life.

"This toilet has changed our lives. We no longer have to worry about Arafat's safety or cleanliness," his mother shared, expressing deep gratitude to BRAC and the WASH committee.

Arafat's story is a powerful testament to how inclusive WASH solutions can restore dignity, promote health, and bring hope to families living with disabilities, even in the most challenging humanitarian contexts.

## Key Facts and Figures of **WASH**

20,766

water sources installed,  
repaired, or upgraded

4

meetings conducted with energy  
and other sectors

23

solid waste management facilities  
or plants installed and maintained

193,733

water quality tests conducted

15

Faecal Sludge Treatment Plant  
(FSTP) meeting acceptable  
Chemical Oxygen Demand (COD)  
standard

1,370

handwashing devices  
installed or repaired

11,994,422

water purification tablets  
distributed

306

bathing facilities  
installed or upgraded

719,133

bars of soap provided monthly  
(as per sector standards)

23,473

latrines constructed,  
upgraded, or repaired

9,886

households provided with shared  
and household bins

69,572

women and girls provided  
with Menstrual Hygiene  
Management (MHM) kits

224

latrines constructed or upgraded  
for persons with disabilities

43,473

households covered by door-  
to-door waste collection

35

women's hygiene centres  
constructed, upgraded, or repaired

100

camp cleaning  
campaigns conducted



Education

# Cox's Bazar



In 2024, the BRAC HCMP's Education sector provided quality education to both Rohingya and host communities in Cox's Bazar. Operating across seven camps and five sub-districts, the programme reached 53,174 learners, 50 per cent of whom were girls, including 1,079 children with disabilities (2 per cent). Of these, 47,174 were Rohingya learners enrolled from Early Childhood Education (ECE) to Grade 11, while 6,000 were pre-primary learners from host community.



With 1,146 learning facilities, 946 in the camps and 200 pre-primary schools in host communities, BRAC created inclusive, accessible spaces for learning. A total of 2,688 volunteers (1,089 female), including 2,093 teaching volunteers, supported education delivery. A 99.9 per cent success rate in Grade 3 to Grade 10 enabled nearly all learners to progress to the next level. Placement tests were conducted to integrate children who had previously been out of school into formal learning, reflecting BRAC's commitment to inclusive education.

To promote gender-responsive learning, the Education sector introduced 78 girls-only shifts, nine girls-only schools, and 36 Community-Based Learning Facilities (CBLFs), reaching 2,137 adolescent girls.

Their safe movement to and from Learning Centres (LC) was supported by 88 girls' education volunteers. Access to menstrual hygiene was improved through 37 dedicated MHM blocks, while 447 gender-segregated latrines helped create a safer and more supportive environment for all learners.

Education sector introduced digital learning tools to enhance teaching and tracking. These included online attendance via the Tangerine app, E-Learning Passports, and tablets for upper-primary and secondary learners. Two-storey learning centres were designed to maximise limited space; 15 are currently under construction, with the capacity to accommodate 4,800 learners. To promote reading, three physical and three mobile libraries were established, nurturing a culture of reading.

Holistic learning approaches were also prioritised. Regular health check-ups were conducted, and 93 per cent of Early Childhood Education (ECE) learners were successfully promoted to kindergarten. A 12-session parenting intervention supported 497 parents of ECE learners, offering guidance on child development, early literacy, and child safeguarding. A significant milestone was achieved when eight Rohingya learners progressed from

Grade 10 to Grade 11, marking the beginning of higher secondary education for this community.

Capacity-building initiatives strengthened the skills of teachers and volunteers in subject-based instruction, child safeguarding, Disaster Risk Reduction (DRR), Psychosocial Support Services (PSS), gender mainstreaming, and inclusive education. Strengthened measures to prevent sexual exploitation and abuse contributed to a reduction in reported cases. According to the Inter-Sector Coordination Group (ISCG) Education sector report, the engagement of disability support volunteers contributed to a rise in enrolment of children with disabilities from 0.78 per cent to 2 per cent, alongside improved access to assistive devices.

BRAC's contributions were recognised through visits from UNICEF, European Union (EU), and the Canadian High Commission. Senior management also visited learning centres, reinforcing a shared commitment to quality and inclusive education.

With its continued focus on innovation and inclusion, BRAC HCMP's education activities in 2024 strengthened resilience and supported long-term learning outcomes for learners from both the Rohingya and host communities.

# Bhasan Char



In 2024, BRAC's Bhasan Char Education sector maintained its commitment to quality, gender-responsive, and inclusive education, reaching 35 per cent of the learners. Operating across nine clusters with 103 classrooms, the programme served 4,330 learners, ensuring gender parity (50 per cent girls) and including 1 per cent (45) of children with disabilities. The curriculum spanned from Early Childhood Education (ECE) to Grade 9, ensuring a continuous and structured learning pathway.



A distinctive feature of BRAC's intervention for youth and adolescents was the offering of basic literacy, numeracy, and life-skills training. Unique to BRAC, the programme connected 60 learners with NGOs as skilled volunteers, enhancing both educational and economic resilience. The initiative was supported by 141 volunteers (28 women), including 101 teachers (19 women) from the Rohingya community, fostering a collaborative and community-led learning environment.

Academic excellence remained at the heart of BRAC's work in Bhasan Char. All 937 registered learners from Grade 3 to Grade 8 successfully passed their year-end assessments, progressing to the next level. Additionally, placement tests helped reintegrate 203 out-of-school children into classrooms from a total of 499 participants.

All staff and volunteers received training on Prevention of Sexual Exploitation and Abuse (PSEA), child safeguarding, and DRR. Teachers also participated in capacity-building sessions on basic pedagogy, subject-specific content, and refresher training. BRAC further demonstrated leadership in Teachers' Professional Development (TPD) by training 162 teachers from six partner organisations.

Community engagement was reinforced through School Management Committee (SMC) meetings, parent meetings, and dialogues with religious leaders, focusing on student attendance, inclusivity, and child protection. Regular SMC meetings helped ensure effective school operations and responsiveness to the needs of learners and teachers.

Close collaboration with BRAC HCMP's Education sector ensured technical compliance and quality standards, including the provision of gender-segregated WASH facilities, timely distribution of teaching and learning materials, and continuous monitoring of learning environments with children aged 5 to 10 years.

“ I teach early learning to three and four-year-old learners, covering literacy, numeracy, storytelling, co-curricular activities, play-based learning, cultural practices, and the national symbols of Myanmar. I enjoy teaching and feel grateful for the support from BRAC, parents, and the community. BRAC’s ECE programme has benefited our Rohingya children, and I have learnt a lot from it.

**Monowara Begum**  
Rohingya Early Childhood Education (ECE) teacher,  
Cox’s Bazar

“ I feel comfortable studying in this two-storey Learning Centre. There is no fear of waterlogging anymore, and during the rainy season, I no longer have to study in the dark because there is now enough light. This uninterrupted learning space is increasing my interest in attending class everyday.

**Mohammed Alam Shah**  
Rohingya learner,  
Cox’s Bazar

“ I have been part of the BRAC Learning Centre (LC) since 2018. I enrolled in Grade 3 and am now studying in Grade 8, a long journey that has enriched my knowledge and shaped how I learn. The centre has given me valuable skills and experiences that I know will help me in the future.

**Sajida**  
Rohingya learner,  
Cox’s Bazar



# From Learner to Leader: Rashida's Journey Through Education

## **Rashida**

Rohingya teacher, Cox's Bazar

Rashida always found comfort and purpose in books. But life changed suddenly when, at just 12, she was forced to flee home and seek refuge in Bangladesh. Her biggest fear upon arriving at the refugee camp was losing access to education. Yet even in those challenging circumstances, Rashida remained determined, refusing to give up on learning.

Now 19, Rashida is a teacher at a BRAC Learning Centre in a large refugee camp in Cox's Bazar. After arriving in Bangladesh in 2022, she enrolled in Grade 7 at a BRAC school. Upon completing her education, she returned, not as a learner, but as a teacher. The structured curriculum helped her reconnect with her earlier studies and reinforced her belief that education could pave the way for a new future.

For Rashida, the Learning Centre (LC) provided much more than books. Her teachers became mentors, making sure she and

her classmates never felt alone in their struggles while growing up as refugees. They encouraged them through daily lessons, visited their homes when they were absent, and actively involved their parents to emphasise the importance of girls' education. Girls' Education Volunteers also played a vital role, addressing safety concerns, family hesitation, and religious expectations, barriers that often stood in the way of adolescent girls like Rashida continuing their education.

Inspired by the support she received, Rashida began to dream of becoming a teacher herself. She wanted to give back, to support others the way she had been supported. Today, she stands proudly in front of her own classroom, helping the next generation of learners build their confidence and knowledge.

"I hope my story inspires others, especially young girls, to believe in themselves, keep learning, and never give up on their dreams", she says.

From a BRAC learner to a BRAC teacher, Rashida's journey is a powerful reminder that education can transform lives.

## Key Facts and Figures of **Education**

57,504

crisis-affected learners (28,546 girls, 28,958 boys and 1,133 children with disabilities) aged 3 to 18 received teaching learning materials aligned with Education sector standards

834

learning facilities were equipped with Prevention of Sexual Exploitation and Abuse (PSEA) and Safeguarding posters along with feedback boxes to ensure accountability

551

awareness sessions on PSEA and Child Safeguarding were conducted through training sessions and refresher courses

343

teachers or facilitators (females and males) received foundation training, including cross-cutting issues such as maintaining WASH and Health guidelines, providing Psychosocial Support Service (PSS), and implementing crisis and Disaster Risk Reduction (DRR) strategies

665

teachers (females and males) received subject-specific training in Mathematics, English, Burmese Language, and Science

48,609

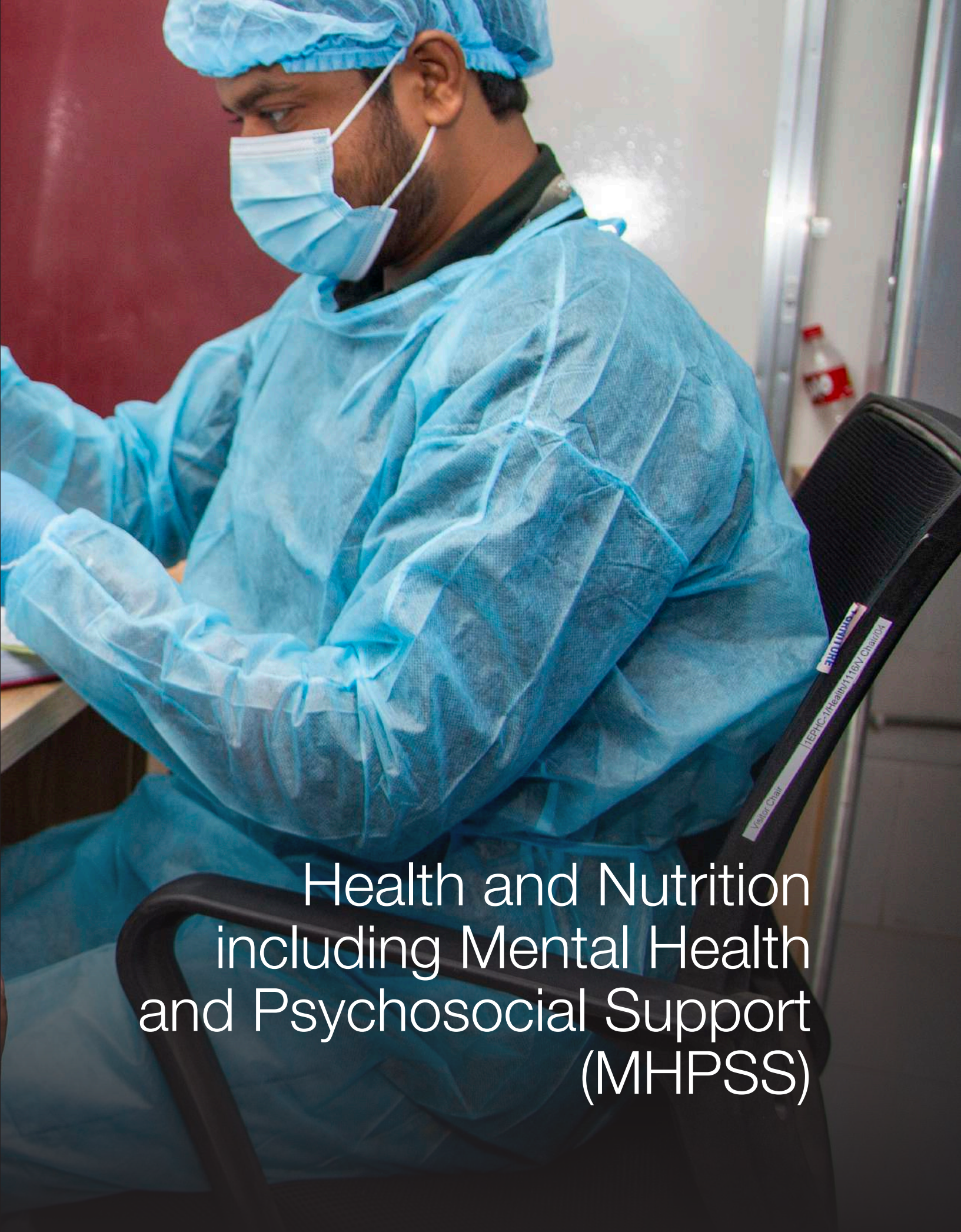
parents participated in bi-monthly  
parents' meetings

430

learning facilities equipped with  
gender-segregated toilets

464

members of Community Education  
Support Groups (CESG) received  
orientation on their roles and  
responsibilities



Health and Nutrition  
including Mental Health  
and Psychosocial Support  
(MHPSS)

# Cox's Bazar



In 2024, BRAC's Health and Nutrition sector continued to deliver essential services to Rohingya families, adopting a holistic approach that combined both prevention and treatment. Services included outpatient consultations for communicable diseases such as measles, chickenpox, dengue, diarrhoea, conjunctivitis, scabies, and respiratory infections, as well as care for Non-Communicable Diseases (NCDs), including diabetes, hypertension, and asthma.



Primary Healthcare Centres (PHCs) operated 24/7, providing midwife-led deliveries and a range of other services. Inpatient departments helped reduce the need for external referrals. Vaccination campaigns ensured children were immunised against 10 preventable diseases, while pregnant women received Tetanus Toxoid (TT) vaccinations. Additional services included Adolescent Sexual and Reproductive Health (ASRH), laboratory diagnostics, pharmacy services, and 24/7 emergency referrals through ambulance support. In 2024, BRAC operated 12 health facilities which consists of five PHCs and seven Health Posts (HPs) across 11 camps.

Sexual and Reproductive Health (SRH) care remained a core priority. Antenatal and postnatal services were provided alongside

a range of family planning options, including pills, condoms, injections, implants and Intrauterine Devices (IUDs). These interventions aimed to reduce morbidity and mortality among women, men, adolescents, children, and older people in both Rohingya and host communities.

Despite challenges such as Cyclone Remal and multiple fire incidents, essential healthcare, including SRH services, remained uninterrupted. All facilities were equipped with gender-segregated, disability-friendly toilets to ensure safe access for Persons with Disabilities (PWDs).

Community Health Workers (CHWs) played a vital role by visiting households, conducting awareness sessions, and promoting positive health-seeking behaviours, particularly among adolescent girls and women. In collaboration with government partners and stakeholders, CHWs supported mass vaccination drives, including campaigns for Oral Cholera Vaccine (OCV), Oral Polio Vaccine (OPV), Human Papillomavirus (HPV), and Mass Drug Administration (MDA) for the prevention of scabies.

Following the Médecins Sans Frontières (MSF) survey (May and June 2023) result, revealing a 20

per cent prevalence of Hepatitis C in the Rohingya population, BRAC introduced treatment for the disease in 2024, with Camp 13 PHC designated as the treatment centre.

BRAC also led the response to the largest cholera outbreak in recent years, which lasted 33 weeks. Five BRAC health facilities functioned as cholera sentinel sites, testing, treating, and helping prevent fatalities. When a subsequent dengue outbreak occurred, BRAC responded promptly with testing, treatment, and referrals to advanced care as needed.

Beyond clinical services, the Health and Nutrition sector collaborated closely with WASH, Protection, and Nutrition sectors to deliver integrated and comprehensive healthcare. Environmentally friendly waste management systems were installed and maintained in health facilities in partnership with the BRAC WASH sector.

# Bhasan Char



In 2024, BRAC's HP in Bhasan Char continued to provide essential healthcare services including outpatient consultations, treatment for communicable and non-communicable diseases, SRH care, antenatal and postnatal services, and Mental Health and Psychosocial Support (MHPSS).

Doctors diagnosed and treated communicable diseases such as chickenpox, measles, scabies, diarrhoea, and respiratory infections. Services also covered non-communicable conditions such as diabetes, hypertension, and asthma. Pregnant and lactating women received routine antenatal and postnatal care.



Community Health and Nutrition Workers (CHNWs) conducted regular household visits, delivered key health and nutrition messages, and organised awareness sessions to promote positive health-seeking behaviours and disease prevention practices.

Pregnant women underwent regular blood and urine tests and

received appropriate medication and counselling to encourage facility-based deliveries. Eligible Couples (ELCO) were provided with family planning information and support, enabling them to make informed decisions about available contraceptive methods.

In addition, the Expanded Programme on Immunisation (EPI)

ensured that children and pregnant women were protected against 10 preventable diseases through timely vaccination.

