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INSTITUTIONAL PROFILE
As a global leader in developing cost-effective, evidence-based initiatives in conflict-prone and post-disaster settings, BRAC provides opportunities for people living in poverty to transform their lives and supports communities in vulnerable situations. Founded in Bangladesh in 1972, BRAC uses an integrated model to catalyse transformations in systems of inequity, through social development programmes, humanitarian response, social enterprises, socially responsible investments and a university. BRAC continues to chart new territories in holistic, cost-effective and sustainable interventions that reach millions of people worldwide. BRAC currently operates in 11 countries across Asia and Africa, replicating and adapting models according to country contexts.

VISION
A world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential.

MISSION
Empower people and communities in situations of poverty, illiteracy, disease and social injustice. BRAC’s interventions aim to achieve large scale, positive changes through economic and social programmes that enable women and men to realise their potential.

VALUES
Innovation: BRAC is an innovator in creating opportunities for people living in poverty to lift themselves out of it. BRAC values creativity in programme design and strives to display global leadership in groundbreaking development initiatives.

Integrity: BRAC values transparency and accountability in all its professional work, with clear policies and procedures, while displaying the utmost level of honesty in its financial dealings. BRAC regards these to be the most essential elements of its work ethic.

Inclusiveness: BRAC is committed to engaging, supporting and recognising the value of all members of the society, regardless of race, religion, gender, nationality, ethnicity, age, physical or mental ability, socioeconomic status and geography.

Effectiveness: BRAC values efficiency and excellence in all its work, constantly challenging itself to perform better, to meet and exceed programme targets, and to improve and deepen the impact of its interventions.

BRAC’S HUMANITARIAN RESPONSE OBJECTIVE IN ROHINGYA CRISIS MANAGEMENT
BRAC aims to provide sustainable humanitarian support to save lives, alleviate suffering and maintain human dignity throughout and in the aftermath of the crisis, as well as strengthen preparedness for emergency situations that arise from natural disasters. Keeping protection of human dignity at the centre, BRAC’s humanitarian action includes ensuring safety and security and providing social and economic opportunities in the camps and the host communities, as well as the provision of food, water and sanitation, shelter, health services and other forms of assistance.

SPECIFIC OBJECTIVES INCLUDE:
- Design need-based humanitarian interventions
- Ensure, to the greatest possible extent, adequate involvement of communities in designing, implementing and monitoring humanitarian response
- Strengthen the capacity of the displaced population and the population in host communities to prevent, prepare for, mitigate and respond to the humanitarian crisis, with the goal of ensuring that government entities and communities are better able to meet their responsibilities and coordinate effectively with humanitarian partners
- Support and promote the central and unique role of the Government of Bangladesh in providing leadership and coordination of international humanitarian interventions and the vital role of the United Nations along with other non-governmental organisations in implementing the humanitarian response

BRAC’s commitment to humanitarian principles and accountability
From the beginning of the humanitarian crisis response in Cox’s Bazar, BRAC has been following the principles of humanity, neutrality, impartiality and independence in its approach, as well as adopting humanitarian principles and standards such as the Accountability to Affected Populations (AAP) principle, the Core Humanitarian Standard (CHS), and the Sphere Standards. BRAC remains accountable to its key constituents, i.e. women, children, men, elderly people, youth, and people with disabilities from the displaced and host communities, through community outreach and civic participation of community groups and local NGOs. BRAC ensures their participation and feedback in need assessment, programme identification, design, delivery and learning mechanisms, for higher quality, better service delivery and sustainable impact. BRAC ensures accountability for delivering the services through a comprehensive functional accountability mechanism.
REQUIREMENT FOR A STRATEGY

BRAC has been working in Cox’s Bazar for the last 37 years with host communities and the displaced population from previous influxes. BRAC initiated its humanitarian response to the latest influx quickly after people started arriving in August 2017. BRAC Humanitarian Crisis Management Programme (HCMP) began with a focus on lifesaving interventions on reactive emergency responses, particularly in WASH and shelter provision. As the situation evolved, BRAC incorporated interventions to support everyone affected by the crisis, in both camps and host communities, to build skills, resilience and knowledge. Implementation has been increasingly planned and organised since the beginning of 2018, with an initial strategic plan developed and assessments undertaken informing the design of projects. As the situation has continued to stabilise, BRAC has increasingly employed strategically-focused and progressive approaches in its implementation for 2019, and will continue to advance with its strategy for 2020. The following strategy lays out priorities and intervention areas for 2020, informed by BRAC’s experiences, strengths, learning and achievements in 2018 and 2019.