WELCOME  
TO MHPSS  
COUNSELLING  
ROOM

Empathy

Non Judgemental

Silence

Active listening

Basic Counselling Skills

Summarizing

Genuineness

Confidentiality

Rapport Buildup

Paraphrasing



# Mental Health and Psychosocial Support (MHPSS)

## Cox's Bazar

Throughout 2024, BRAC delivered a comprehensive range of MHPSS services in Cox's Bazar. These included community group awareness sessions, individual psychosocial support, and focused psychological interventions conducted by trained psychologists. Individuals requiring clinical attention were referred to doctors trained in the Mental Health Gap Action Programme (mhGAP). A team of skilled psychologists delivered these services across Primary Healthcare Centres (PHCs) and dedicated MHPSS centres.

To strengthen community awareness and increase access to mental health services, BRAC adopted a community-based approach. This involved Community Para Counsellors (CPCs) and Community Psychosocial Volunteers (CPVs), who helped extend the reach of MHPSS support. Six dedicated MHPSS centres operated across nine camps, including five within PHCs.

A total of 78,814 participants engaged in community-based psychosocial group sessions led by CPVs. These sessions aimed to promote mental wellbeing, identify individuals in need of additional support, and prevent the escalation of psychological distress among Rohingyas. Topics included stress and anger management,

parenting support, life skills, peace of mind, self-care, and child-to-child support. People of all ages and genders actively participated. Individual sessions contributed to strengthening a sense of stability and care among Rohingya. Participants further reported improvements in self-esteem, problem-solving skills, sleep patterns, and overall wellbeing. CPVs also raised awareness on mental health, emotional responses to stress, coping strategies, and ways to manage daily life challenges. Those showing signs of severe psychological risk were referred to psychiatrists for advanced care. Additionally, a total of 2,463 individuals experiencing mild psychological distress received focused, one-on-one psychosocial support from CPCs.

Psychologists provided focused, individual-level psychosocial support to 802 individuals showing signs of depression, anxiety, grief, Post Traumatic Stress Disorder (PTSD) and other conditions.

Contextualised psychometric tools, such as the Patient Health Questionnaire-9 (PHQ-9), General Anxiety Disorder-7 (GAD-7), and Post Traumatic Stress Disorder-8 (PTSD-8) were used for assessments. BRAC MHPSS team conducted multiple follow-up

sessions with affected individuals to monitor progress and ensure continuity of care.

Psychologists trained in the Mental Health Gap (mhGap) framework provided services in accordance with its guidelines. In addition to their support, doctors stationed at PHCs prescribed medication for individuals experiencing moderate mental health conditions, including depression, anxiety, stress, epilepsy, and sleep disorders.

To strengthen service delivery, the MHPSS team enhanced the capacity of volunteers through training on CPC modalities, including basic skills and Interpersonal Assessment Tool (IAT). Additionally, training sessions on basic MHPSS concepts, Psychological First Aid (PFA), and stress management were conducted for both staff and community members.

“ I had a urinary tract infection and other reproductive health issues that I had been suffering from. The doctors at BRAC’s Primary Healthcare Centre developed an effective treatment plan that helped me recover. The hospital team not only helped me overcome my health challenges but also restored my hope. I am truly grateful.

**Noor Kajol**  
Rohingya female,  
Cox’s Bazar

“ I felt very nervous when I started experiencing changes in my body. But after I began visiting BRAC’s Primary Healthcare Centre, I realised that it was simply part of growing up, from being a boy to becoming a man. I am thankful to BRAC’s health team for guiding me and helping me understand this important stage of life.

**Mizan**  
Rohingya adolescent boy,  
Cox’s Bazar

“ I was in darkness, but BRAC’s mental health support helped me find hope and strength. Now, I am hopeful and motivated, with a clear vision for my future. I am committed to achieving my goals.

**Nojimullah  
(Pseudonym),**  
Rohingya adolescent boy,  
Cox’s Bazar



# Delivering Hope: Ensuring Maternal Care During Cyclone Remal

## **Azida Begum**

Rohingya female, Cox's Bazar

On the night of 26 May 2024, Azida Begum- a young, pregnant resident of Camp 1W began experiencing labour pains around 1 am. Outside, Cyclone Remal had intensified: strong winds, heavy rain, and thunder were battering the camp. Azida's aunt stayed by her side, but she was deeply anxious. She had not received any antenatal check-ups, and the worsening storm made her fear she might not reach a health facility in time. Her husband quickly reached out to a BRAC CHW, who responded without delay. The CHW contacted BRAC PHC in Camp 1E, explained the emergency, and requested ambulance support. A team comprising the duty doctor, a midwife, and SRH volunteers was immediately mobilised.

Braving the storm, the midwife and team reached Azida's shelter and provided emergency care on site.

The midwife monitored Azida's condition closely, ensuring the baby's heartbeat and position were stable. By 7:30 am, Azida gave birth to a healthy baby boy at the BRAC 1E PHC, under the care of the midwife and facility staff. Their swift coordination and commitment, despite the extreme weather were critical in ensuring a safe and successful delivery.

Although Azida had not received ANC from BRAC during her pregnancy, she has since completed four postnatal check-ups, with ongoing support from the same CHW. The CHW continued to

conduct regular follow-ups, helping Azida access essential maternal health services.

One year after Cyclone Remal, both Azida and her baby are healthy and thriving. Her family expressed heartfelt gratitude to the BRAC health team for standing by them when it mattered most, despite the risks, and despite the storm.



# Ensuring Continuity of Care: NCD Services for Persons with Disabilities in Rohingya Camps

## **Rowasiya**

Rohingya female, Bhasan Char

Rowasiya, a 32-year-old woman, lives with her family in the Rohingya refugee camp on Bhasan Char. Living with a disability has made life more challenging for her. She recalls the arduous journey to Bangladesh in 2017, walking for miles despite the pain and exhaustion. The difficulties did not end upon arrival. Adjusting to life as a refugee in the camps meant adapting to unfamiliar routines and significant changes in her daily life.

In the month of Ramadan in 2019, Rowasiya began experiencing troubling health issues, including frequent urination, vomiting, and a burning sensation throughout her body. Her sister took her to a nearby hospital in Kutupalong, where the physician conducted a clinical examination and diagnosed her with Diabetes Mellitus (DM) and Hypertension (HTN). She returned home with medication and advice on how to manage the conditions.

When Rowasiya was relocated to Bhasan Char in 2023, she became increasingly concerned about her health. Managing NCDs requires regular medication and follow-

up, and she was unsure whether such care would be available. BRAC's health post in Bhasan Char provided the answer.

During her first visit, she was enrolled in the NCD register. Although she could not produce a prescription or remember the names of her medications, she explained that she had Mitha Beram (a local term for diabetes). The health team arranged diagnostic tests to evaluate her condition. The results showed it was quite critical, and treatment began immediately.

Along with medication, Rowasiya received counselling on healthy lifestyle practices, including dietary changes and avoiding tobacco and betel nut. She was advised to attend the health post on the designated NCD clinic day each week for routine check-ups and to collect her medicines. A Community Health and Nutrition Worker (CHNW) conducted regular follow-ups with her at home.

In addition, BRAC facilitated a connection with a volunteer

from the Centre for Disability in Development (CDD) on Bhasan Char, who arranged a wheelchair for her. This support significantly improved her mobility and eased her daily activities. Grateful for the assistance, Rowasiya shared: "It is an immense pleasure for me that I can receive regular treatment and medication from BRAC's HP free of cost, and CHNW follows up with me regularly."

Non-Communicable Diseases (NCDs) are often overlooked in the Rohingya community due to limited healthcare access and low awareness. Yet, early diagnosis and consistent care can save lives and prevent complications. On Bhasan Char, this reality is beginning to change. Through BRAC's regular health services and strong community outreach, people living with NCDs like Rowasiya are now receiving timely and appropriate care.

## Key Facts and Figures of **Health and Nutrition**

1,478

facility-based normal deliveries conducted

236

malaria cases detected among the Rohingya population

2,414

tuberculosis (TB) cases detected among the Rohingya population

1,550

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)

23,583

eligible couples (ELCOs) received contraceptive methods

95

patients received treatment for Hepatitis-C

26,576

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

7,017

children immunised under the Expanded Programme on Immunisation (EPI)

1,120

patients received treatment for Dengue

30,845

women received Antenatal Care (ANC) services

12,866

children aged 0–36 months received centre-based early childhood stimulation services

8,045

patients received outpatient consultations for Non-Communicable Diseases (Diabetes and Hypertension)



UNHCR  
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Community Center কমিউনিটি সেন্টার  
অত্যাধিকারিত

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Humanitarian response in Bangladesh

COMMUNITY GROUP

COMMUNITY GROUP

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

# Cox's Bazar



In 2024, BRAC's Protection sector continued its vital work in both Rohingya and host communities by strengthening community engagement efforts through Community Based Protection (CBP), Gender Based Violence (GBV) and Legal Protection. The CBP promoted the community peacebuilding and social co-existence that enhanced prevention measures, and mainstreamed protection. The focus remained on addressing different protection risks, while ensuring safety through community-driven initiatives and improved access to essential services.

BRAC advanced its efforts to prevent and respond to Gender-Based Violence (GBV). Survivors were supported with timely services, and awareness activities empowered communities to challenge harmful practices and strengthen resilience against GBV risks.

Finally, BRAC expanded access to legal aid and justice services. By facilitating linkages with justice mechanisms and offering legal support, the sector enabled both Rohingya and host community members to seek redress and protect their rights.

Community-Based Protection (CBP) played a key role in fostering community resilience

and sustainability by strengthening local resources and capacities. Community-led initiatives engaged people in collaborative efforts through community-based approach to identifying the problem and resolving it within the community. Religious leaders played a key role in disseminating lifesaving information and raising awareness, leveraging their strong influence within the community. Community centres also served as safe shelters during natural disasters, providing a critical lifeline for many Rohingya individuals. Community outreach and engagement efforts, including collaboration with religious leaders and community group members, reached a total of 338,529 individuals of whom 51.04 per cent were women and 48.96 per cent were men.

GBV initiatives reached 390,979 individuals, promoting awareness, providing safe spaces and economic empowerment for women, and offering community-based safe shelters for GBV survivors. The initiatives also included case management and Psychosocial Support Services (PSS). Legal Protection services supported 61,686 participants through mediation, legal awareness sessions, and court representation.

In 2024, the CFM desk under the CBP programme received 51,664 requests and complaints.

In addition to the desk-based support, the CBP team also conducted household visits to provide information on available services and collect feedback or complaints. That same year, 59,795 Rohingya individuals were supported through referrals facilitated by Community Outreach Members (COMs), 13 per cent of whom were Persons with Specific Needs (PSNs). Alongside service delivery, the team conducted awareness-raising activities on key issues such as cyclone preparedness, fire safety, the prevention of child marriage, and other pressing concerns within the community.

To further strengthen ongoing support for the Rohingya, CBP introduced new initiatives during the year. Eight music groups were formed across the camps to promote community engagement, while sports events such as football and table tennis fostered social connection. A self-help group was established for Persons with Disabilities and their caregivers, creating a platform for mutual support. In addition, the programme supported the identification of individuals with disabilities for fresh food assistance to address their nutritional needs.

The GBV team worked to ensure accessible, inclusive services for GBV prevention and response. Efforts included the creation of

safe spaces for women and girls, men and boys as well along with community-based platforms aimed at reducing violence and promoting positive behaviour change. GBV initiatives are active in 18 camps across Cox's Bazar, and three host community unions in Ukhiya.

Evidence-based approaches, such as 'SASA! Together, Girl Shine' and 'Male Role Model' were implemented to prevent GBV, engaging individuals across different age and gender groups. Safe spaces exclusively for women and girls were established at both camp and host community levels, including Women and Girls Safe Spaces (WGSSs) and Women-Friendly Spaces (WFSs). These centres offered opportunities for skill-building, hygiene support, recreational activities, and community bonding.

To foster wider engagement, Multi-Purpose Community Centres (MPCCs) served as shared platforms for awareness-raising and community dialogue involving both women and men. Additionally, Male Engagement Centres (MECs) were set up to promote GBV awareness among men and boys, while also offering case management services when required.

In 2024, GBV programming reached 390,979 individuals, 71 per cent of whom were women and 28 per cent men. This



included 13,542 participants from host communities in Rajapalong, Haldiapalong, and Jaliapalong. Since its inception, the programme has contributed to significant positive changes in community attitudes and awareness.

Notably, a 2024 survey conducted under the 'SASA! Together' initiative revealed that 95.27 per cent Rohingya individuals recognised GBV as an alarming issue that must be addressed, up from 78.84 per cent in 2020. This reflects growing awareness and the sustained impact of evidence-based interventions.



In 2024, major political shifts across the country posed new challenges for service delivery. Even during periods of political unrest, when movement was restricted, the GBV team remained committed to supporting survivors, continuing to provide case management remotely to ensure uninterrupted care. During that time, a growing number of GBV survivors reported facing threats from perpetrators after seeking help, underscoring the urgent need for secure accommodations. In response, Community-Based Safe Shelters (CBSS) continued to offer survivors a protected environment where they could begin the process of healing and recovery.

In addition to ongoing activities, trade-based and soft skill development initiatives opened a new arena to enhance the knowledge and empower the women and girls for a sustainable and violence-free life. In collaboration with the CBP team, religious leaders actively contributed to raising awareness messages about GBV. A notable new inclusion was the introduction of Information and Communication Technology (ICT) training at the Women-Friendly Spaces (WFS) in host communities, equipping participants with essential digital skills.

BRAC's Legal Protection programme aimed to provide concrete and practical solutions to justice-related issues through legal literacy, legal counselling, mediation, and formal judicial actions at police stations and courts. It also ensured comprehensive support for the Rohingya community, including assistance with post-mortems, transport for witnesses, medical care for the severely injured, access to services at one-stop crisis centres for survivors of sexual abuse, support for survivors of trafficking, and arrangements for prison visits by the relatives of detainees. In 2024, legal protection services reached a total of 61,686

individuals, of whom 51.18 per cent were women and 48.82 per cent were men.

In 2024, the legal component organised eight Insight-Sharing Workshops, which served as platforms for exchanging team learnings on legal issues and facilitating dialogue on key justice-related priorities. These sessions helped strengthen coordination and enhance the effectiveness of legal services. A total of 240 key stakeholders participated, including Camp-in-Charges (CiCs), officials of Armed Police Battalion (APBN), and humanitarian actors, engaged in legal protection and support.

One of the most significant outcomes of the year was the successful mediation of 72 per cent of reported disputes, many of which involved ownership conflicts over money, gold, and other assets among Rohingya individuals. Through these efforts, disputes

involving more than 30 tolas of gold and BDT 1.2 million were amicably resolved.

Despite these achievements, the legal unit continued to face challenges, including frequent transfers of law enforcement officials and a worsening security situation in the camps.

# Bhasan Char



In Bhasan Char, the Protection sector mirrored the approach taken in Cox's Bazar, adapting similar strategies to meet the unique needs of the community.



# Community-Based Protection (CBP)

Community-Based Protection (CBP) in Bhasan Char, focused on strengthening Refugee community resources and capacities to ensure sustainable protection. It promoted community participation, empowered women, and ensured inclusive support for Persons with Disabilities.

CBP activities included community gatherings, cultural events, sports sessions, awareness discussions at community centres, and community-led initiatives involving different Community groups such as youth boys, youth girls, women and men. Key messaging was disseminated through religious leaders, household visits, and referrals made by outreach members. A digitised and centralised Complaint and Feedback Mechanism (CFM) ensured accountability and responsiveness.

In 2024, the CFM desk under CBP in Bhasan Char handled a total of 13,338 cases. Throughout the year, the Community Outreach Members (COMs), Religious leaders facilitated sessions on health, safety, gender roles, and disaster preparedness, contributing to increased awareness and resilience across the community. A total of 34 community-led initiatives were implemented, enabling residents to take collective action and improve their lives. Community groups organised Quran learning sessions and English language clubs which helped strengthen social cohesion.

Community centres in Bhasan Char hosted a range of activities including tailoring sessions, cooking shows, and life skills sessions, especially benefitting women and marginalised groups. A self-help group was also formed for persons with disabilities and their caregivers.

# Gender-Based Violence (GBV)

The GBV component in Bhasan Char operated with an aligned approach to that in Cox's Bazar. GBV services delivered survivor-centred support through case management, including assessment, referrals, follow-ups, and psychosocial assistance. Women and Girls Safe Spaces (WGSS) served as hubs for protection, empowerment, and wellbeing.

The 'SASA! Together' initiative focused on transforming harmful gender norms to prevent violence, while the 'Male Role Model' programme engaged men and boys as allies for gender justice.

In 2024, the GBV team in Bhasan Char conducted awareness sessions that reached 20,505 individuals with information on GBV, SRHR, Intimate Partner Violence (IPV), hygiene, menstrual health, numeracy, and gender sensitisation. Curricula from 'Girl Shine' and 'SASA! Together' were used to train 235 individuals over the year.

Approximately 73 per cent of survivors accessed MHPSS services. To facilitate sustained participation in skill-building sessions, a daycare facility was

introduced at the WGSS, a much-welcomed addition that enabled more women to attend regularly.

A key highlight of the year was a women and girls' handball match held on World Refugee Day, which generated significant enthusiasm and community-wide participation.

# Legal Protection

In 2024, the legal protection team worked to uphold participants' rights by providing essential services, including mediation, legal counselling, legal literacy, and support with filing cases and legal representation at police stations and courts. For the Rohingya, additional support included prison visits, assistance with post-mortems, and help for survivors of trafficking.

Legal counselling services exceeded annual targets in both reach and volume. Mediation support helped resolve numerous ongoing disputes, while an increased number of Rohingya individuals received assistance with filing legal cases. Advocacy efforts also contributed to the release of several detainees. Transport support was provided to individuals involved in legal proceedings.

In Bhasan Char, the total number of participants who received legal assistance reached 130.02 per cent of the annual target, reflecting both a rise in community disputes and an increasing demand for a stronger legal protection presence.

“ The kite festival arranged by the CBP team was truly inspiring. We rarely have such opportunities. It encouraged us to stay motivated and reduce stress.

**Shawkat Ara**  
Rohingya community member, Cox’s Bazar

“ I feel so much better now that I no longer have to borrow money from family members to meet my expenses. It has given me great peace of mind.

**Farmina**  
Rohingya skills participant, Cox’s Bazar

“ By donating blood, we not only save lives but also fulfil our religious duty to help those in need. This is a form of a Nafal Ibadat (voluntary piety) in Islam.

**Ayoub**  
Rohingya religious leader, Cox’s Bazar



# A Rohingya Religious Leader Taking a Stand Against Gender-Based Violence

## **Rahmat Ullah**

Religious leader, Cox's Bazar

Rahmat Ullah, a 34-year-old religious leader from Cox's Bazar Rohingya camp, once held the traditional views deeply rooted in his community. Child marriage, dowry practices, and polygamy were often justified through long-standing cultural norms and misinterpretations of religious teachings. These harmful traditions perpetuated gender inequality and contributed to the marginalisation of women and girls.

Rahmat Ullah's perspective began to change when volunteers working to address Gender-Based Violence (GBV) invited him to join the Male Role Model programme, an initiative designed to promote gender equality. Acknowledging both his influence as a religious leader and his own willingness to learn, he participated in a three-month BRAC-organised workshop focused on gender sensitivity, positive masculinity, and understanding patriarchy.

The sessions, combining open discussions, interactive learning, and faith-based dialogue, proved transformative. Rahmat Ullah realised that true Islamic teachings uphold equality between men and women, and that Gender-Based Violence is in direct contradiction to these values. This insight became his motivation to speak out and lead change.

Determined to put his learning into action, he began drawing on verses from the Quran and Hadith to advocate for women's rights, gender equality, and the rejection of harmful customs. His efforts were not limited to formal settings, he delivered sermons in mosques after prayers, introduced gender discussions at local tea stalls, and spoke at informal gatherings where men and boys regularly meet. Through these personal and consistent engagements he challenged long-held

misconceptions and encouraged others to view women's empowerment as both a social priority and a moral obligation.

Rahmat Ullah has already begun to see small but meaningful shifts in attitudes within his camp. Conversations on gender equality are now taking place where silence once prevailed, gradually helping to change attitudes.

His journey from upholding traditional norms to becoming a vocal advocate for change, demonstrates the power of learning and the critical role of trusted community leaders in advancing social change. With compassion, knowledge, and conviction, Rahmat Ullah is helping to shape a future where gender equality is recognised as a shared responsibility and a matter of justice.



# A Fresh New Start

**Fulbanu** (Pseudonym)  
Rohingya girl, Cox's Bazar

Four years ago, Fulbanu (pseudonym) disappeared without a trace from a Rohingya Camp in Cox's Bazar. Her sudden disappearance plunged her family into deep despair. Days turned into months, and months into years, yet her loved ones never gave up hope. Each day was a painful reminder of her absence, but her mother clung to the belief that her daughter was still alive, somewhere.

Then came the call that changed everything. A woman from Chattogram reached out with astonishing news, Fulbanu was alive and staying in a safe home in Hathazari, a shelter that offers protection and support to people in vulnerable situations.

Recognising the sensitivity and complexity of the case, BRAC's legal team acted swiftly. They committed themselves to navigating the lengthy legal process required to bring Fulbanu home. Because she was still a minor, strict procedures had to be followed to officially restore her guardianship to her mother.

As a confirmed survivor of trafficking, her case demanded even greater care. Some of the details Fulbanu shared did not fully match official records, creating legal complications and delays. Despite these challenges, BRAC's team, working closely with partner organisations, the police, and camp authorities, remained steadfast.

For over two years, they engaged with multiple agencies, worked through the courts, and coordinated tirelessly to ensure her safe return. Finally, in November, their efforts bore fruit. Fulbanu arrived back at her camp in police custody and was formally handed over to her mother in the presence of community leaders.

The reunion was filled with tears of relief, gratitude, and joy. For Fulbanu and her family, it was not only the end of a painful chapter, it was the beginning of a new journey, one defined by hope, healing, and the promise of a safer future.

## Key Facts and Figures of **Protection**

56,078

individuals referred through the referral pathway

7,372

individuals with specific needs received support through the referral pathway

1,216,167

individuals reached through awareness-raising and protection messages

1,223

initiatives implemented by the community

6,752

community group members and religious leaders trained.

4,143

staff, volunteers, and non-incentive participants trained on Gender-Based Violence (GBV)-related issues

32,708

individuals received Psychosocial Support Services (PSS)

381,531

beneficiaries participated in centre-based GBV sessions

155.39

per cent of target GBV survivors received case management and referral services (actual number cannot be disclosed due to data protection policy)

3,820

participants engaged in 'Girl Shine' and 'SASA! Together'

1,302

participants received life skills training

931

male participants provided with GBV prevention programming

8,397

individuals received legal counselling services

3,148

individuals received mediation services

276

services represented in court and police station



# Child Protection

# Cox's Bazar



In 2024, the Child Protection (CP) sector continued its work to ensure that children grow up in safe, supportive, and empowering environments, with access to education, healthcare, psychosocial support, and legal protection.

To safeguard the wellbeing of both Rohingya and host community children, BRAC introduced several key interventions. These included adolescent-focused psychological support, case management and referral pathways, Early Childhood Development (ECD) initiatives, and adolescent engagement activities such as life skills sessions, social cohesion and resilience building, and positive parenting. The programme also strengthened community-based child protection mechanisms, provided skills development training for adolescents, and conducted awareness-raising sessions on child protection and Gender-Based Violence (GBV).

Through case management services, the CP team supported 2,559 children. In addition, 95.95 per cent of children and adolescents received psychological support, while 86.16 per cent of adolescents participated in life skills sessions that strengthened their confidence and decision-making abilities. More than 111 per cent of the target community members

were engaged in awareness-raising activities on child protection concerns and key messages.

A total of 1,859 parents and caregivers attended positive parenting sessions, which contributed to improved emotional wellbeing and created safer, healthier, and more supportive environments for children. Parents were equipped with positive discipline strategies, effective communication techniques, and practical knowledge on child protection.

Meanwhile, 94 per cent of adolescents and youth successfully graduated from vocational training programmes in trades such as tailoring and dressmaking, solar panel repair and maintenance, handicrafts, and block printing. These skills have enabled many to establish small businesses and collaborate with local organisations to generate income and support their families.

To strengthen local child protection systems, 264 Community-Based Child Protection Committees (CBCPCs), comprising 2,904 members, were established and made functional. Members of these committees actively identified and addressed child protection concerns, playing a crucial role in safeguarding and supporting children and adolescents within their communities.

They also promoted early childhood development

through play-based learning. The committees led awareness sessions and community outreach efforts to combat child labour and raise awareness on child rights and protection.

In 2024, BRAC's CP sector introduced several flagship interventions, including the Humanitarian Play Lab (HPL). Through this initiative, BRAC promoted play-based learning, healing, and wellbeing of young children across 24 Rohingya camps and 4 upazilas in the host communities of Cox's Bazar. A new service model, HPL Plus, was implemented to continue supporting children who had graduated from the initial HPL programme. This approach aligned with the Child Protection Sub-Sector (CPSS) and contributed to both the Joint Response Plan (JRP) and the sector-wide rationalisation strategy.

Learning and healing through play remained at the heart of BRAC's child protection activities. Key components included both structured and unstructured Psychosocial Support Services (PSS), Psychological First Aid (PFA), case management and referral services, life skills-based education, positive parenting, and community engagement. Caregiver involvement was prioritised through initiatives such as father engagement sessions, child-mother dyad activities, and material development workshops. These efforts were supported by

The LEGO Foundation and Sesame Workshop.

In parallel, CBCPCs, School Management Committees (SMCs), and awareness sessions on child protection, ECD, mental health, climate change, and PSEA played a vital role in creating safer, more informed communities for children and their caregivers. Collectively, these initiatives reached 75,748 individuals in 2024. BRAC's CP sector also actively contributed to the CPSS and the Early Childhood Development Working Group (ECDWG), extending support to children and families during the critical early years of life.

After six years, the first phase of the Play to Learn (PtL) project was successfully completed and formally handed over to Government stakeholders, including Head Teachers, Thana Education Officers, and the District Primary Education Officer (DPEO). The next phase, PtL 2.0, is scheduled to begin in July 2025, introducing a new modality and building on the hope and success of the project's first phase.

On 11 June 2024, BRAC joined global partners in celebrating the first-ever "International Day of Play". A total of 20,164 individuals participated, including 16,301 children (7,997 boys and 8,304 girls) and 3,863 parents, caregivers, and community members.

# Bhasan Char



In Bhasan Char, BRAC's CP sector delivered a range of essential services, including case management, psychosocial support, education and skills development sessions, community mobilisation, and awareness activities focused on preventing harmful practices. These interventions aimed to strengthen resilience, promote wellbeing, and uphold the rights of children living in a remote and challenging environment.



BRAC provided mental health and psychosocial support to children affected by displacement, strengthened community-based child protection mechanisms, and delivered vital case management services. A total of 5,616 children and adolescents received psychosocial support, while 543 children benefitted from case management services. In addition, 5,921 individuals participated in awareness-raising activities on child protection. Despite these efforts, the geographical isolation of Bhasan Char continues to limit access to specialised services, resulting in a persistent and growing demand for mental health support across the community.

“ The BRAC Para Counsellor apa made a real difference in my life during a challenging period with my mental health. She listened with empathy and helped me understand the reasons behind my struggles. She provided psychosocial support while maintaining confidentiality and ethical standards. I have now returned to a normal life, and this was only possible because of her support.

**Anowera Begum**  
Rohingya woman,  
Cox’s Bazar

“ The BRAC MCAC team provided me with valuable training on protecting against child abuse and child marriage through life skills and awareness programmes. After completing vocational training, I gained the skills to earn a living. Today, I am financially independent and able to support my family.

**Mohammad Musa**  
Rohingya Life Skills-  
Based Education (LSBE)  
and Skills Development  
Programme (SDP)  
graduate, Cox’s Bazar

“ I have been involved with BRAC’s programme for the past five years. I currently serve as the Chairperson of BRAC Community-Based Child Protection Committee (CBCPC). Since engaging with BRAC, I have been raising awareness in the community about Prevention of Sexual Exploitation and Abuse (PSEA) and Safeguarding. I also educate people in my community on how to stay safe during various types of disasters. When concerns arise, community members come directly to me. I truly enjoy serving my community in this way.

**Md. Jahangir Maji**  
Rohingya community leader  
and Chairperson, CBCPC,  
Cox’s Bazar

“ I am a member of the CBCPC committee, and after attending the monthly meetings, I have become fully aware of the harmful impacts of child labour and child marriage. I now have the knowledge and confidence to speak out against these practices within my community and to refer any related cases to the BRAC case management service. During the meetings, I also received training on Psychological First Aid (PFA), which helped me provide first aid to my granddaughter when she was injured. I feel proud to be part of the CBCPC and to contribute to positive change.

**Lulu Marizain**  
Rohingya CBCPC member,  
Bhasan Char

“ Participating in the Life Skills-Based Education (LSBE) sessions offered by BRAC’s Child Protection sector has transformed my life. I used to struggle with decision-making and would often give up after a single attempt. But now, after attending the LSBE sessions, I feel confident in my ability to make decisions and persevere until I succeed.

**Abdul Majed**  
Rohingya LSBE  
graduate, Bhasan Char



# An Expedition of Ziauddin towards Inclusiveness

## Ziauddin

Rohingya person with disability/student, Cox's Bazar

The rugged, uneven hilly roads of the camp are difficult to navigate, especially for children. For children living with disabilities, the challenges are even greater. The infrastructure is not disability-friendly, and the hilly roads makes mobility a daily struggle. Ten-year-old Ziauddin was one of them.

Ziauddin arrived in Bangladesh with his parents in 2017 and has since been living in a Rohingya camp in Cox's Bazar. He cannot move independently due to physical disabilities and has limited mobility in his hands. These challenges made it difficult for him to access essential services, including the Multipurpose Child and Adolescent Centre (MCAC) and the Learning Centre (LC). He spent most of his time indoors, had very few friends to talk or play with, and was unable to attend school. Over time, Ziauddin became increasingly isolated, causing growing concern for his parents.

A caseworker from BRAC's Child Protection Team of BRAC's Child Protection team met Ziauddin during a routine visit. He appeared withdrawn, quiet, and emotionally distressed. Observing his condition, the team registered him for case management support. During the assessment, the caseworker examined Ziauddin's physical and emotional health, social connections, education, and daily routine. The assessment revealed that access to education could significantly improve his emotional and social wellbeing.

Ziauddin's parents also joined positive parenting sessions, and the case was referred to Handicap International (HI). Initially, the caseworker accompanied the family to HI, where Ziauddin began receiving therapy support. He was later provided with a wheelchair.

BRAC's Shelter team also intervened. A small bridge was

constructed in front of Ziauddin's home, making it easier for him to reach the LC. While his father still needed to carry him part of the way due to a flight of stairs, access improved considerably. After joining the LC, Ziauddin began making friends. The caseworker continued sessions with his parents, reinforcing positive parenting practices. Ziauddin shared that he enjoyed going to the LC and playing with his friends. Connecting with others lifted his spirits and helped him feel more included.

Ziauddin has not fully recovered, and the path to the centre still presents challenges. Yet he has found something vital — a renewed sense of hope. His father said he feels encouraged every time he sees Ziauddin smiling, playing, and excitedly talking about what he has learned.



## Habiba's Path to Safety and Learning

**Habiba** (Pseudonym)  
Rohingya female, Bhasan Char

Habiba, a 16-year-old girl, lives with her family in Bhasan Char. Originally from Myanmar, her family fled to Bangladesh during the 2017 refugee influx and settled in Cox's Bazar camps. In 2023, they relocated again, this time to Bhasan Char, where they continued to face financial hardship and limited access to education.

Habiba comes from a large family. She has many siblings. Neither of her parents had the opportunity to receive formal education, and they lacked awareness around childcare and learning support. As a result, Habiba was not enrolled in school. The pressure of supporting a large family led to neglect, particularly in relation to the children's education and emotional wellbeing. "I used to feel sad because I was not allowed to go to school like other children", Habiba shared.

The situation worsened when a neighbour, someone with influence in the community, gave Habiba a mobile phone and encouraged her to communicate with someone overseas. At first, she and her family refused. However, the neighbour resorted to threats, financial incentives, and eventually

physical violence to force her compliance. Reluctantly, Habiba agreed. The neighbour received money from overseas contacts, sharing a small portion with Habiba's family. While this financial support offered temporary relief, it came at a high personal cost to Habiba.

"I did not want to do it, but they pressured me, and it felt like there was no other choice", she recalled.

The situation began to change when BRAC's Child Protection team became aware of the exploitation. Although Habiba's family was initially hesitant to discuss the issue, they eventually opened up. BRAC intervened and helped the family end the exploitative arrangement. However, this led to further threats from the neighbour, who even attempted to harm the BRAC team. The emotional and physical toll on Habiba was severe, and her health began to deteriorate.

In response, BRAC provided Habiba with comprehensive support. She received Psychological First Aid (PFA) services, alongside healthcare

from the Government hospital. The Child Protection team connected her with psychosocial support and Gender-Based Violence (GBV) services through Mukti Cox's Bazar, and also provided legal assistance.

Habiba was enrolled in a BRAC school, where she began to rediscover a sense of normalcy. "Now that I am going to school, I feel hopeful. I want to learn and become a doctor," she said, her eyes bright with excitement. She also participated in recreational activities under BRAC's CP sector, which supported her emotional and social recovery.

With access to these services, Habiba and her family are now safe. The threats from the neighbour have stopped, and Habiba can now attend school without fear. "I feel free now. I can go to school and live a normal life", she shared.

Today, Habiba is thriving. She attends school regularly and now dreams of becoming a teacher. Her story reflects the transformative power of education, child protection, and community-based support.

## Key Facts and Figures of **Child Protection**

1,029

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

24,246

individuals, including children and adolescents, benefited from age, diversity, and gender-sensitive Mental Health and Psychosocial Support (MHPSS) services (individual sessions, structured activities, Humanitarian Play Lab-HPL sessions, and community-based support)

314

individuals received Psychological First Aid (PFA) during emergencies

20,228

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

39,505

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

206

referrals were made by Community-Based Child Protection Committees (CBCPCs)

4,985

parents/caregivers attended positive parenting sessions

315

parents/caregivers received culturally and contextually appropriate psychosocial support services, such as psycho-education sessions

1,685

staff and volunteers completed all required training (including ToT, basic training, PSS, play pedagogy, CHS, CPMS, CPiE, GBV inclusion in MHPSS, refresher training, on-spot training, case management training, safeguarding, and PSEA)



Livelihoods and Skills  
Development (LSD)

# Cox's Bazar



## Skills Development

In 2024, BRAC supported refugee youth and adults (aged 18–24) across 13 Rohingya refugee camps through its Skills Development initiatives, equipping them with market-relevant skills to foster self-reliance and prepare for eventual reintegration into Myanmar. Training was delivered in five key trades: sewing machine operation, building electrician, solar PV installation and maintenance, agricultural crop production, and community health work.