THE STRATEGIC PLANNING PROCESS

BRAC’s 2020 strategy for humanitarian response is built upon needs-based analyses which identify the most pressing humanitarian needs. These needs formulate the objectives in the strategy. The various cluster plans stem from these objectives.

To design the strategy, BRAC organised sectoral workshops in the last quarter of 2019, to capture lessons learnt and set priorities for 2020. Discussions were held with representatives from UN agencies and other stakeholders to discuss the priorities identified in the BRAC sectoral workshops. A day-long workshop was conducted with the directors, the HCMP leadership team, the sector and unit leads and all the support functions of the programme to review the priorities identified through sectoral workshops and stakeholder consultations, and assess BRAC’s Humanitarian Crisis Management Programme operation over the past year. Emerging needs and funding requirements were analysed, through presentations by technical experts, extensive group work and discussions. Approaches for strengthening capacity-building, evidence-driven advocacy, and quality assurance mechanisms were proposed.

The strategy is aligned with the key priorities of the 2020 Joint Response Plan (JRP). It will complement the four objectives identified in the JRP, spearheaded by the Inter Sector Coordination Group (ISCG), the Government of Bangladesh, and the various actors responding to the crisis in Cox’s Bazar.

The strategy provides a way forward to tackle the challenges inherent in planning and responding to large-scale needs in a complex setting. BRAC and other key stakeholders in the humanitarian response must unite to leverage each other’s strengths to provide assistance to the most vulnerable, bolster capacity of all organisations involved and deliver a calibrated and efficient response.
OVERVIEW OF THE CRISIS

Background

Bangladesh now hosts nearly a million displaced Rohingyas from Myanmar, the vast majority of whom live in 34 camps. The largest single campsite, the Kutupalong-Balukhali Expansion Site, hosts approximately 626,500 people\(^1\). In Cox’s Bazar, the displaced population now outnumber the local population three times over. Over 50% of the people who fled across the border from Myanmar into Bangladesh were children. They brought with them accounts of unspeakable violence and brutality that forced them to flee.

Children from displaced communities do not have access to formal education. Older children and adolescents who are deprived of formal education opportunities are at risk of becoming a “lost generation”, targets of traffickers, drug smugglers and extremists. Women and girls are at higher risk of sexual and gender-based violence, forced early marriage, and dropping out of school.\(^2\)

As the crisis has now entered its third year, the dynamics of the situation have shifted from emergency response to an ongoing protracted humanitarian crisis with massive settlements. Huge resources are needed to ensure day-to-day living needs, such as shelter, sanitation, health, nutrition, food security, education and protection. An increase in social tension between the host communities and the Rohingya communities has been witnessed, as well as tensions within the camps. There is also an increasing need to operate within the inevitable scenario of a shrinking funding environment due to competing global priorities.

Against this backdrop, while all actors involved have been working to implement the interventions needed to meet the basic and most urgent needs of the population, there are still multiple gaps and needs that have not been sufficiently met. There is an increasing need for quality and sustainable actions to improve the living conditions.

BRAC’s response in 2019

As one of the key stakeholders responding to the crisis, BRAC engaged in multiple sectoral interventions, both in the camps and host communities, to build skills, resilience and knowledge.

In the camps, BRAC ensured integrated water and sanitation support, secured shelters, continual site improvements such as bridges and roads, and distribution of non-food items. BRAC continues to be the largest education provider in the response, through operating learning centres, developing a learning centre framework, producing materials and running learning centre management committees. In 2019, 19 multipurpose centres were used to deliver sessions to 580 adolescents. Six new adolescent centres were also opened to cater to an additional 357 adolescents. BRAC’s agriculture and environment projects worked to restore the living environment and promote sustainable agricultural practices across nine camps through distributing and planting agricultural input packages and training.

BRAC’s support to host communities consisted of targeted, multi-sectoral assistance to vulnerable households, along with learning centres providing non-formal education programmes and child-friendly spaces implementing BRAC’s Humanitarian Play Lab model, WASH interventions supporting over 80,000 households (including construction and maintenance of deep tube wells, piped water supply networks, and latrines; hygiene sessions conducted with men, women, boys and girls in schools and tea stalls; formation of village WASH committees), diagnosis and treatment of communicable diseases (including tuberculosis and malaria), disaster risk reduction (including quick evacuation schemes, retrofitting, renovating and repairing cyclone shelters) and agriculture and environment rehabilitation (including planting trees to mitigate deforestation; improving agricultural practices and home gardening; and vocational skills through distribution of agricultural inputs).

Over 50,000 people in vulnerable situations were supported through psychotherapeutic activities, skills development, psychosocial counselling, case management, legal aid, awareness training, dignity kit distribution, referral services and women’s leadership training. Services were provided through nine women-friendly spaces, nine information points, 10 community centres, one skills development centre, 28 community protection groups and a community outreach network. The BRAC Humanitarian Play Lab model was implemented through child-friendly spaces (CFSs) with over 100,000 children. Home-based interventions were implemented in 900 locations to reach adolescent boys and girls.

BRAC ensured dissemination and access to information through, 1,000 Rohingya volunteers (84% female) from the displaced Rohingya communities, to 100,000 households in 34 camps, supported by advocacy meetings and adolescent radio listener club meetings. BRAC provided over a million basic healthcare services in the community via a health network of 24/7 primary health centres, health posts, community health outlets and a community health worker network. Technical and life skills training were provided to increase confidence, capacity, and opportunities for people to realise their potential. BRAC provided nutrition supplements to women and children in the camps through a community-based approach. Over 165,000 people in seven camps were supported with site management, focusing on eight key areas: support to government officials in charge of camps, community governance and participation mechanisms, protection mainstreaming, care and maintenance, information management, emergency preparedness and response, relocation, and capacity building.

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\(^1\) https://www.unocha.org/Rohingya-refugee-crisis

\(^2\) https://www.unicef.org/emergencies/Rohingya-crisis
IN 2019, BRAC PROVIDED 1.3 MILLION PEOPLE WITH AT LEAST ONE FORM OF CRITICAL SUPPORT, INCLUDING:

- **317,219 outpatient consultations** made through two primary healthcare centres and nine health posts
- **364,843 children, and pregnant/nursing/lactating mothers** screened for malnutrition
- **3,063 HIV testing** of TB patients, with 29 HIV positive cases identified
- **450,000 households** received regular essential communications
- **3,063 HIV testing** of TB patients, with 29 HIV positive cases identified
- **67,059 complaints/questions** responded to through information points
- **55,955 children** registered in child-friendly spaces
- **64,314 children and adolescents** registered in learning centres
- **700,000 people** supported through integrated WASH interventions
- **2,535,000 vetiver slips** (grass) planted
- **2,016 youth and adolescents** received technical training in different trades
- **725 people** received skills development training on hand embroidery
- **450,000 households** received regular essential communications
- **1,905 shelters** material (full kits) distributed for upgradation
- **700,000 people** supported through integrated WASH interventions
- **55,955 children** registered in child-friendly spaces
- **64,314 children and adolescents** registered in learning centres
- **2,535,000 vetiver slips** (grass) planted
- **2,016 youth and adolescents** received technical training in different trades
- **725 people** received skills development training on hand embroidery
- **450,000 households** received regular essential communications
- **1,905 shelters** material (full kits) distributed for upgradation
- **633 survivors** of sexual and gender-based violence received case management services
- **208,638 people** received food assistance in-kind and through e-vouchers
- **2,028 graduated** out of extreme poverty through BRAC’s ultra-poor graduation programme
GAP AND NEEDS ANALYSIS

The displaced Rohingya community

Last year, through its programming and various feedback mechanisms, BRAC continually identified gaps and needs in the evolving contexts of the camps and host communities, which have informed incremental improvements to programming as well as the strategic priorities and sector planning for 2020. If dealt with effectively, addressing these gaps will help improve the response significantly.

As a WASH service provider, BRAC has found that space limitation and lack of experienced vendors to drill and equip the boreholes are two key issues that need solutions to further improve the WASH interventions. Shelter and site improvements are urgently required prior to the next monsoon and cyclone season. Lacking adequate land, the population have built shelters in flood prone areas and on hill which at risk of landslides.

In the food security sector, the displaced communities need access to local markets and self-sustaining interventions to improve their livelihood situations.

Through focus group discussions and general meetings in the working areas, BRAC has observed that community engagement and scale up of efforts are two gaps in the protection sector. Projects need to rapidly establish inclusive camp governance structures, and prioritise community centres, recreational and protection spaces as critical infrastructure in the camps.