A total of 2,164 people, equally split between women and men, completed training, with priority given to those in particularly vulnerable situations.

The Accelerated Adult Learning (AAL) initiative was launched in eight camps, enrolling 1,649 learners (52 per cent men, 48 per cent women) through 80 Adolescent Development Centres (ADCs). Of these, 824 learners completed the course across five camps. An independent UNESCO evaluation found that 96.7 per cent of the learners felt more self-reliant after training. While learners acquired basic literacy and numeracy quickly, functional literacy proved more challenging, with average scores of 67 (women) and 77 (men) out of 100.

# Livelihoods Development

BRAC also offered English Language Training (ELT) to 78 youth participants in Camps 1E and 15. Of 120 learners, 40 were selected to sit for the International English Language Testing System (IELTS) examination.

Through the Pooled Fund project, BRAC, together with Shushilan and Adopting a Multisector Approach for Nutrition (AMAN) project, trained 840 individuals (180 men, 660 women), including 17 persons with disabilities, on off-farm activities, Gender-Based Violence (GBV) prevention, health, nutrition, and market linkages.

Additionally, the Ayesha Abed Foundation trained 697 women, 377 from host communities and 320 from Rohingya camps, in hand embroidery, screen and block printing, and tailoring.

In 2024, BRAC launched diverse initiatives to foster sustainable livelihoods and self-reliance among Rohingya and host communities. Following the completion of skills training, 2,023 Rohingya graduates engaged in various livelihood opportunities. Of these, 788 individuals (64 per cent men, 36 per cent women) secured wage-earning jobs across sectors including skills development, health, WASH, and protection.

To strengthen income-generating capacity, BRAC provided essential input support to 635 graduates, valued at BDT 1.92 million. This included seeds, sack bags, nets, jute roofing, bamboo, and organic compost. In addition, 61 sewing machines were distributed to 59 women and two men who had completed tailoring training.

Another 1,235 individuals (44 per cent men, 56 per cent women) engaged in small businesses, agriculture, and aquaculture. Among them, 54 per cent worked in agriculture, 29 per cent managed small businesses, and 17 per cent participated in tailoring and home-based production.

Notably, 50 per cent of off-farm trainees supported through pooled funds reported a regular monthly income from producing jute bags and handicrafts, with some establishing supply links to major buyers. Furthermore, 27 trainees advanced to become lead trainers, thereby expanding the programme's reach.

Women artisans recorded significant gains through BRAC's initiatives. A total of 377 host community artisans earned BDT 13.24 million, while 320 Rohingya artisans generated BDT 6.2 million through their work in production centres, creating handcrafted and artisan products.

# Bhasan Char



To strengthen livelihood opportunities for the Rohingya community, BRAC's Livelihood and Skills Development initiative engaged 6,359 participants in 2024, of whom 80 per cent were women and 20 per cent were men. The initiative provided a range of opportunities, including commercial and home-based production, vegetable cultivation (both plot-based and homestead), and community-led aquaculture. Participants also took part in cash-for-work activities, small business development, bakery production, and both skills and pre-vocational training.

Plot-based vegetable cultivation involved 789 households (85 per cent women, 15 per cent men), each receiving an average of 10.08 decimals of land. Essential input materials, such as watering pots, nets, seeds, durable fencing, and vegetable fencing, were also provided. In parallel, 4,190 women-led households engaged in homestead gardening across 42 clusters. Community-based aquaculture involved 336 men-led households, which together harvested 52.7 tonnes of fish, generating BDT 10.32 million in sales, with each participant earning an average of BDT 5,300 per month.

Broiler chicken rearing involved 125 households, while 54 participants (93 per cent women, 7 per cent men) engaged in sheep rearing. Both activities were supported with durable sheds, feed, and vaccinations. Additionally, 23,171 animals received treatment at a veterinary clinic established by BRAC. To support small enterprise growth, 165 entrepreneurs received training and input support through the small business scale-up initiative. Under the The Nippon Foundation (TNF)-funded project, 700 fishers were trained on fishing regulations and reducing post-harvest loss; they were also provided with fishing gear and received authorisation to fish near the open sea from the Additional Refugee Relief and Repatriation Commissioner (ARRRC) office.

The sector enrolled 161 participants (31 per cent women, 69 per cent men) in a 360-hour skills development programme. Assessment results showed that 72 per cent of participants were competent, with a near-equal

gender split (51 per cent women, 49 per cent men) among skilled graduates. Among them, 44 per cent specialised in sewing machine operation, 22 per cent in solar PV system installation and maintenance, 14 per cent in agricultural crop production, 9 per cent in plumbing, 8 per cent in small engine mechanics, and 3 per cent in bakery and pastry.

BRAC also facilitated pre-vocational training for 500 participants (50 per cent women, 50 per cent men) across 16 centres, using the Myanmar curriculum to build basic and functional literacy.

In silk production, BRAC trained 120 of 460 Rohingya women in silk spinning and 20 of 40 in silk weaving. Graduates received tools to begin income-generating activities from home. A handicraft production centre is currently under construction to support 1,000 women.

“ I feel really happy to teach women about adult learning, as many of them have never had the opportunity to attend a formal class in their lifetime.

**Arefa Akter**  
Rohingya Accelerated  
Adult Learning facilitator,  
Cox’s Bazar

“ Despite facing challenges as a single mother for the past two years, I have continued to care for my son and look for ways to improve our lives. Through BRAC’s silk spinning initiative, I have had the opportunity to learn how to produce silk threads from waste cocoons. I believe that, after completing the training, I will be able to earn at least BDT 4,000-5,000 per month, which will be sufficient to support both my livelihood and my son’s education.

**Rojina Akter**  
Rohingya training  
participant, Bhasan Char

“ My daughter is 14. I will not marry her off before she turns 18, as she is too young to manage a family and could face serious health risks during childbirth. I am grateful to the BRAC Pooled Fund project and Shushilan for giving me this opportunity. I hope to improve my children’s future by making Shital Pati (traditional handwoven mats) and taking part in income-generating activities.

**Hasina**  
Rohingya training  
participant, Cox’s Bazar



# Empowering Rohingya Women through Skills Development: Humaira's Story

## Humaira

Rohingya female, Cox's Bazar

In the heart of Cox's Bazar camps, amidst the difficult conditions of refugee life, 19-year-old Humaira is charting a path to self-reliance through skills development. With only a basic education from a local NGO-supported school, equivalent to grades 3-4, Humaira made a bold decision to take charge of her future by enrolling in a sewing training programme offered by BRAC.

Humaira's family includes her parents, a younger sister, and two other siblings. Like many refugees, they face limited resources, making it difficult to meet daily needs. Driven by a desire to support her family, Humaira completed 360 hours of training in sewing machine operation. At the BRAC training centre, she acquired practical skills such as taking measurements, cutting fabric, designing patterns, sewing, and ironing. The curriculum blended both occupational and foundational skills, preparing her to work confidently and professionally.

Today, Humaira works at a BRAC production centre, sewing geo bags, essential items used daily across the camps. She produces around 40–50 geo bags each

day, earning approximately BDT 500. This income helps cover the family's daily needs and ensures access to vital medicines. Though she did not have the opportunity to complete formal schooling, Humaira is proving that with the right skills and opportunity, she can lead the way. She is not just earning; she is building a more secure future for herself and her loved ones.

Humaira's journey has not been without challenges. Among the 20 women who participated in the sewing training, only 4 or 5 continued working at the production centre. Many others faced significant barriers, particularly restrictions imposed by family members, who expected them to prioritise household work and child-rearing responsibilities. These pressures made it difficult for several women to take up income-generating opportunities, often requiring them to place family obligations ahead of their personal aspirations.

Yet Humaira's determination remained strong. She continued working at the production centre,

driven by the knowledge that her efforts were not only sustaining her family but also laying the foundation for a more secure future. She has become an inspiration to others in her community, demonstrating that with determination and support, it is possible to overcome barriers that limit women's opportunities.

Humaira's story is a testament to the transformative power of skills development training. Beyond providing financial independence, it has empowered her to dream beyond her immediate circumstances. She now hopes to become a fashion designer and is eager to receive advanced training to sharpen her skills further.

With continued support and access to learning opportunities, Humaira and many others like her can unlock even greater potential, carving out brighter futures for themselves and their families. Her story underscores the importance of skills development as a means of empowerment, enabling individuals to rise above challenges and build self-sufficient, sustainable lives.



# Empowering Communities through Aquaculture

## **Jamal Hossain**

Rohingya fisherman, Bhasan Char

In Bhasan Char, a group of Rohingya refugees has successfully transformed their lives through an innovative aquaculture initiative, supported by BRAC and its donor partners. Participants have played an active role in managing the pond, ensuring its security by guarding it at night, feeding the fish regularly, conducting routine meetings, and meticulously maintaining financial records. Their dedication, teamwork, and patience have been essential to successfully raising fish throughout the production cycle.

With support from BRAC, the group navigated the first production cycle with confidence, receiving technical advice and assistance throughout. Once the fish reached marketable size, some weighing up to 10 units each, they began harvesting and selling them based on market demand. The revenue generated from sales was strategically managed: 50 per cent was shared among participants as profit, while the remaining 50 per cent was reinvested into the next production cycle to ensure sustainability.

To date, the group has successfully sold approximately 32 tonnes of fish, generating around BDT 6.45 million in income. This revenue has had a profound impact on the participants' lives, significantly improving their overall well-being and enabling each participating family to achieve financial independence.

Beyond financial benefits, the initiative has also strengthened families' access to nutritious food. With increased income, households are able to purchase healthier meals, leading to visible improvements in health and wellbeing. Several participants have chosen to diversify their livelihoods, reinvesting their earnings into small businesses and other income-generating activities. This forward-looking approach is helping to create new opportunities and build a more resilient local economy.

The success of the aquaculture initiative highlights the power of structured training, dedicated effort, and strategic support in driving meaningful change. Participants have gained the skills needed to

build sustainable livelihoods and, in the process, strengthened their confidence and independence. The fish culture initiative in Bhasan Char stands as a powerful model of how livelihood programmes can foster self-reliance and empowerment in refugee communities, offering a blueprint for future initiatives aimed at improving the lives of displaced populations.

This initiative exemplifies the potential of livelihood programmes in refugee communities and reinforces BRAC's commitment to creating sustainable, community-driven solutions that enable displaced people to rebuild their lives with dignity and independence.

## Key Facts and Figures of **LSD**

**1,890**

(1,729 CXB, 161 BC)  
participants (46% female and 54% male) trained on selected five skills development trades (Agriculture Crops Production, Community Health Workers, Sewing Machine Operations, Electrical House Waring, Solar Maintenance) focusing the ASEAN curriculum

**2,269**

(2,131 CXB, 138 BC)  
trained participants (51% female and 49% male) supported to agriculture, business and volunteer placement

**697**

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

**500**

adolescents and youth (female 50%, male 50%) aged 15 to 24 years actively participated in pre-vocational courses offered at the Adolescent Centres

**1,649**

youth and adults (48% female and 52% male) from 18-24 years old are enrolled in adult literacy courses



Shelter



In 2024, BRAC's Shelter sector improved the living conditions of the Rohingya refugees by providing shelter solutions and site development support that enhanced safety, dignity, and privacy. Throughout the year, the team provided direct shelter assistance to 21,278 households, Benefitting 100,006 individuals, and supported 208,761 people through site development interventions across seven camps. These interventions ensured life-saving support and better living conditions for Rohingya refugees.



In response to heavy rainfall, fires, landslides, cyclones, and other natural disasters, emergency shelter repair kits were distributed alongside regular shelter assistance. Technical assessments were conducted to identify vulnerabilities, with materials and labour support channelled particularly for Extremely Vulnerable Individual (EVI) households.

BRAC constructed new and improved shelters, including Composite Bamboo Shelters (CBS), Double-Storeyed Shelters (DSS), and Single-Storeyed Shelters (SSS), particularly in registered camps. A new shelter design proposal was developed to improve current structures and layouts. As part of the Build Back Better (BBB) initiative, the programme piloted Temporary Safer Shelters (TSS), testing alternative materials to strengthen long-term resilience.

The Shelter sector implemented a range of comprehensive site development interventions across the camps in 2024 to enhance accessibility, safety, and overall living conditions. Critical infrastructure such as bamboo and brick stairs, roads, pathways, bridges, railings, drainage systems, and slope stabilisation measures were constructed and maintained, ensuring safer movement within the hilly and flood-prone terrain. To promote inclusivity, ramps were built to provide easier access for persons with disabilities, children, and older individuals. In addition, two community infrastructure facilities in Camp 1E and Camp 1W were repaired, further contributing to improved living standards for camp residents.

To strengthen the durability of shelters, the sector operated two bamboo treatment plants that significantly extended the lifespan of bamboo used in construction. Treated bamboo lasts up to three times longer than untreated bamboo, which not only reinforces shelter resilience but also reduces dependency on natural resources such as Borac bamboo. In 2024, the plants treated a total of 92,477 pieces of bamboo. To verify the effectiveness of this treatment process, a chemical analysis conducted by the Bangladesh Forest Research Institute (BFRI) in June 2024 confirmed satisfactory outcomes, with certain indicators recording over 99 per cent efficiency.

Recognising the importance of community engagement, the Shelter sector also provided training sessions across all 7 camps, equipping community members with the skills to undertake basic shelter repairs and maintenance. These sessions empowered participants to independently manage minor repairs, ensuring the ongoing safety and durability of their shelters while fostering a sense of ownership and resilience.

Beyond shelter maintenance, the sector supported the development of vital community infrastructure. Architectural projects in 2024 included the design and construction of multiple community centres, six registration centres, four Non-Food Items (NFIs) distribution points, and two Liquefied Petroleum Gas (LPG) distribution points, alongside warehouses for NFI and LPG storage. Two registration centres were completed during the reporting year, marking a significant milestone in service delivery. Among the most notable contributions was the design of a settlement gallery for UNHCR, an innovative space that offers visitors an immersive understanding of the journey and living conditions of refugees in the Rohingya camps. The Shelter sector also extended architectural expertise to other initiatives under BRAC HCMP, ensuring that functional and sustainable design solutions

supported a wide range of programmes.

The unique hilly landscape of the Rohingya camps has long posed challenges, including slope instability, limited access routes, and insufficient drainage systems. Technical assessments conducted by BRAC highlighted critical gaps in shelter quality and spatial planning, reinforcing the urgent need for structured, long-term solutions. To address these concerns, BRAC introduced the Micro-Settlement Plan (Osthayee), a holistic and sustainable service delivery model. This approach integrates multiple sectors, shelter, WASH, protection, and livelihoods, to improve resilience through durable composite bamboo shelters, retaining walls, robust drainage systems, and reliable access routes for emergency services such as firefighting units.

In 2024, BRAC worked in six Osthayee areas, developing detailed factsheets and maps to guide interventions. This model has already demonstrated its impact, strengthening shelter quality while ensuring safer access and better drainage. By integrating community engagement and climate-adaptive practices, Osthayee offers not just immediate solutions but a long-term pathway towards secure, inclusive, and resilient settlements for Rohingya people.

“ During the monsoon season, my shelter was severely damaged by heavy rain. Thanks to BRAC’s emergency shelter support, I received essential repair materials, technical guidance, and labour assistance. Now, my family feels safe again.

**Fatema Khatun**  
Rohingya Extremely  
Vulnerable Individual (EVI),  
Cox’s Bazar

“ The metal structure has made our shelter much stronger. Even during heavy rain, cyclones, or strong winds, it remains stable and secure. We are grateful for the improved design of the Composite Bamboo Shelter (CBS). The new partitions inside give us more privacy, while the foam on the roof keeps our shelter cooler during extreme heat and prevents rainwater from leaking in.

**Hasina Begum**  
Rohingya housewife,  
Cox’s Bazar

“ The bridge used to be dangerous for children, with a risk of falling, and moving around the camp was especially difficult during the rainy season. Now, BRAC has rebuilt it with railings, making it much safer for everyone. Previously, it was in poor condition, but now we feel safe using it.

**Jakir Hossain**  
Rohingya elderly man,  
Cox’s Bazar



## Safe Steps, Better Lives: Improving Mobility for the Rohingya Community

In the Rohingya refugee settlement of Cox's Bazar, a steep and unstable path had long posed a daily challenge for residents. For nearly 300 households, the hazardous route was a constant barrier to essential services such as schools, markets, and healthcare. The uneven terrain, compounded by the erosion of a sand-cement bag pathway, made movement both difficult and dangerous, particularly for women, children, and older people. Many residents suffered injuries while attempting to navigate the rocky slopes just to access basic services.

Recognising this urgent need, the Shelter sector took swift action. In August 2024, a 40-metre-long, 1.2-metre-wide brick stairway was constructed in Block C5 of Camp 1 West, providing much-needed safety and stability. This intervention was more than a construction project; it was a lifeline for families who had long struggled with unsafe paths. The stairway offered a secure and reliable route, significantly reducing the risk of accidents and injuries. To further strengthen the

intervention, a brick-lined drain was built alongside the stairway, ensuring the safe disposal of household wastewater and preventing the accumulation of stagnant water. This drain was connected to the camp's secondary and tertiary drainage networks, improving overall water management and reducing the risk of flooding during the monsoon season.