Women and children are perceived to be especially at risk of sexual and gender-based violence within the camp setting. Fear of abduction, harassment and sexual violence severely restricts movements of women and girls, which limits access to referral services, protection information, social support networks and safe alternatives for those trapped in harmful home environments. As a result, women are deprived of essential healthcare services, especially during pregnancy and delivery. Thus, sensitivities to gender issues is critical to ensure that the most vulnerable and marginalised people at the camps benefit from relief, services and information.

It has also been observed that skills development initiatives have largely overlooked men and boys, leaving them idle. Future interventions will also need to address specific barriers women and girls face in accessing economic empowerment activities, such as lack of mobility, unpaid work, early marriage and sexual harassment. The displaced Rohingya population, with little support in improving their livelihood, are adopting negative survival mechanisms such as early marriage of girls to receive help to access food supply and obtain legal status in the country.

Marginalised people and those with limited mobility and literacy are heavily reliant on others for information, and thus may potentially be subject to interrupted service provision, exploitation, and other forms of abuse and violence. There also continues to be a need for minimum standards of data collection and data sharing mechanisms across all sectors and among partners to ensure a more streamlined approach to providing services and collecting feedback from affected populations.

The affected Host community

In addition to the needs identified within the displaced Rohingya communities, it is also imperative to give sufficient attention to the local communities of Ukhiya and Teknaf, regions already vulnerable both in regards to poverty levels and natural disaster risk, who have been hosting the displaced communities since 2017. The presence of the refugee settlements has put an increased pressure on local resources, depleted forests and diminished agricultural land, created competition for job opportunities, and has led to inflation in the local economy. If not properly managed with key interventions targeting the host communities, this scenario has the potential for social tension.

A RECENT STUDY IDENTIFIED THE FOLLOWING CONFLICT DRIVERS IN THESE COMMUNITIES:

- access to and control over resources;
- differences in treatment by local government and administration authorities felt by the host communities;
- skewed prices in local markets since the influx;
- the number of displaced Rohingya population in comparison to the locals;
- religious practices reinforced by the Imams as ways of resolving community tensions and promoting cohesion;
- polygamy and an increase in prostitution, as well as sexual harassment and abuse;
- an increase in crime, mainly selling of Methamphetamine or ‘yaba’, from Myanmar through Teknaf, to the region’s markets has increased significantly in recent years.
Movement of a very large number of the displaced population and aid workers, public officials, international visitors and humanitarian relief vehicles has created serious traffic congestion and affected the condition of the existing roads leading to and from local communities to the camps. Increased traffic congestion on the roads has raised accessibility and safety concerns among the local communities. Road congestion has increased massively on the Teknaf-Cox’s Bazar highway, with heavy relief vehicles often blocking narrow roads. This results in frequent traffic jams, which were previously unknown to the host communities. In addition, frequent visits by foreign delegates and political leaders often lead to the suspension of regular transportation. Prior to the influx, Cox’s Bazar saw approximately 100 vehicles commuting on the Cox’s Bazar-Ukhiya-Teknaf roads daily. This number is now at 1,000 vehicles. A ground research revealed 45 road collisions took place on the roads of Ukhiya and Teknaf over the past 16 months, killing 34 people, of which 15 were refugees. There is a pressing need for increased safe driving practices as well as road safety awareness and training in camps and host communities.
The Joint Response Plan (JRP) 2020 is a strategic policy document which will work as a roadmap to guide the humanitarian community’s support to the government-led response. It also serves as the primary fundraising tool for the humanitarian community. The plan includes national and international NGOs and United Nations agencies, with the goal of increased localisation over time. The JRP 2020 does not include all contributions to Cox’s Bazar district. It does not include information on big development investments, or bilateral government contributions.

The 2020 Joint Response Plan, led by the Inter Sector Coordination Group (ISCG), in collaboration with the Government of Bangladesh and all cooperating implementing agencies, focuses on interventions targeted at both camps and host communities and sets out a comprehensive programme shaped around four strategic objectives:

1. Strengthen the protection of the displaced Rohingya women, men, girls and boys: In close collaboration with the Government of Bangladesh and affected populations, the JRP seeks to protect individuals and communities, contribute to an enabling environment for the rights and well-being of the displaced communities, and reach durable solutions.

2. Deliver quality, life-saving assistance to populations in need: Maintain, improve and rationalise services and assistance to ensure equal access and improved quality of life for affected populations in need of humanitarian assistance.