The new stairway has also enhanced connectivity within the camp. It now serves as a crucial link between the lower and upper plains, giving residents easier access to both the Herring-Bone-Bond (HBB) road and the Brick Flat Soling (BFS) road. With safer and more reliable routes, residents can move more freely through the camp and access essential services, supporting both daily mobility and stronger social connections.

With this new infrastructure in place, the residents of Camp 1 West can walk with confidence, no longer burdened by the fear of hazardous terrain. This initiative reflects the Shelter sector's ongoing commitment to improving living conditions for the Rohingya community.

Through continued site development, including pathways, drainage systems, stairways, roads, and slope protection, BRAC is working to create safer, healthier, and more dignified environments for displaced populations. The Camp 1 West stairway stands as just one example of how BRAC is helping to build a more secure and empowering future for the Rohingya people.



# Security Amid Crisis Within Crises, A Story of Shelter and Survival

## Noor Begum

Rohingya female, Cox's Bazar

For years, 52-year-old Noor Begum and her family lived in constant uncertainty. Their fragile shelter offered little protection from the scorching sun or monsoon rain. Situated along a busy roadside, it also exposed her daughters to safety risks, while her son, who lives with a disability, lacked a secure or accessible space. With no means to repair it, Noor feared their struggles would only deepen, compounding an already precarious life.

Born into poverty in Myanmar, Noor married a day labourer. Together they built a modest but loving home, raising three children. Despite financial hardship, their family was bound by affection and resilience.

Tragedy struck when her husband was killed by a falling tree branch during a storm. Suddenly widowed, Noor had to raise her children alone. She returned to her father's home and began selling clothes in local markets to support her family.

In August 2017, escalating violence in Myanmar forced them to flee to Bangladesh. The journey was

perilous, crossing mountains, rivers, and conflict-affected areas. During the escape, one of Noor's daughters lost her eyesight, a condition that has remained with her since. When they finally reached Bangladesh, they had nothing but a makeshift shelter of polythene sheets and struggled to secure food, water, and safety.

In 2018, with the support of an NGO, Noor was able to build a sturdier shelter. Yet challenges persisted. She worked cleaning streets, but when job opportunities dwindled, providing for her family became increasingly difficult. By 2022, one of her daughters was married, but the joy was short-lived. By the end of 2023, she had to return to Noor's home after facing abuse and abandonment by her husband, adding to Noor's burdens. Around the same time, reduced food rations forced Noor to sell portions of their supplies just to cover daily expenses.

By early 2024, her shelter, last rebuilt in 2022, had again fallen into severe disrepair. The roof leaked, the fencing was damaged, and the structure was unsafe. Desperate,

Noor sought help from neighbours and submitted an emergency request for shelter repairs to the Camp-in-Charge (CiC).

Recognising the urgency, HCMP's Shelter sector intervened. In May 2024, her shelter was rebuilt under the Extremely Vulnerable Individual (EVI) support programme. With construction materials, labour, and technical expertise provided, Noor and her children finally regained a secure and dignified home.

With tears in her eyes, Noor shared: "For the first time in a long while, I am no longer afraid to sleep at night. BRAC has given me more than shelter; they have given me safety, dignity, and hope."

## Key Facts and Figures of **Shelter**

17,724

households supported with regular shelter assistance

2,854

households assisted with emergency shelter support

700

households supported with improved or transitional shelter construction, including Composite Bamboo Shelter (CBS) and Single Storey Shelter (SSS)

1,760

Extremely Vulnerable Individuals (EVI) assisted with shelter construction and repair

92,477

treated bamboo pieces produced in bamboo treatment plants

15,723

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

7,890

linear metres of drainage constructed and maintained.

20,381

linear metres of slope stabilisation works completed including terracing, retaining walls, and embankments

Community Led Initiative - 2024  
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Site Management  
Support (SMS)

# Cox's Bazar



In 2024, BRAC's Site Management Support strengthened camp coordination, enhanced community engagement, and improved emergency preparedness, reinforcing its commitment to improving service delivery and strengthening community resilience. Adopting a holistic, community-centred approach, the team dedicated its efforts to improve living conditions, promote disaster resilience, and empower camp residents.

Regular coordination meetings with the CiC facilitated effective communication and inter-agency collaboration, ensuring that humanitarian efforts remained aligned with community needs. Capacity-building initiatives were prioritised, with extensive training programmes conducted for service providers and elected camp committees to foster good governance, transparency, and meaningful community participation.

The year began with a major fire on 7 January, displacing hundreds of families and triggering an immediate humanitarian crisis. Site Management swiftly coordinated with emergency responders, leading evacuations, temporary shelter arrangements, and rapid relief distributions. Extensive site planning followed, in collaboration with other sectors, to ensure

rehabilitation efforts prioritised safety, accessibility, and improved living conditions. The Complaints and Feedback Response Mechanism (CFRM) played a pivotal role in providing timely assistance, while fire safety training and awareness campaigns were scaled up to reduce future risks.

As the monsoon season brought flash floods and landslides, BRAC's Emergency Preparedness and Response (EPR) team activated rapid interventions. More than 2,100 families were successfully relocated to safer areas, while joint efforts with the World Food Programme (WFP) ensured displaced households received High Energy Biscuits (HEBs) and hot meals. Once conditions stabilised, Site Management supported affected families to repair shelters, restore essential structures, and rebuild normalcy. In addition, cyclone drills, safety awareness campaigns, and the distribution of protective gear equipped residents and volunteers with the knowledge and tools to respond effectively to future disasters.

Beyond emergencies, community-led initiatives emerged as a cornerstone of camp management. Cleaning campaigns, organised and facilitated by Site Management, mobilised residents

to clear drainage channels, remove waste, and improve overall sanitation. These efforts not only enhanced public health but also strengthened ownership, solidarity, and collective responsibility among residents.

Infrastructure improvements remained a central focus. With BRAC's material support, residents completed community-driven site development projects, including drainage upgrades, pathway reinforcement, and embankment strengthening to mitigate flood risks. Pond fencing projects improved child safety and protected vulnerable groups, while environmental clean-up activities contributed to healthier and more liveable camp conditions. Ensuring a safe, inclusive, and dignified humanitarian environment was a key priority. In 2024, Site Management rolled out PSEA and safeguarding training for all volunteers, cleaners, guards, and staff members. These comprehensive sessions reinforced ethical standards, enhanced protection mechanisms, and promoted accountability across all camp operations.

In line with BRAC's commitment to transparency, the CFRM system managed nearly 30,000 community requests and achieved an exceptional 99 per cent

resolution rate. This ensured resident concerns were promptly addressed, reinforcing trust, responsiveness, and service efficiency.

Effective monitoring and coordination also underpinned 2024's success. Through a robust reporting framework, Site Management tracked progress, assessed impact, and identified areas for improvement. Regular evaluations and structured community feedback mechanisms enabled the team to refine strategies, strengthen accountability, and ensure sustainability of interventions.

Through rapid emergency responses, community-led initiatives, and an unwavering commitment to safeguarding, SMS in 2024 exemplified resilience, collaboration, and sustainability in humanitarian response. Looking ahead, BRAC remains committed to advancing disaster preparedness, expanding community-driven initiatives, and strengthening partnerships with humanitarian actors.

“ My name is Mohammed Rafiq, and I live in a refugee camp in Cox’s Bazar. As a Neighbourhood Group Member of BRAC Site Management, I raised a concern about the poor condition of a pathway during one of our meetings and requested support for its improvement. To my surprise, my concern was heard, referred, and acted upon, making the pathway more accessible and user-friendly for our community.

**Mohammed Rafiq**  
Rohingya Neighbourhood  
Group Member,  
Cox’s Bazar

“ My name is Julekha Begum, a 55-year-old resident of a refugee camp in Cox’s Bazar. One day, I participated in a Community-Led Initiative (CLI) meeting organised by BRAC Site Management. During the discussion, I expressed my desire to contribute to my community as a Cash-for-Work (CFW) labourer, despite being an elderly woman. To my delight, the SMS team warmly welcomed my request and included me in one of their schemes. I am deeply grateful for this opportunity to serve my community.

**Julekha Begum**  
Rohingya CFW labourer,  
Cox’s Bazar

“ I am Saiful Islam, living with physical challenges in a refugee camp in Cox’s Bazar. Although I had a wheelchair, I could not use it properly because of the steep steps. Thanks to the ramp provided through an SMS referral, I can now move freely whenever I want.

**Saiful Islam**  
Rohingya Thematic  
Group Member,  
Cox’s Bazar



# A Path to Change: Taking Ownership for Building a Resilient Community

## **Mohammed Zakaria**

Rohingya male, Cox's Bazar

In Camp 2E, life has never been easy. Homes are packed close together, and small issues often grow into daily struggles. One of those issues was a narrow road in one of the residential blocks in the camp. For seven long years, it was left untouched, dry and cracked in summer, and deep with mud and floodwater during the monsoon.

Mohammed Zakaria, 23, has lived there for four years. Every day, he watched his younger sisters struggle to reach the MUKTI Learning Centre, their sandals sinking into the mud. Elderly neighbours hesitated to step outside, afraid of falling. Women carrying gas cylinders or food supplies had to take long, tiring detours.

“We had given up hope that anyone would fix it”, Zakaria said. “It felt like no one saw us.” Although many roads and bridges were built in other parts of the camp, this one was always overlooked. Zakaria, however, did not want to wait any longer. As a member of BRAC's Youth Thematic Group under Site Management, he

decided to raise the issue during one of their meetings.

“I shared what our community was facing, how over 500 families relied on that road,” he explained. “BRAC listened. They encouraged us to take the lead. That changed everything.”

With support from BRAC Site Management, the road was included in the Community-Led Initiative (CLI). BRAC provided materials and technical support, while offering CFW, so community members could directly participate in the process.

On 11 December 2024, the work began. It was more than a construction project, it was a collective effort. Youth volunteers, religious leaders, Majhis, and even older residents joined in. Slowly, the 300-foot-long, 6-foot-wide road started to take shape.

“We all felt like we were building something for ourselves”, Zakaria shared. “Every cement patch we laid meant one less day someone would slip and fall.”

By 15 December, the work was completed.

“The first time I walked on that new road, I could not believe it”, Zakaria said. “My sisters could now go to school without getting dirty. The elderly were walking freely again. It changed our lives.”

But something deeper had also shifted. The community had found its voice. They had come together, solved a problem, and shown what was possible.

“This is not just a road”, Zakaria smiled. “It is a reminder that we are not helpless. We can build the future we want, together.”



# Standing Strong Amidst the Flames: The Dedication of a Mobile Fire Fighting Unit Volunteer

## **Abdur Rohim**

Rohingya male, Cox's Bazar

Abdur Rohim, a 30-year-old resident of a Rohingya camp in Cox's Bazar, has been serving as a Mobile Fire Fighting Unit (MFFU) volunteer since 2020. His dedication to his community was put to the ultimate test on 7 January 2024, when a devastating fire broke out in Camp 5. Off duty at the time, Abdur received an urgent WhatsApp message around 1:00 am. Without hesitation, he grabbed his fire extinguisher and rushed towards the blaze. He and his fellow volunteers quickly mobilised, bringing what limited equipment they had to Block A, where the fire was spreading rapidly.

The situation was dire. Their only water tank, holding just 700 litres, emptied within minutes. Volunteers worked relentlessly, fetching water from a distant source while battling strong winds that fuelled the flames. Undeterred, they divided their efforts, some using fire extinguishers, others dismantling nearby shelters to stop the fire from spreading further.

By 3:30 am, the flames had slowed, but the volunteers pressed on. Using water bags, they fought tirelessly until the fire was finally brought under control around 6:30 am.

Only then did Abdur realise he had not checked on his own family. His pregnant wife and children had been at home when the fire started. With a pounding heart, he searched desperately through the camp, fearing the worst. When he reached his shelter, he found it reduced to ashes.

Terrified, he scoured the camp until, at 7:45 am, he finally found his family safe at the CiC office. They broke down in tears upon seeing him, overwhelmed by fear and uncertainty. Abdur, too, wept, relieved they were alive but devastated by all they had lost. Even in that moment of personal tragedy, his sense of duty remained unshaken. After ensuring his family was safe near the SMS office, he

returned to assist with fire response efforts. Later, the SMS team and community members came together to provide his family with a temporary shelter and essentials to begin rebuilding their lives.

Abdur's courage and selflessness stand as a powerful example of community-driven resilience. In the face of immense personal loss, he continued to serve, protecting others before himself.

## Key Facts and Figures of **SMS**

175,846

individuals reached through awareness sessions (excluding EPR)

82

camp-level coordination meetings held with sectors and CiCs

29,806

feedback received which either have been referred or resolved

81

unauthorised dumping sites remediated as green spots

477

care and maintenance interventions implemented through community-led projects

111,187

individuals benefited from community-led initiatives

88,161

households covered through early warning interventions

61

persons trained in CCCM through capacity-sharing project

2

CCCM trainings conducted under the capacity-sharing project

30,055

requests, queries, and complaints received through CFM

34

elected camp committee members

635

volunteers supporting SMS agencies at camp level (segregated by host and refugee)

45

persons trained in Gender/Protection/PSEA standards

84

camp profiles and service maps updated and shared with actors

33

elected camp committee members trained

28

thematic groups established by SMS agencies, including participation from women, youth, and persons with disabilities

7

camp-level multi-hazard emergency plans reviewed and updated

14

area or site risk assessments conducted

84

EPR databases, including emergency 4W and contact lists, updated

1,557

volunteers trained (disaggregated by refugee and host community)

1,261

persons trained on EPR

2,776

individuals benefited from cash-for-work activities (segregated by refugee and host community)



Disaster Risk  
Reduction (DRR)



BRAC's Natural Resource Management (NRM) programme demonstrated its commitment to inclusive and effective Disaster Risk Reduction (DRR) and sustainable natural resource management in 2024. The initiative directly supported 177,867 individuals, addressing diverse needs based on gender, age, vulnerability, and geographical location.

Structural mitigation efforts significantly enhanced climate resilience in the refugee camps through the completion of 74 key infrastructure projects. These projects improved access, reduced disaster risks, and strengthened community safety, particularly benefiting vulnerable groups such as children, women, older persons, and persons with disabilities. Implemented through Cash-for-Work initiatives, they provided both economic opportunities and resilience benefits.

In 2024, plantation initiatives played a crucial role in environmental restoration and climate adaptation. A total of 9.59 hectares of land were reforested with 15,650 tree seedlings, including timber, fruit, and wildflower species. In addition, 291 hectares across seven camps underwent maintenance activities such as weeding, fertilisation, watering, and pest

control to ensure sustainability. Reforestation efforts were led by the Youth Environmental Brigade, strengthening environmental stewardship and long-term sustainability

To further strengthen disaster resilience, drainage system improvements were prioritised. A total 301,783 metres of drains were cleaned and maintained to prevent water-logging and associated health risks, ensuring improved sanitation and hygiene in the camps.

Beyond infrastructure, BRAC DRR created employment opportunities for both skilled and unskilled Rohingya workers through cash-based transfer initiatives linked to construction activities.

The sector remained committed to strengthening disaster resilience and ecological restoration through adaptive and inclusive strategies, ensuring safer and more sustainable living conditions for displaced and host communities alike. Economic resilience was supported through Cash-for-Work opportunities, while social cohesion was strengthened by engaging communities in environmental restoration and DRR initiatives. By integrating nature-based

solutions with community-led action, BRAC fostered long-term resilience, promoted environmental sustainability, and built a sense of ownership among affected populations. This holistic approach delivered critical benefits for both communities and biodiversity, easing the environmental strain exacerbated by the refugee crisis.



In 2024, BRAC's Emergency Preparedness and Response (EPR) activities demonstrated a strong commitment to strengthening disaster resilience, ensuring rapid response, and empowering communities. Efforts prioritised capacity building, strategic DRR approaches, and the development of critical infrastructure to enhance resilience across Rohingya and host communities.

A capacity development initiative trained 200 Site Management Support (SMS) volunteers, with a focus on female participation. The training equipped participants to identify community needs during emergencies, address challenges faced by older persons, and consider gender-specific and disability-related concerns.

In collaboration with UNDP and IFRC, BRAC updated the 2022 Risk Reduction Action Plan (RRAP) for Ukhiya Upazila. The updated plan was integrated into the Bangladesh Meteorological Department's (BMD) Instant Portal, enhancing accessibility through knowledge-sharing and joint planning.

A Disaster Resilience Framework, piloted in Camps 2E and 7, focused on strengthening adaptability, addressing vulnerabilities, and promoting community-led DRR. Aligned with the Bangladesh Delta

Plan 2100, this watershed-based approach aimed to mitigate environmental risks, improve early warning systems, and enhance long-term resilience for Rohingya communities.

Youth engagement was a central feature of EPR activities in 2024. Under the International Day for Disaster Risk Reduction (IDDRR) theme 'Empowering the Next Generation for a Resilient Future', young people actively participated in preparedness activities and knowledge-sharing. Collaboration with the Child Protection, Education, and Protection sectors further highlighted the role of youth in shaping inclusive DRR strategies. At the community level, seven Ward Disaster Management Committees (WDMCs) were established, with 92 members (76 men and 16 women). These members, including Union Parishad representatives, teachers, BDRCS representatives, NGOs, religious leaders, persons with disabilities, CPP volunteers, ethnic community representatives, Scouts, and local business owners, collected and disseminated disaster-related information. Training sessions, facilitated by BRAC DRR, enhanced knowledge and skills in flood, cyclone, and fire preparedness.

BRAC also played a pivotal role in national and international observances such as National Disaster Preparedness Day and International Day for Disaster Risk Reduction, raising awareness of disaster risks and preparedness measures.

Infrastructure development efforts supported resilience through nature-based mitigation. A 22-metre bridge and a 240-metre Herringbone Bond (HBB) road in Jumerchora, Palongkhali Union, Ukhiya, addressed long-standing challenges. Improved connectivity enhanced access to essential services and strengthened response capacity, particularly during the monsoon.

HCMP's EPR programme remained dedicated to building resilient communities through inclusive DRR strategies, strengthening preparedness and response systems, and promoting

collaboration among stakeholders. By integrating innovative approaches with community-driven solutions, long-term resilience and sustainable development were further strengthened for both Rohingya and host communities in Cox's Bazar.

“ Before, every rainy day meant a battle with mud and missed classes. Now I can walk to the madrasa with ease, without worrying about the road ahead. This bridge has changed everything for me.

**Mohammad**  
Rohingya Madrasa  
Student, Cox’s Bazar

“ Before, I felt powerless when disasters struck. Now I know what to do. I can protect myself, my family, and my community. I feel stronger, and I want to help others feel the same.

**Israt Bibi**  
Rohingya adolescent girl,  
Cox’s Bazar



# A Ray of Hope: Mohammad Islam's Journey from Despair to Purpose

## **Mohammad Islam**

Rohingya day labourer, Cox's Bazar

In the challenging environment of a Rohingya refugee camp, Mohammad Islam endured immense hardship. Displaced from Myanmar, he, like many others, faced uncertainty over basic necessities, including shelter. The camp's vulnerability to natural disasters only intensified the struggles of its residents.

In 2022, a devastating cyclone destroyed Mohammad Islam's shelter. Heavy rain and strong winds left him and his family nearly homeless. As a person with disabilities, the loss felt even more overwhelming, leaving him in despair about how to rebuild. "As a person with disabilities, I never imagined myself earning for my family. This project not only gave me financial support but also skills to help my community. No one should suffer as we did," he shared.

Support came through BRAC's DRR Natural Resource Management (NRM) initiative under the Cash-for-Work programme. Although unable to carry out physically demanding tasks,

Mohammad played a crucial role by delivering water and monitoring materials at the construction site. These responsibilities allowed him to observe and gradually learn.

The NRM initiative became a beacon of hope, providing disaster risk reduction support to the most vulnerable. Learning about the project's need for workers to construct slope safeguards, Mohammad Islam seized the opportunity. Despite being unskilled initially, he worked tirelessly, acquiring masonry skills. His dedication transformed him into a proficient worker, offering both income and a renewed sense of purpose.

Mohammad lives with his wife, Anowara, and their four sons. Two of his children attend a learning centre, while the younger ones remain at home. With the income he earned, he was able to meet his family's essential needs, including food, clothing, and medicine.

With his newfound expertise, Mohammad Islam has become a guiding force in the community, teaching others about disaster preparedness. His journey stands as a testament to resilience and the power of community-driven initiatives, turning personal hardship into an opportunity for collective progress.



# From Struggles to Strength: Nur Ankis's Journey of Resilience

## **Nur Ankis**

Rohingya construction worker, Cox's Bazar

In the densely populated Rohingya refugee camps of Cox's Bazar, stories of quiet strength often unfold in the margins. One such story belongs to Nur Ankis, a 35-year old mother of seven, who has been navigating life on her own since her husband abandoned the family four years ago. With no other earning members in her household and seven children relying on her, every day became a test of endurance. The struggle to secure food, clothing, and basic education for her children weighed heavily on her shoulders.

Amid these challenges, hope arrived through BRAC's DRR programme, specifically the Cash-Based Transfer initiative. Nur Ankis was selected for construction work, a space typically occupied by men in the camps. Choosing to participate was not an easy decision. Working as a woman in a male-dominated field came with doubts and social pressure. But for Nur Ankis, the decision was simple: her children needed her to try.

She began working at the site, learning and contributing with dedication. To her surprise, the working environment proved supportive. Male colleagues treated her with respect, and the encouragement she received boosted her confidence. The income from the job brought immediate relief, she could finally meet her family's daily needs and ensure her children had clothes, food, and school supplies. Today, four of her seven children are enrolled in learning centres, with her eldest just eleven.

More than financial support, the experience gave Nur Ankis something she hadn't felt in a long time, a sense of agency and hope. Inspired by the opportunity and the skills she gained, she now aspires to continue as a skilled labourer. Her journey is no longer just about survival; it's about rebuilding with dignity.

Nur Ankis's story is a reminder of the power of inclusive, gender-responsive programming. With the right support, even the most vulnerable can stand strong, transforming not only their own lives but also paving the way for others in their community.

## Key Facts and Figures of **DRR**

75

climate-resilient infrastructures constructed in both Rohingya and host communities

301

hectares of forest areas cumulatively reforested through plantation activities

301,783

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

1,376

linear metres of drainage constructed

16,509

linear square metres of slopes protected or stabilised

500

linear square metres of brick staircases constructed

100

camp volunteers received inclusive Emergency Preparedness and Response (EPR) training

7,890

linear metres of drainage constructed and maintained

20,381

linear metres of slope stabilisation works completed including terracing, retaining walls, and embankments



Australian AID RRRC BRAC

**Community Garden**  
ရင်းနှီးမြှုပ်နှံမှု  
Implemented by: BRAC  
Funded by: Department of Foreign Affairs and Trade (DFAT)

Area Coverage: HHs Block Camp  
Humanitarian Crisis Management Programme (HCMP), BRAC

Food Security

# Cox's Bazar



In 2024, BRAC implemented a range of livelihood and food security initiatives to strengthen resilience, enhance income generation, and improve nutrition for Rohingya refugees and host communities.

The Green Skills Development project improved food security by supporting vegetable and fish production, benefiting 21,000 participants across 16 camps. BRAC trained 20,000 participants in homestead gardening, with an emphasis on vitamin A- and iron-rich vegetables, while also providing technical assistance and input support to promote dietary diversity. Community gardening enabled households to grow vegetables for both consumption and market sales, contributing to improved socio-economic conditions.



To address protein needs, 1,000 participants practised fish pond aquaculture and dyke cropping. A further 300 participants engaged in seedling and sapling production, kitchen waste composting, and mushroom cultivation. The project prioritised female-headed households, vulnerable groups, and persons with disabilities, thereby promoting self-reliance and resilience against malnutrition.

In 2024, the sector also supported 5,000 participants across Camps 4Ext, 7, and 15 through sustainable agriculture initiatives. A key innovation was the installation of 27 wastewater recycling systems across three camps, ensuring sustainable water management. Seven community gardens and 62 commercial agricultural gardens engaged 217 participants in crop cultivation, strengthening financial stability and encouraging entrepreneurship.

All Food Security and Sustainable Agriculture (FSS) participants received on-farm training in Climate-Smart Agriculture technologies, including sack bag gardening, mulching, bed cropping, pollination, organic manuring, and the use of organic pesticides. According to the Annual Outcome Assessment Survey of the Pooled Fund, 79 per cent of respondents reported an increase in income, with 72.5 per cent spending additional earnings on healthcare, 64.9 per cent on food, and 42.8 per cent on education.

With support from the Bureau of Population, Refugees and Migration (PRM), the Food Security sector reached 9,000 participants in 2024, of whom 89.91 per cent were female and 10 per cent

male. The programme provided Nutrition and Food Security (NFS) services across ten camps and six unions in Ukhiya and Teknaf upazilas. It prioritised female-headed households, persons with disabilities, pregnant and lactating women, and other vulnerable individuals.

New participants received training in vegetable gardening, while previously engaged participants took part in refresher training. Agricultural inputs such as seeds, fertilisers, fencing materials, and yellow sticky traps were distributed. BRAC also maintained 26 vermi-compost sites in host communities and established seven vegetable seedling nurseries to support sustainable farming. In addition, 68 community demonstrations on improved nutritious food preparation engaged 1,288 individuals, while 79 nutrition awareness campaigns and 71

mothers' forum sessions promoted behavioural change in nutrition and health. Overall, 3,571 families benefited from household visits by Community Nutrition Promoters (CNPs).

The sector also formed 15 school nutrition clubs involving 190 adolescents in activities on health, nutrition, hygiene, and gardening. Furthermore, 250 Rohingya participants cultivated 29.12 acres of commercial gardens on host community land, producing vegetables at scale with technical and input support.

Through these initiatives, BRAC strengthened food security and empowered Rohingya communities with sustainable livelihood opportunities, fostering long-term resilience and self-sufficiency.

“ With the agricultural inputs, I can now grow my own vegetables, earn some money, and buy poultry, medicine, stationery for my baby.

**Noor Kaida**  
Rohingya female farmer,  
Cox’s Bazar

“ In the past, we struggled every day to make ends meet. With the start of this project, we can now grow our own food. My husband has a business now, and our children are healthier because of the fresh vegetables we grow. I am grateful for the training and support that made this possible.

**Gul Bahar**  
Rohingya female farmer,  
Cox’s Bazar

“ I am thankful to BRAC for giving me this opportunity. This project has changed my life, and I pray for its continued success.

**Asima Khatun**  
Rohingya woman,  
Cox’s Bazar



# Rehana apa's Journey From Financial Vulnerability to Solvency

## Rehana Akter

Female farmer, Cox's Bazar

Rehana Akter, a divorced mother of three daughters, lives in Ukhiya, Cox's Bazar. After her divorce, she faced severe financial and social challenges as the sole provider for her children. Despite these hardships, her determination to achieve self-reliance led her to explore agricultural opportunities.

Her journey began through active participation in the Nutrition and Food Security activities under the PRM-funded project. In early 2024, BRAC introduced her to vermicomposting, an organic fertiliser production method. With technical guidance, essential materials, and 1,000 earthworms, Rehana realised the potential of this initiative and committed herself to building a composting unit. Though initial results were modest, her persistence and growing expertise improved both the quality and quantity of production. The cost-effectiveness of producing her own fertiliser made it a profitable venture. She used the compost in her homestead garden and earned BDT 38,400 from selling the surplus. This income not only stabilised her finances but also

helped her support her daughters' education and invest in another cow for future growth.

Before venturing into vermicomposting, Rehana had already been involved in vegetable gardening. With technical training and input support, she expanded her home garden. Purchasing market fertilisers had been a financial strain, so she used her own compost, which significantly improved production. In 2023, PRM further supported her with materials such as bamboo, nets, fertilisers, and seeds to establish a small-scale nursery. This enabled her to cultivate and sell vegetable seedlings, earning an additional BDT 45,780.

Today, Rehana is a self-reliant entrepreneur, no longer dependent on external aid. Her vermicompost unit, vegetable garden, and nursery are now the cornerstones of her livelihood. She actively engages in knowledge-sharing sessions, motivating other women in her community to explore similar

opportunities. She credits capacity-building and knowledge-sharing initiatives for empowering her to take control of her life.

"I never imagined I could stand on my own feet, but BRAC showed me the way. Now, I am confident that I can secure a better future for my daughters."

Looking ahead, Rehana plans to expand her compost production using more advanced techniques. She hopes to establish additional vermicompost plants and seeks continued technical support from BRAC to promote women-led agricultural ventures and ensure long-term sustainability.

## Key Facts and Figures of **Food Security**

30,400

Rohingya individuals (94.5% female, 5% male and 0.5% other) trained in homestead vegetable gardening

30,400

Rohingya people (94.5% female, 5% male and 0.5% other) received input materials for establishing homestead vegetable gardening at their HH level

42,690

kg of vegetables harvested from vertical homestead gardens

897

households received fish from ponds

27

wastewater recycling plants installed from tap stands for irrigation

1,288

participants took part in improved nutritious food preparation and consumption events

29

vermicompost sheds established and maintained in the host community

63

improved nutritious food preparation and consumption events conducted





# HCMP Support Units

## Communications

The communications unit worked closely with HCMP sectors, programmes, government stakeholders, partners, and local media. Its primary focus areas included community engagement, social and behaviour change communication (SBCC), content development, branding, and visibility. By coordinating with different programmes and departments, the team ensured that BRAC's communications support met both internal and external needs.

Following an annual roadmap, HCMP's strategic communications activities positioned the programme's profile on national and global platforms through traditional, mass, and social media. These activities encompassed social media campaigns, media engagement, events, branding initiatives, programme communications, and crisis communications.

The unit developed high-quality materials and resources, including the HCMP website, advocacy

briefs, sectoral factsheets, one-pagers, human interest stories, and a photo/video library, which were regularly updated. These resources highlighted the lives and experiences of Rohingya and host communities in Cox's Bazar and Bhasan Char.

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

Additionally, the team provided support to external partners and facilitated donor visits.

## Monitoring, Evaluation, Accountability, and Learning (MEAL)

In 2024, the MEAL unit conducted a programme implementation quality assessment for eight selected sectors and one sub-sector of the BRAC HCMP. Based on the findings, action plans were developed by the respective sectors to strengthen their MEAL systems. This effort, initiated earlier, has now been institutionalised as a routine task within HCMP.

From January to December 2024, 12 monthly reports covering Per the ISCG sectoral structure, we have eight sectors and two sub-sectors (GBV and CP). In both Cox's Bazar and Bhasan Char were shared with the respective sectors and the HCMP Leadership. A real-time dashboard was also introduced to track the status of actions taken against the recommendations made through the assessments. To further strengthen the system, the MEAL unit, in consultation with sector leads and programme heads, developed a results framework for HCMP. The unit also provided need-based technical inputs for three projects.

Additionally, the unit supported five sectors in capturing real-time data for MIS reporting and monitoring purposes through the KoBo

## Partnership Management and Project Control (PMPC)

platform. Monthly project progress was tracked through an online MIS system, and four data quality assessments were conducted. The MEAL unit also provided technical support in four studies (two assessments and two post-distribution monitoring exercises), which included developing Terms of Reference (ToR), reviewing questionnaires, and final report validation.

During the reporting period, twelve MEAL working group meetings were held, where professionals from across HCMP shared best practices and challenges. The unit also facilitated a training session on safeguarding and the PSEA for MEAL professionals.

In summary, the MEAL unit in 2024 made significant progress in strengthening HCMP's monitoring, evaluation, accountability, and learning systems. By institutionalising quality assessments, introducing real-time dashboards, and developing a results framework, the unit ensured stronger accountability, knowledge sharing, and continuous improvement across sectors.

The HCMP PMPC unit worked in close collaboration with the humanitarian service delivery sectors of BRAC HCMP, as well as with PDDR, Finance and Accounts, HRD, Procurement, MEAL, and Internal Audit. It also maintained strong coordination with relevant departments at the Head Office, including Finance, Legal, and Grants Management. In collaboration with these units including PDDR, Finance, HRD, MEAL and sectors of HCMP, PMPC secured funding, managed donor reporting, ensured compliance with donor and government regulations, oversaw subgrantee management, and facilitated coordination among sectors to ensure effective and efficient implementation of multi-sectoral projects.

In 2024, the PMPC unit led the development of 19 financial proposals, responding to Expressions of Interest (EOIs) and Requests for Quotations (RFQs), while maintaining strict adherence to donor guidelines. The team managed grants and ensured equitable budget allocations through effective negotiations for projects in Cox's Bazar and Bhasan Char, supporting interventions for both Rohingya and host communities.

The total budget for the year was BDT 463 crore (USD 42.30 million), with an expenditure of BDT 454 crore (USD 41.49 million), reflecting a 98 per cent implementation rate. Additionally, the unit developed the 2025 Joint Response Plan (JRP) budget and shared updates with internal and external stakeholders, including the ISCG. According to the published JRP for 2025, BRAC has appealed for USD 26.17 million to sustain humanitarian support for Rohingya and host communities. Since 2023, PMPC has expanded its responsibilities to include management of subgrants under the BRAC Pooled Fund. This involves conducting due diligence, financial monitoring, and capacity-building of subgrantees through training and on-site monitoring, ensuring both financial and operational compliance.

To uphold quality and accountability, the unit adheres to Key Performance Indicators (KPIs) outlined in BRAC's Grants Management Policy. These KPIs regulate efforts to ensure grant compliance, maintain standard practices, and share timely updates with stakeholders. In 2024, the team conducted seven kick-off meetings, 12 close-out meetings, and 211 monthly internal grant review meetings to track progress

## Programme Development and Donor Reporting (PDDR)

of projects, sectors, and units. They also submitted 109 financial reports in line with donor agreements and reporting schedules, ensuring high-quality, timely reporting.

Within PMPC, the programme coordination team plays a critical role in overseeing multi-sectoral programmes funded by strategic partners and UN donors such as DFAT, UNHCR, WFP, and PRM, providing both operational support and technical guidance. It ensures that activities are delivered in line with project objectives and donor requirements. Core responsibilities include programme quality monitoring and preparing FD6 and FD7 approval packages in close coordination with external stakeholders such as the RRRC, DC, CiC, and UNO offices.

To strengthen programme quality, the unit supports field-level coordination, monitors sectoral progress, and identifies implementation bottlenecks to

enable timely corrective action. It also facilitates capacity-building initiatives to enhance the operational readiness of HCMP staff.

The PMPC unit also maintained strong donor engagement by coordinating strategic review meetings and ensuring regular communication. The PMPC unit provided management regular updates on project implementation status, the funding grid, administrative cost allocations, and urgent issues requiring immediate attention. By developing high quality narrative and financial reports, the unit promotes transparency, accountability, and evidence-based decision-making across the programme portfolio.