3. Foster the well-being of host communities in Ukhiya and Teknaf sub-districts: Supporting the development of host communities in Ukhiya and Teknaf in close collaboration with the Government of Bangladesh and affected populations; promote equitable access to quality services for communities; promote peaceful co-existence; strengthen public service infrastructure and delivery through system and capacity strengthening; support sustainable livelihoods; and rehabilitate the environment and ecosystem.

4. Work towards achieving sustainable solutions in Myanmar: Support the displaced Rohingya population to develop the skills and capacities that would help with their sustainable return and reintegration in Myanmar when conditions become conducive, including improving their access to education and skills development activities; ensuring access to safe, transparent, and consultative communication mechanisms regarding solutions; continue to encourage and support the Government of Myanmar to address the root causes of the crisis, including the implementation of the Rakhine Advisory Commission recommendations, and create the conditions that would be conducive for safe, voluntary, and dignified return.

For 2020, the JRP has proposed a funding requirement of USD 877 million to maintain priority response efforts, with food security (USD 254.6 million), WASH (USD 115.5 million), and shelter (USD 111.2 million) as the three sectors with the highest financial requirement.

**FUND REQUIREMENTS FOR THE OTHER SECTORS INCLUDED IN THE JRP ARE:**

- Site management: $ 95.3 M
- Protection: $ 88 M
- Healthcare: $ 85.6 M
- Education: $ 69 M
- Nutrition: $ 39.9 M
- Communication with communities: $ 10 M
- Coordination: $ 3.6 M
- Emergency telecommunications: $ 2.5 M
- Logistics: $ 1.4 M

The JRP 2020 will focus on enhancing emergency preparedness and contingency plans for natural disaster response at the sub-district level in close collaboration with the Government of Bangladesh and affected populations. Preparedness and contingency plans cover both the displaced refugee camps, and the Government of Bangladesh’s preparedness for the host communities in Ukhiya and Teknaf. Preparedness will also include prepositioned contingency stocks, training and drills, SimEx, and maintaining mobile response capacity.

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STRATEGIC PRIORITIES

STRATEGIC PRIORITIES 2020

BRAC’s response in 2020 will continue to build on the achievements and learnings in 2019, to sharpen its interventions based on key lessons and experiences accumulated from the beginning of the response till date. To create opportunities for positive interactions and mitigate conflicts, BRAC will continue to engage volunteers and staff from both the displaced and the host communities to assist in implementing its interventions. BRAC has aligned its strategy with the key priorities of the 2020 JRP, spearheaded by the ISCG, the Government of Bangladesh, and the various actors responding to the refugee crisis in Cox’s Bazar. BRAC will scale up in terms of quantity and quality of implementation, while ensuring accountability, gender equality, disability inclusion, and participation of the displaced and host communities simultaneously. There will be a focus on quality research to feed into programme implementation, monitoring and strategic planning as well as to craft effective evidence-based advocacy strategy.

In 2020, BRAC has identified six strategic objectives, complementing the four objectives set by ISCG in the JRP 2020 (see Section 3). These strategic objectives will be prioritised in BRAC’s response across all sectors:

1. Enhance social cohesion among the displaced and the host communities
2. Strengthen the humanitarian and development nexus
3. Strengthen localisation approach
4. Ensure social inclusion through mainstreaming age, gender and diversity
5. Build community resilience to prepare for and respond to natural and manmade disasters
6. Promote human dignity and protection of the displaced and the host communities through evidence generation and advocacy

I. ENHANCE SOCIAL COHESION AMONG THE DISPLACED AND THE HOST COMMUNITIES

BRAC’s key focus in 2020 will be to provide lifesaving support to the displaced Rohingya population, improve the living conditions of host communities, and foster social cohesion between the camps and host communities.

BRAC will continue to support enhancing social cohesion through community-driven interventions, and creating an enabling environment for peaceful coexistence, tolerance and cooperation. Through programmatic interventions, BRAC will also aim to facilitate dialogues amongst community members including women and youth, community-based organisations, religious institutions, local NGOs, civil society and the private sector to foster participatory local economic development, public-private partnerships, and social cohesion. By giving opportunity to the community to initiate dialogue and engage in designing social cohesion activities, BRAC will empower them to lead inter-communal interactions at all levels. The strategic priorities include:

- Enhance social cohesion among the displaced and the host communities
- Strengthen the humanitarian and development nexus
- Strengthen localisation approach
- Ensure social inclusion through mainstreaming age, gender and diversity
- Build community resilience to prepare for and respond to natural and manmade disasters
- Promote human dignity and protection of the displaced and the host communities through evidence generation and advocacy
• Utilise the existing BRAC platforms in the host communities such as ‘Polli Shomaj’, which is a women-centred community-level forum through which people living in poverty can raise their voices and exercise their rights. The existing adolescent clubs and the women-friendly spaces in the camps will be used to raise awareness on social cohesion.