The PDDR unit played a significant role in progressing the organisation's mission throughout 2024. This unit functioned as the key support unit in HCMP for resource mobilisation, programme design, donor engagement, and knowledge management. The unit further ensured that BRAC's strategic priorities were decoded into impactful and fundable interventions.

Throughout 2024, the PDDR unit led the design and development of high-quality concept notes, project proposals, donor reports, and knowledge documents that upheld BRAC standards and donor compliance requirements. The unit also ensured that all programme interventions were aligned with the Standard Operating Procedures (SOP) 2.0 and sectoral strategies. A major milestone included the successful coordination and submission of the Annual Operating Plan (AOP) for HCMP and the Joint Response Plan (JRP) for Cox's Bazar and Bhasan Char.

The unit's collective efforts paid off, as reflected in the retention of existing projects and the securing

## Human Resources (HR)

of new projects from UN agencies and bilateral donors in 2024. Through close coordination with donor agencies, the PDDR unit ensured that proposals and reports were submitted on time, which helped to maintain BRAC HCMP's strong role in the Rohingya crisis response.

Despite facing challenges such as limited data availability for reporting, frequent staff turnover, and tight timelines for document review and finalisation, the PDDR unit maintained its commitment to excellence and accountability.

In 2024, the HR unit showed outstanding commitment by successfully onboarding 889 staff (828 project-based and 61 contractual staff), improving the female staff ratio across all grades to 39 per cent (up from 37 per cent in 2023), internally promoting 80 HCMP staff, and achieving an impressive recruitment lead time of 23.16 days against the standard 25 days.

The unit ensured 100 per cent onboarding for new crucial projects such as TNF, WFP Self-Reliance, UNFPA, UNICEF-Bhasan Char, and WFP-CBP. The HR unit also oversaw the volunteer recruitment process to strengthen safer recruitment. This was done by inaugurating SOPs and templates, ensuring active participation in interviews as a panel member, and arranging assessor trainings. In addition, compliance was strengthened through safer recruitment practices, including reference checks, securing character certificates from local authorities, and police verification.

In collaboration with the PMPC and Finance and Accounts, HR unit maintained compliance by minimising payroll risks and calculating possible hazards. Moreover, in 2024, 96 per cent of the Programme and 97 per cent of the support function's HR budget were utilised. The unit began closely monitoring the staff final payment process and ensured its completion within one month or less.

In 2024, initiatives were implemented to promote a healthy work environment and strengthen organisational culture. These initiatives, supported by HR to enrich cultural collaboration, included a Health Checkup Programme, Gender Mainstreaming Programme, Moner Kotha Forum, BRAC Values and DNA sessions, and PMS Orientation. Many celebratory events were held and supported by HR to enrich cultural collaboration, such as the New Year celebration, Pitha Utshab, and a Mental Health boosting programme.

New initiatives introduced for 2024–2025 included Safer Recruitment sessions for assessment boards, integration of Competency-Based Interview (CBI) questions in all interviews, furnishing the Organogram for all sectors and units, Job Description development for all positions, comprehensive onboarding sessions for new joiners, opening BRAC Bank accounts for 100% of staff, introducing a Sectoral HR Focal group, inauguration of SOPs on Timesheet management, Separation and Final Payment, and Payroll, and mandatory character certificate submission. 2025 is going to be the year of celebration and employee engagement with events like indoor and outdoor games, and sessions to accelerate leadership and supervisory skills.

## Procurement

In 2024, the Procurement unit proactively introduced sustainable procurement practices. By working closely with suppliers and programmes, the unit sourced eco-friendly materials, contributing to a reduced operational environmental footprint and aligning with global climate action goals.

With the successful implementation of the BRAC HCMP ERP and e-Tendering platform, all procurement activities transitioned to a fully online system. This digital shift not only enhanced transparency but also improved efficiency, attracting a broader range of qualified suppliers.

The unit's strategic sourcing initiatives enabled HCMP to save a significant portion of the budget and 11 per cent in Post-Tender Negotiations (PTN) across major procurement categories, ensuring that critical funds were redirected to frontline humanitarian efforts.

The Procurement unit achieved an impressive audit compliance rate by strengthening contract management, supplier due diligence, and documentation practices, reflecting its commitment to accountability and safeguarding donor trust. No major audit observations were reported by either Donor Audit or Internal Audit, aside from minor process delays.

### Key Highlights of Procurement unite in 2024

- Procurement Volume: The total purchase value was BDT. 125.63cr for 14,833 items.
- Sustainable Procurement: Successfully converted 19 items in HCMP to eco-friendly alternatives, replacing traditional plastic products. This initiative created an economic impact of BDT 4.80 crore, representing nearly 4% of the annual purchase value.
- Cost Savings: Achieved 11% cost savings through strategic sourcing.
- Emergency Readiness: All emergency supply deliveries executed without interruption.
- Capacity Building: 8 training sessions conducted for the internal team and pooled funded NGOs.
- Framework Agreements: 30% increase in framework agreements.
- Supplier Diversity: 25% of vendors were local, women led, or Small and Medium Enterprises (SMEs)
- Customer Satisfaction survey: As part of our commitment to service excellence, a Customer Satisfaction Survey has been conducted at the end of 2024, achieving a satisfaction rating of 88.62%, surpassing our target of 85%.

## Finance and Accounts (F and A)

In 2024, F and A unit played a pivotal role in supporting the sectors by managing financial resources effectively and ensuring compliance. Key achievements included the centralisation of salary payments, reduction of cash transactions, alignment of billing processes, and implementation of a live budget tracker. Since July 2024, the unit centralised the salary payment of all HCMP employees through BRAC Bank's corporate system, streamlining payments, simplifying salary bookings, and enabling more efficient cost reporting.

To minimise cash transactions, all travel and personal bills of BDT 500 and above were fully processed through banking channels across all HCMP branches, significantly reducing reliance on cash. To ensure consistency across the Finance Team, the unit developed a bill voucher processing manual, which was communicated to all Branch Accounts Officers and programme teams, successfully standardising understanding and procedures.

To improve coordination, the unit maintained monthly finance meetings, with clearly communicated agendas and objectives, supported by regular

## Admin and Operations

follow-ups and feedback sessions to address issues promptly. This approach streamlined operations and enhanced overall efficiency throughout 2024.

Another important initiative was the introduction of the Live Budget Tracker. This tool provided real-time updates on budget allocation, expenditure, and remaining funds, allowing the unit to monitor financial performance, make informed decisions, and adjust spending as required to stay on track.

In 2024, the Government Liaison unit achieved a significant milestone by securing the timely approval of FD6 and FD7 applications from the NGO Affairs Bureau through proactive advocacy and diligent coordination with relevant government agencies. The Unit also fostered collaborative partnerships with key entities, including the RRRC, DCs, CiCs, and UNOs, to obtain necessary project initiation approvals and receive formal project completion reports.

To improve operational efficiency, all project implementations in the Ukhiya and Teknaf camps were structured under a branch framework. These branch offices directly supported programme implementation through close coordination with relevant programme stakeholders and camp administrators.

Complementing field operations, the warehouse operations team prioritised cost-reduction strategies by implementing precise inventory recording practices, efficiently distributing stock, and clearing long-stored or unused items in collaboration with HCMP stakeholders and donors. The warehouse team also optimised infrastructure by rationalising three facilities and introducing an enhanced distribution mechanism from the central warehouse to

the camps, improving logistical coordination and transparency.

Recognising the importance of capacity development, the warehouse team focused on professional training for logistics staff, including multiple training sessions and storekeeping workshops, which contributed to more compliant inventory storage practices.

In addition, the HCMP Administration unit played a pivotal role in fostering a supportive and well-coordinated office environment, ensuring comprehensive logistical support, including efficient fleet management. This team also developed and implemented formal office guidelines to promote an inclusive working environment for all staff members.

The HCMP IT unit demonstrated a strong commitment to data security through proactive strengthening of data infrastructure. Overall, these achievements highlight HCMP's continuous focus on operational excellence and its commitment to implementing innovative solutions to advance its mission.

# Partnership with Local NGOs and Pooled Fund

## The Pooled Fund for Localisation

Funded by Global Affairs Canada and the Australian Department of Foreign Affairs and Trade, the Pooled Fund empowers Bangladeshi NGOs (BNGOs) to lead high-impact, sustainable, locally driven humanitarian projects in Cox's Bazar and Bhasan Char. Through the Pooled Fund initiative, HCMP and Advocacy for Social Change jointly address critical funding and capacity gaps by combining direct project support with targeted organisational capacity development and ecosystem-strengthening initiatives. In 2024, BRAC HCMP continued to provide strategic guidance, technical support, monitoring, and oversight to local and national NGO partners to ensure quality and accountability in the implementation of Pooled Fund-supported projects. In 2024, the Pooled Fund, with support from HCMP, advanced its localisation vision by delivering 29 projects across WASH (12),

Education (10), and Livelihoods (7) in partnership with 27 Bangladeshi NGOs. Local partner NGOs under each sector included:

- Education: ACLAB, FIVDB, PARC, BNKS, JSUS, PHALS, PRANTIC, SKUS, YPSA
- Livelihoods: AMAN, GUK, Mukti Cox's Bazar, Pulse BD, Rokeya Foundation, Shushilan, SONGSHOPTAQUE
- WASH: ACLAB, AGRAJATTRA, GUSS, BGS, DSK, HELP Cox's Bazar, JNUS, JSK, NOWZUWAN, OPCA, PROTTYASHI, SHED, Mukti Cox's Bazar

The Pooled Fund initiative reached 115,000 people across education, livelihoods, and WASH sectors, delivering inclusive, high-impact services. Education support reached 6,824 children, including 108 children with disabilities, resulting in improved attendance, higher parent satisfaction, and

a 100 per cent pass rate. In livelihoods, 4,939 individuals, including 2,901 women, were trained, most adopting sustainable practices, reporting increased incomes, and gaining greater control over their economic well-being. WASH interventions benefitted over 102,000 people, including 912 persons with disabilities, with consistently high satisfaction and strong uptake of hygiene practices, regular infrastructure maintenance, and effective waste management.

As part of its organisational and staff capacity development efforts, the Pooled Fund supported partners in strengthening a broad range of capacities, including safeguarding and PSEA, financial management, MEAL, climate change and environmental sustainability, human resource management, gender equity, leadership, and communication, through staff training, policy

refinement, system strengthening, and strategic alignment with core humanitarian principles. In 2024, 340 staff from 27 BNGOs participated in 19 capacity development trainings organised by the Pooled Fund. The initiative also facilitated the development and implementation of 166 policy action points across 23 BNGOs, identified through a comprehensive Organisational Capacity Assessment conducted in 2024.

Despite structural challenges in Cox's Bazar, including limited NGO capacity, sector-specific constraints, and recurring climate hazards, the Pooled Fund made meaningful progress in advancing its localisation agenda. It addressed key challenges, including partner capacity gaps, inadequate

education infrastructure, WASH implementation barriers, and limited livelihood options, through targeted interventions such as hands-on training, continuous technical support, and strategic advocacy with ISCG sectors and government agencies. By promoting community ownership and maintaining strong collaboration with partners, the initiative ensured steady and cost-efficient delivery while strengthening the foundation for long-term resilience and locally led solutions.



## CHAPTER 3

Lessons Learned, Financial  
Information, Advocacy, Donors,  
and Partnership

# Key Lessons Learned and the Way Forward for 2025

## WASH

- Camps remain highly vulnerable to fire hazards, with WASH facilities exposed due to their semi-permanent design. In 2024, several fire incidents occurred, including in Camp 5, Camp 13, and Camp 1W. In Camp 1W, latrines and bathing cubicles were restored immediately after the fire, as their steel frame construction sustained significantly less damage compared to the wooden-frame facilities in Camps 5 and 13.
- Household-level waste segregation was challenging, with only 63.5 per cent of households practising proper segregation. The introduction of a door-to-door waste collection programme improved this rate to 86 per cent, strengthening community engagement, promoting individual responsibility, and making waste management more effective.
- Rainwater harvesting was implemented at major WASH facilities, including Solid Waste Management plants in Camps 1W and 2E and the marketplace in Camp 21, providing a reliable backup water supply. This reduced dependence on groundwater, enhancing sustainability and operational efficiency.
- Composting at Material Recovery Facilities (MRF) was initially time-consuming, with cycles exceeding 60 days, and manual screening posed health risks. The installation of a mechanical shredder reduced the composting cycle to 60 days and improved efficiency. Additionally, a solar-powered mechanical compost screener at Camp 1W MRF reduced manual labour and enhanced screening processes.
- Women's hygiene centres initially lacked essential features, limiting usability. Six centres were upgraded with community meeting rooms, breastfeeding corners, continuous water supply, solar lighting, ramps, and handrails, improving convenience, inclusivity, and overall usage.
- Persons with disabilities faced access challenges. Self-help groups were formed to advocate for their needs, leading to the installation of grab rails and handles in latrines and bathing areas, as well as tailored hygiene promotion messages. Community consultations confirmed significant improvements in accessibility and service delivery.
- Limited access to irrigation water and wastage from WASH facilities were key challenges. The implementation of mini wastewater treatment plants enabled the reuse of treated water, promoting efficient water management and sustainability.
- Persons with visual impairments faced navigation challenges, and MHM kit packaging lacked sustainability. Tactile tiles were incorporated into inclusive latrines, and jute bags were introduced as eco-friendly packaging for MHM kits, enhancing safety, usability, and waste reduction.
- Community members sometimes broke porch blocks to connect livestock sheds, creating unhygienic conditions and increasing the risk of Scabies and Acute Watery Diarrhoea (AWD). Strengthening community mobilisation, engaging the ARRRC office, and enforcing policies are essential to preventing unhealthy livestock practices and maintaining hygienic living spaces in Bhasan Char.

## Education

- Low enrolment and attendance of adolescent girls were driven by religious barriers, early marriage, safety concerns, and household responsibilities. Targeted interventions such as community advocacy campaigns, girls-only schools, Community-Based Learning Facilities (CBLF), girls-only classes, and female education volunteers increased enrolment and attendance.
- Volunteer dropout affected continuity of learning support. Recruitment of additional teachers, regular meetings, problem-sharing, and motivational sessions reduced dropout rates and strengthened quality education delivery.
- Limited space for new classrooms constrained access to educational activities. A storeyed learning centre with four classrooms now accommodates 320 learners in two shifts, compared to one classroom for 80 learners previously. Community-based learning facilities further expanded access in space-limited areas.
- Teacher capacity in Bhasan Char remained a critical challenge, impacting education quality. Subject-based and pedagogy training were provided to all host and Rohingya community teaching volunteers.
- EdTech integration strengthened learning. Attendance tracking via the Tangerine platform, E-Learning Passports, tablet distribution, and interactive e-learning resources improved student engagement and teacher capacity, supporting a seamless transition to blended learning.

## Health and Nutrition Including MHPSS

- Community Health Workers' (CHW) engagement facilitated successful vaccination campaigns (e. g., Oral Cholera Vaccine-OCV, Oral Polio Vaccine-OPV, Human Papillomavirus Vaccine-HPV) and significantly reduced Expanded Programme on Immunisation (EPI) vaccination dropout rates.
- Facility-based deliveries increased through strengthened coordination among doctors, midwives, and CHWs, with timely follow-ups and mobilisation of pregnant women.
- Coordination with the ISCG Health sector and alignment with updated treatment protocols ensured quality health services.
- Community feedback sessions enabled the MHPSS team to provide services tailored to community needs. Interactive sessions will continue to ensure active participation.

## Protection (CBP, GBV, and Legal Protection) Community Based Protection

- Volunteers played a critical role in sustaining operations during periods of service provider unavailability. To address this, systems were established to rely on volunteers and enhance their capacity for continued service delivery.
- A Security Incident Report (SIR) template proved highly effective for documentation and reporting.
- Sports for Protection and Music for Peace initiatives fostered social cohesion and were well-accepted in Rohingya camps.

## Gender Based Violence

- Community consultations informed the Women's Empowerment and Leadership Programme, identified new trades, and supported Rohingya-made product production.
- A display centre was established at Camp 4 Extension for showcasing Rohingya-made products.
- Structured skills development programmes enhanced afternoon engagement at Women and Girls Safe Spaces (WGSS).
- Site Management Support (SMS) volunteers received training on GBV concepts and safe referral, addressing gaps in gender sensitisation.
- Outdoor activities such as Hadudu (kabaddi) and badminton positively influenced community behaviour.
- Volunteer support needs highlighted the importance of ongoing training, resources, and staff guidance for outreach sessions.
- A temporary safe shelter demonstrated the importance of immediate safety availability for vulnerable survivors.

## Legal Protection

- Limited engagement of Law Enforcement Agencies (LEAs) during political crises heightened risks of violence, abductions, trafficking, and GBV. This underscored the importance of strengthening community-based protection mechanisms and establishing strong reporting channels.
- Frequent LEA personnel transfers, particularly BGB officials, disrupted collaboration, necessitating advocacy and capacity-building with new officials.
- Lack of awareness about irregular marriages and divorces perpetuated harmful practices. Future focus will include awareness initiatives and leadership training with religious leaders.

## Child Protection (CP)

- The national crisis limited field movement and interrupted the regularly scheduled activities of the programme. To ensure the continuation of essential services during this period, awareness was raised, and regular follow-ups were conducted through the involvement of Rohingya volunteers, local host volunteers, and various group members.
- Low participation in monthly CBCPC and Community Watch Group meetings was mainly due to members' competing priorities, such as collecting rations and managing household responsibilities. To address this, continuous communication and follow-ups are needed, with emphasis on the importance of their roles.
- Frequent schedule changes at LCs and schools required adjustment of PSS, LSBE, and skill development sessions. Regular communication ensured minimal disruption to students' learning.

## Livelihoods and Skills Development (LSD)

- Identifying unique youth participants for Skills Development, ELT, and Accelerated Adult Learning (AAL) programmes was challenging. Biometric enrolment systems and participant agreements improved efficiency and reduced duplication.
- Selecting female participants aged 18 to 24 years was difficult due to literacy and numeracy gaps. Expanding eligibility and integrating foundational learning increased inclusivity. Additionally, targeted outreach strategies helped overcome barriers, enabling more young women to participate in skill development programme.
- Graduates from CHW, Solar, and Electrical trades faced limited employment opportunities within the camps. Stronger collaboration with SMS and other stakeholders was necessary. Enhanced service mapping and coordination created trade-specific job opportunities and supported entrepreneurship, bridging the gap between training and employment.
- Women's participation in male-dominated trades (solar and electrical) remained low. Awareness campaigns, promoting female role models, and culturally adapted training improved engagement.
- Poorly equipped Adult Learning Centres negatively affected the learning environment, particularly during extreme summer and winter conditions. Investments in infrastructure ensured a more conducive and effective educational setting.
- Natural disasters disrupted operations and damaged programme facilities. Resilience planning, contingency budgets, and disaster-ready infrastructure ensured programme continuity. Developing contingency plans and integrating disaster preparedness measures further safeguarded programme's sustainability.
- Women empowerment is increasing through AAF activities. Beside this, the priority of women in the society is also enhancing in respect of decision making.

## Shelter

- Engagement with government authorities enabled the construction of Composite Bamboo Shelters (CBS) with durable metal infrastructure, significantly reducing the need for frequent repairs. Continued advocacy with government authorities remains essential to expand the implementation of such durable solutions more broadly.
- Fire risk in cooking areas remained a critical concern, requiring continued community awareness and collaborative approaches. Resistance to shelter ventilation limited airflow, as some community members were hesitant to incorporate windows or garengas, creating an unhealthy living environment. The shelter team continued to raise awareness about the benefits of proper ventilation and encouraged adoption of guidelines to ensure safer and healthier shelters.
- Stockpiling materials for monsoon preparedness ensured uninterrupted shelter services during natural disasters, such as cyclones and landslides. The combination of effective strategies and active community engagement proved essential in mitigating the impact of these events, enabling a timely and seamless emergency response.
- Site planning improved accessibility, drainage, and shelter design, creating safer, sustainable living conditions and reducing repair needs.

## Site Management Support (SMS)

- Data-driven approaches, structured monitoring, action-point trackers, and success stories enhanced accountability and strengthened community ownership by fostering transparency and demonstrating the impact of collective efforts.
- Volunteers, who played a crucial role as first responders in Site Management, were prioritised for training in fire response, inclusive EPR, site monitoring, and disaster preparedness. Continued capacity-building in 2025 will further strengthen their emergency response capabilities.
- Fire prevention measures, including awareness campaigns and regular drills, not only improved community preparedness and reduced fire risks but also fostered a culture of safety, ensuring sustainability of these practices over time.
- Community participation in waste management and the creation of green spaces through agricultural interventions strengthened environmental health goals.

## Disaster Risk Reduction (DRR)

- Inclusive Cash-for-Work and non-cash-for-work schemes engaged youth, women, Persons with Disability, and the elderly, ensuring broad community participation and contributing significantly to the successful completion of projects.
- Nature-based solutions, such as Dhol Kolmi pond fencing, reduced child drowning risks while promoting environmental sustainability, earning strong appreciation from the community.
- The physically demanding nature of drain cleaning limited female participation. The NRM team introduced alternative tasks, such as packing and garbage sorting, which encouraged women's involvement and demonstrated that offering task variations can enhance inclusivity in labour-intensive activities.
- Delays in need assessments and RRRC approvals highlighted the importance of proactive planning. By identifying target camps in advance and completing assessments early, implementation can be streamlined, delays minimised, and efficiency improved in future phases.
- Reforestation efforts faced challenges due to insufficient fertiliser provided by FAO for large land tracts. By collaborating with the WASH sector, which produced organic fertiliser, the gap was bridged, reducing dependency on external inputs and promoting sustainability.
- Risk mitigation strategies were adapted to maintain flexibility in response to unexpected policy changes and natural disasters. Rapid adaptation measures ensured continued project momentum, while future programmes incorporated contingency planning and risk forecasting to enhance preparedness and resilience.

## Food Security

- The absence of a designated centre for cash distribution or training facilitation within the camps created logistical challenges. Strong communication and coordination with relevant authorities, NGOs, and sector partners were essential to secure access to training venues, distribute inputs, and provide cash support effectively.
- The community-based training centre for homestead gardening lacked dedicated spaces for childcare and breastfeeding, which hindered full participation of mothers. To address this, breastfeeding corners and children's play areas were established, creating a more inclusive and supportive learning environment for female participants.
- Winter water scarcity limited irrigation, affecting agricultural productivity. To overcome this, mulching and drip irrigation techniques were introduced, preserving soil moisture and ensuring continuous irrigation even under drought conditions, thereby enhancing crop sustainability.
- Heavy rainfall caused flooding and crop damage, posing significant challenges to agricultural activities. Climate-resilient practices, including mulching, improved drainage systems, and active community involvement, were implemented to reduce the impact of extreme weather and protect crop yields.

# Cross-cutting Interventions

## 1. AAP

HCMP prioritised Accountability to Affected Populations (AAP) through structured community engagement, participation, and feedback mechanisms. Across WASH, Protection, Shelter, Child Protection (CP), Health, Disaster Risk Reduction (DRR), Food Security, Skills and Livelihood (FSSL), and Site Management Support (SMS), BRAC ensured two-way communication, enabling refugees and affected communities to voice concerns, provide feedback, and participate in decision-making. Common approaches included Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), consultation meetings, Complaint and Feedback Response Mechanisms (CFRM), helpline numbers, and complaint boxes for confidential reporting.

Protection efforts integrated awareness sessions, legal support, and Gender-Based Violence (GBV) interventions, ensuring accessibility and safety, while Shelter and DRR interventions emphasised technical assessments, safeguarding measures, and incident reporting

tools to enhance responsiveness. Child Protection and Health sectors reinforced accountability through community-led awareness programmes and structured feedback channels to address service gaps. FSSL maintained regular liaison with CiC offices and consultations with communities to ensure participants were aware of decisions being made.

Additionally, BRAC's training programmes for volunteers, humanitarian staff, and community representatives enhanced PSEA, fraud prevention, and emergency preparedness. By incorporating Age, Gender, and Diversity (AGD) principles and maintaining open feedback channels, BRAC promoted trust, inclusivity, and long-term sustainability in humanitarian interventions for both Rohingya and host communities.

## 2. Gender Mainstreaming

HCMP integrated gender mainstreaming to ensure inclusivity, equal access to services, and active participation of all genders in decision-making. Gender-sensitive infrastructure included segregated toilets, waiting areas, and breastfeeding corners, complemented by community engagement initiatives involving women, men, and gender-diverse populations in governance, emergency response, and economic resilience programmes.

Protection, Child Protection, and Health sectors addressed GBV, child marriage, and social barriers by providing awareness sessions, psychosocial support, safe referrals, and survivor-centred case management. WASH initiatives promoted female leadership in water, sanitation, and hygiene committees, while challenging social taboos around menstruation by engaging men in Menstrual Hygiene Management (MHM) interventions. Shelter and DRR projects ensured gender-sensitive site planning, prioritised Extremely Vulnerable Individuals (EVIs), and increased female participation in disaster governance and economic recovery programmes.

### 3. PSEA

Site Management Support (SMS) prioritised equal representation by integrating AGD principles, strengthening female leadership in community groups, and ensuring gender-responsive CFRM. FSSL deployed a Gender Focal Point who actively participated in IASG GIHA WG meetings and liaised with the BRAC Gender Justice and Diversity unit. A series of sensitisation sessions for staff, volunteers, project participants, community members, youth, religious leaders, and educators on GBV inclusion, CFRM, and AAP were conducted by FSSL.

Ensured PSEA through training, awareness, and accountability mechanisms. Sectors provided PSEA training for staff, volunteers, and community leaders, alongside confidential reporting channels such as hotlines and complaint boxes. Awareness sessions for affected populations promoted safe reporting. Shelter, WASH, and FSSL appointed safeguarding champions, while Child Protection enforced PSEA Codes of Conduct. DRR ensured inclusive participation, and SMS actively engaged communities in PSEA awareness and reporting. These efforts reinforced BRAC's commitment to a safe and accountable humanitarian response.

### 4. Disability Inclusion

HCMP integrated disability inclusion by ensuring equal access, participation, and decision-making opportunities for Persons with Disabilities (PWDs) across multiple sectors. Protection, Child Protection, and SMS prioritised engagement by involving PWDs in community activities, decision-making, and awareness programmes, benefiting 22,070 individuals through various initiatives.

Child Protection and Protection sectors trained staff and volunteers on disability inclusion, ensuring accessible services such as case management, legal support, and GBV assistance. Shelter, Health, and WASH focused on

infrastructure modifications, incorporating ramps, disability-friendly toilets, and other accessibility features. WASH further enhanced inclusivity by installing adaptive features in 224 latrines and forming self-help groups with PWDs and caregivers for feedback and tailored hygiene interventions. FSSL provided training for staff and volunteers on disability mainstreaming, incorporated humanitarian inclusion standards, and followed IASC guidelines for working with PWDs. DRR and SMS strengthened economic and community engagement by integrating PWDs into livelihood

opportunities, Cash-for-Work programmes, and preparedness planning, ensuring meaningful participation. SMS also improved accessibility in feedback mechanisms, enabling PWDs to report concerns and receive assistance without barriers.

While approaches varied, some prioritising physical accessibility, others enhancing participation and leadership, and many integrating PWDs into economic and governance structures, these combined efforts upheld BRAC's

commitment to dignity, equity, and meaningful inclusion of persons with disabilities in humanitarian response.

# Advocacy in BRAC HCMP

## Strategic humanitarian advocacy initiatives

Amid declining international funding for the Rohingya response, driven by global emergencies, donor fatigue, and limited humanitarian resources, we are pursuing a three-pronged advocacy strategy. First, we will continue to promote BRAC's Pooled Fund model. Second, we remain committed to supporting innovative delivery mechanisms through projects like the Humanitarian Development Co-existence (HDC). Third, we will intensify our advocacy to expand livelihood opportunities for Rohingya refugees, ensuring these do not come at the expense of the host communities.

## BRAC's Pooled Fund for Localisation (PFL)

Funded by Global Affairs Canada (GAC) and the Australian Government's Department of Foreign Affairs and Trade (DFAT), the PFL attempts to operationalise the Grand Bargain commitment of directing humanitarian funding to local actors by enabling Bangladeshi NGOs to access sub-grants directly.

Since 2022, more than 1,500 staff from Bangladeshi NGOs have received tailored training and mentorship. Twenty-seven organisations have revised internal systems related to finance, safeguarding and Monitoring, Evaluation, Accountability and Learning (MEAL). These efforts have supported humanitarian interventions in WASH, education and livelihoods in both Cox's Bazar and Bhasan Char. Several participating organisations have since secured independent funding for their work.

## Vision document

In early 2024, BRAC and UN leadership developed a "Five-Year Vision" for humanitarian reform in Cox's Bazar to stay relevant amid changing needs. In April, a multi-stakeholder consultation in Cox's Bazar prioritised action points from the document and identified key issues across 12 categories and provided feedback, which was well-received at the Strategic Executive Group (SEG). This exercise ultimately led to advocacy gains like the approval of weather and fire-resistant shelters within the camps by Ministry of Disaster Management and Relief (MoDMR).

## Economic model for inclusive livelihood

In 2024, we initiated the development of an economic model and a mid-term inclusive livelihood strategy for both host and Rohingya communities. This research, conducted by South Asian Network on Economic Modelling (SANEM) and validated by a Technical Advisory Group, developed a Social Accountability Matrix in the first phase of this modelling exercise, assessing resource needs under three scenarios: pessimistic, optimistic, and business as usual. Under the HDC Nexus project, we will build on this with a partial equilibrium model to create a comprehensive livelihood strategy.

## Livelihood advocacy note

To expand sustainable livelihood opportunities for both Rohingya and host communities, BRAC advocated for enabling Rohingya access to mobile financial services, legalisation of refugee-led businesses within camps, and establishment of backward and forward market linkages. Partial progress was made on mobile financial access when the Ministry of Home Affairs (MOHA) circulated meeting minutes recommending that Rohingya individuals be allowed to access SIM cards, a foundational step towards financial inclusion. However, implementation has stalled amid recent government transitions. These priorities were presented to the UNRC, UNHCR, and key donors. They were formally included in the official Livelihood Advocacy Note submitted by heads of missions and UN agencies to the Government of Bangladesh.

## Integrating advocacy into sectoral transformation

Targeted sector-level advocacy by BRAC has led to tangible policy shifts, developed through close collaboration with sector coordination bodies, the Refugee Relief and Repatriation Commissioner (RRRC), and relevant line ministries. The following reflect key advocacy milestones that go beyond operational or implementation-focused achievements:

## Shelter

- **Approval of Metal Footbridges:** Advocacy with RRRC, UNHCR, and CiC resulted in metal footbridges replacing unsafe bamboo structures in Camps 1E, 1W, and 21, enhancing climate resilience and accessibility.
- **Brick Drainage and Precast Posts:** Policy engagement led to the introduction of durable materials (brick drainage, precast posts) in shelter site development, reducing long-term maintenance costs.
- **Fire-Resistant Temporary Safer Shelter (TSS):** Approved by MoDMR, the pilot represents a significant advocacy milestone towards safer, more cost-effective housing infrastructure.

## WASH

- **Secured Land for Waste Management:** Engagement with the WASH Sector and the RRRC led to the allocation of land in Ukhiya for landfill expansion, supporting safer disposal of non-recyclable waste and reducing environmental impact.
- **Sludge Drying Facility in Bhasan Char:** Land acquisition was secured through advocacy with RRRC and the Bangladesh Navy, leading to the first functional sludge drying bed on the island.
- **Soap Production Advocacy:** BRAC advocated with WASH and Livelihoods sectors to support Rohingya-led soap production within camps, lowering costs and increasing agency for participants.

## Livelihoods

- **Market Linkages in Bhasan Char:** BRAC facilitated inter-agency collaboration to establish direct market channels for Rohingya producers, boosting incomes and reducing dependency.
- **Rohingya-Owned Goat and Sheep Farms:** Policy advocacy led to the formal establishment of refugee-run livestock farms, supported by RRRC and the Navy.
- **Entrepreneurship and Literacy SOPs:** Under ISCG leadership, BRAC supported the development of guidelines for livelihood partners to strengthen pathways for economic self-reliance.
- **Creation of employment opportunities:** Artisans are engaging in income generating activities through handicraft production of AAF

## Protection

- **Legal Concept Note on Mediation:** In collaboration with the ISCG and protection actors, BRAC co-authored the official Concept Note on Legal and Peace Mediation, helping standardise practices across camps.
- **CPIMS+ Launched in Bhasan Char:** BRAC's sustained advocacy at CPSS platforms ensured the rollout of a digital case management system for child protection services.

## Education

- **Approval of Two-Storey Learning Centres:** Continued engagement with the MoDMR and the Education Sector enabled the construction of higher-capacity learning centres to address overcrowding.
- **Resolving a Teacher Strike in the Host Community:** In September 2024, host community teachers initiated a strike to demand increased incentives, disrupting educational activities. BRAC facilitated dialogue with the RRRC, ISCG Education Sector, UN partners and education stakeholders to find a collective solution. The advocacy effort contributed to ending the strike quickly, ensuring continuity in learning.

# Financial Statement

Humanitarian Crisis Management Programme (HCMP)

Statement of Financial Position

As at 31 December 2024

<b>Particulars</b>	<b>Amount in BDT</b>
<b>Assets</b>	
Property, plant and equipment	190,325,768
Grants receivable	693,984,806
Advances, deposits and prepayments	23,115,608
Cash in hand and at banks	246,317,447
<b>Total Assets</b>	<b>1,153,743,629</b>
<b>Liabilities and Net Assets</b>	
<b>Liabilities</b>	
Donor fund-investment in fixed assets	50,009,445
Grants received in advance account	698,087,873
Other current liabilities	405,646,311
<b>Total Liabilities</b>	<b>1,153,743,629</b>
<b>Net Assets</b>	<b>-</b>
<b>Capital Fund</b>	
<b>Total Liabilities and Net Assets</b>	<b>1,153,743,629</b>

# Funding and Partnership

## Stakeholder

1. Government of Bangladesh

## Partner list for 2024

1. BRAC USA
2. DFAT (Department of Foreign Affairs and Trade)
3. Dubai Care
4. GAC (Global Affairs Canada)
5. Global Fund
6. IOM (International Organization for Migration)
7. PRM (Bureau of Population, Refugees, and Migration)
8. Proticus
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 Programme Heads, Programme Coordinators, Sector Leads, Unit Leads, and colleagues of BRAC Humanitarian Crisis Management Programme (HCMP)**

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