• Form a platform to allow interfacing and consultation sessions between formal and informal governance actors and marginalised groups to identify the impact of the influx on livelihood opportunities of the host communities. Small-scale quick impact livelihood projects will be implemented to increase employment and income generation opportunities, and mitigate food insecurity concerns among the host and displaced Rohingya communities.

• Increase economic opportunities in host communities through skills development initiatives for income-generating activities

II. STRENGTHEN THE HUMANITARIAN-DEVELOPMENT NEXUS

The adoption of the 2030 Agenda and the Sustainable Development Goals (SDGs) set out to not just meet the needs, but to reduce the risk, vulnerability and overall levels of need. This will be implemented through providing a reference frame for humanitarian and development actors to contribute to the common vision of supporting a future where no one is left behind. The New Way of Working (NWOW), agreed upon in the World Humanitarian Summit 2016, represents an approach to put this into practice. The displaced refugee crisis is in a state that requires humanitarian actors to increasingly engage with other stakeholders, including development partners, to leverage their comparative advantages for better results for people. While joint analysis should always be undertaken, in complex emergencies, separate humanitarian plans or coordination structures may be required to enable life-saving and protection assistance to reach those most in need.

With a long term presence in Cox’s Bazar as a development organisation working with host communities and the displaced Rohingya population from previous influxes, BRAC has been nurturing partnerships with local organisations and local government officials. BRAC will leverage its presence, relationships and experiences in Cox’s Bazar to ensure that ongoing humanitarian interventions remain relevant to the long term development priorities of the Government of Bangladesh. BRAC’s strategy includes enhanced collaboration, coordination, and coherence between all humanitarian and development actors involved with the response. BRAC’s humanitarian-development nexus approach not only responds to the immediate needs of those affected by the crisis, but also fosters structural changes for the long term benefit of both the displaced and host communities. By better understanding the underlying causes, BRAC’s humanitarian intervention will look at promoting long term and sustainable solutions to the impacts of the crisis.

In 2020, BRAC will emphasise a number of key initiatives, which include undertaking more durable solutions, strengthening systems, developing risk-informed programmes, engaging community participation, fostering partnerships and mobilising vital resources.

• BRAC’s programmes will be designed and delivered in a more complementary manner to respond quickly and more effectively to immediate needs while, at the same time, addressing vulnerabilities and building resilience that ensure long-term progress and impact.

• BRAC will strengthen the synergies on humanitarian and development programming, through linkages with the government’s development plan, and other platforms for better collaboration across humanitarian and development programming and capitalisation on comparative advantages.

• BRAC is also highly committed to supporting the Cox’s Bazar District Development Plan (DPP), which is in the process of being developed under the leadership of the district administration. As part of strengthening the Humanitarian-Development Nexus (HDN) BRAC will work closely with other development programmes to promote durable solutions, maximise resources, boost a wide range of expertise, and ensure that its programmes are complementary and sustainable.

III. STRENGTHEN LOCALISATION APPROACH

BRAC is committed to the localisation approach to empower local and community-based organisations, improve humanitarian response by tapping into local-level knowledge and ingenuity, accelerate local action and ownership and optimise resources. Local actors are instrumental to sustainable and effective change through their distinct strengths, and often play a crucial role in ensuring early response, access, acceptance, and cost-effectiveness. BRAC’s presence in Cox’s Bazar, for 37 years in the host areas and over 2.5 years in the camps, has placed the organisation in a favourable position to engage with local partners.

BRAC will continue to strengthen its localisation approach in 2020, by further strengthening i) BRAC’s programme management and humanitarian response capacity ii) engagement with local government and administration and iii) engagement with new local partners (in addition to the existing pool) and providing them with technical support to bolster their capacity to effectively address the current and future needs. The localisation approach will contribute to confidence and trust building among the stakeholders and assist to propose mutually acceptable solutions. The inclusive and participatory nature of the approach will help promote a sense of ownership and strengthen its sustainability. The approach will also inspire transparent and inclusive decision making, stronger stakeholder networks, accountability, and a sense of empowerment, thus leading to improved governance. BRAC will provide training on participatory methods, communication and leadership skills, access to knowledge, and share good practices with the aim of strengthening the capacity of key stakeholders – especially local leaders and civil society organisations (CSOs).
Key activities in 2020, to strengthen BRAC’s localisation approach include:

- Analyse the capacity at the local level, and the needs and gaps of local stakeholders and the communities in order to design relevant interventions
- Engage the displaced and host community members, local CSOs and government bodies in needs analyses, project planning process, and implementation
- Partner with and allocate budget to local NGOs and community-based organisations to increase and improve assistance
- Provide space and support existing local level networks and forums to collaborate and strengthen their capacity to communicate and respond to issues within their communities
- Collaborate with UN bodies and donors on joint strategic planning and achieve coherence in programme planning and design

IV. ENSURE SOCIAL INCLUSION THROUGH MAINSTREAMING OF GENDER AND DIVERSITY

In 2020, BRAC will remain actively engaged in ensuring equal participation and fair distribution of humanitarian assistance without contributing to discrimination, abuse, neglect or exploitation of any population group, with a specific focus on gender equality and disability inclusion. BRAC Gender Justice and Diversity Programme (GJD) drives gender mainstreaming to achieve BRAC’s gender equality goals across programmes in different contexts. BRAC recognises that women, girls, children, elderly and persons with disabilities are disproportionately at risk and most vulnerable during crisis situations and need to have special interventions directed towards them. Therefore, the HCMP 2020 strategy emphasises gender mainstreaming across sectors and services.

BRAC has applied the Inter-Agency Standing Committee Gender with Age Marker self-assessment tool for its project proposals for the JRP 2020 and will continue its application to foster greater gender mainstreaming and ensure that the planned response will target meeting the critical needs of the Rohingya and host communities, including the highly vulnerable and marginalised people across all interventions. Gender mainstreaming will also contribute to understanding the different dimensions of gender, gender-responsive culture building, knowledge sharing and networking with partners and coalitions. BRAC is also committed to understanding the challenges and barriers faced by persons with disabilities within the camps and host communities and tailoring interventions to address their specific needs across sectors.

Key activities in 2020 to strengthen BRAC’s approach to social inclusion, gender equality and disability inclusion include:

- Collect, analyse and use disaggregated data on gender, age, and disability when designing, planning, implementing, and monitoring programmes
- Identify persons with disabilities using the Washington Group Short Set of Questions, identifying their needs and capacities and linking them to referral pathways and mechanisms
- Introduce gender equality indicators in HCMP sectoral Monitoring and Evaluation (M&E) system and progress tracking based on gender disaggregated data and reporting mechanism
- Design and deliver inclusive services and specialised interventions for persons with disabilities through seeking technical support from international or local actors and groups representing persons with disabilities and consulting persons with disabilities at all phases of the project cycle
- Ensure leadership and meaningful equal representation of women and marginalised groups, and civil society organisations in assessments, planning, management, implementation, and monitoring of humanitarian response activities
- Ensure that all humanitarian workers are capacitated in preventing sexual exploitation and abuse, and that standardised zero-tolerance practices are enforced; strengthen network with government, and human rights organisations to support survivors of violence

V. BUILD COMMUNITY RESILIENCE TO PREPARE FOR AND RESPOND TO NATURAL AND MANMADE DISASTERS

Considering the region’s vulnerability to natural disasters and the ongoing situation in Cox’s Bazar, BRAC will strengthen its disaster-resilient interventions for vulnerable communities in Teknaf and Ukhiya to ensure that disaster preparedness, mitigation, and prevention issues are properly addressed. Resilience building will constitute the core of BRAC’s programming approach for the Rohingya and host community interventions to strengthen the ability of individuals, households, communities and institutions to anticipate, withstand, recover and transform from natural and manmade shocks and crises, and to reduce dependence on aid. While applying this approach, BRAC will be mindful of the critical role of conflict-sensitivity and importance of fostering social cohesion and accordingly tailor its interventions as per community needs, geographical priorities and context-specific nuances.

In order to prevent loss of life, health and assets, the 2020 JRP mainstreams risk reduction, taking into consideration the high natural hazard and disaster vulnerability in Cox’s Bazar District and the camps in particular. Disaster risk reduction efforts aim at preventing the creation of new risks (such as destabilising slopes), reducing existing disaster risks and managing the residual risks. In disaster situations, the affected communities themselves are the first responders. The 2020 JRP will contribute to preparedness through training and support for the Cyclone Preparedness Programme (CPP) volunteers and Disaster Management Committees (DMC) in Ukhiya and Teknaf sub-districts (Ref. draft JRP 2020- ISCG).
Against this context, BRAC will increase the extent of resilience in both the displaced Rohingya and host communities and undertake the following interventions under this priority:

- Strengthen the capacity of the displaced Rohingya and host communities, and marginalised groups to prepare for and respond to the effects of both natural and manmade disasters by adopting a locally-appropriate and locally-owned action plan for disaster preparedness and risk reduction
- Enhance the capacity of local government institutions, block level disaster management committees (in camps) and youth volunteers on disaster preparedness and emergency response
- Increase the readiness of the communities with tools, guidelines and contingency plans for efficiently and effectively respond to any disaster

VI. PROMOTE HUMAN DIGNITY AND PROTECTION OF ROHINGYA AND HOST COMMUNITIES THROUGH EVIDENCE GENERATION AND ADVOCACY

BRAC advocates to ensure adequate support to fulfil the basic needs of the displaced Rohingya population, along with their voluntary, dignified and sustainable repatriation; and to maintain hope and peace. Advocacy efforts focus on understanding the changing needs, attitudes and aspirations of the Rohingya and host communities through research and conveying findings to relevant local and global stakeholders for designing better response, providing financial support and extending pressure for repatriation and long-term policy solutions.

The needs and concerns of the Rohingya and host communities will be communicated at local, national and international levels through research and evidence-based advocacy. BRAC will focus on ensuring that the youth and children of the Rohingya and host communities have the right opportunities towards building their future. Key activities in 2020 in support of this strategic priority will include the following:

- Continue to document the perspectives of the Rohingya and host communities and showcase their voices in national and international forums as well as in the media
- Strengthen evidence-driven advocacy initiatives through partnering with NGOs on sectoral research and disseminate advocacy papers focusing on critical topics, including youth, children, women and girls
- Strengthen the research and knowledge community of practice (CoP) through research proposals, findings and future plans. The CoP will be a platform for national and global responders, academia and think tanks to collaborate the co-creation of knowledge.
- Synthesise and compile BRAC’s experiences and lessons learned to ensure the most effective response in future crises
ORGANISATIONAL CAPACITY BUILDING

In addition to response operations, BRAC will undertake significant initiatives to establish an efficient support system to ensure better human resource and logistic support in the crisis management. As a major player in emergency response, BRAC over the years has strengthened its planning, human resources, supply stockpiles and early warning systems to face the operational challenges of the numerous emergencies it has had to respond to. While much progress has been made, more needs to be done.

Responding to emergencies demands significant operational engagement, readily available staff and resources, and an effective, coordinated humanitarian response. In essence, it depends on how fast the right people and the necessary relief items can be mobilised to the areas where they are needed, together with support equipment, and management and administration capacity with efficient emergency procedures. Early warning and situation-specific awareness linked to emergency procedures are also key components of emergency preparedness and need to be constantly updated.

Security and safety remain one of the major concerns of BRAC’s operations. BRAC’s humanitarian response engages employees from its development programmes, employees through direct recruitment, and volunteers from the Rohingya community. Such a diverse workforce operating in a complex and dynamic social and geo-political environment gives rise to safety and security issues. Common security threats include harassment and threats to staff, particularly women, working in the areas of protection and gender; as well as fraudulently implicating staff in drug trafficking by criminals. The Rohingya community has internal conflicts too with 77 Rohingyas been killed in different incidents, making the environment vulnerable in terms of security. Concentration of a large population in a limited area put the entire community at risk, especially with the daily use of firewood, which have caused fire incidents in the camps.

In order to improve its capacity to implement interventions effectively and efficiently that are tailored to community needs, BRAC will:

- Train staff on the SPHERE standards and core humanitarian principles (CHS) to ensure quality response and accountability
- Review and update the current M&E processes into a comprehensive M&E system that is responsive to the needs and requirements of the HCMP programme
- Implement staff capacity needs assessments and development plans to build staff capacity with managerial and technical skills required to perform their duties effectively
- Review the management structure ensuring that it is efficient, accountable and responsive to the needs of the organisation and stakeholder
- Focus on increasing awareness on safety and security issues, including on road and traffic safety and security, among the Rohingya and host communities as well as HCMP staff
- Launch training to raise awareness on road safety and impacts of aggressive driving for in-service drivers
BRAC’S PROGRAMMING FOR 2020

In 2020, BRAC will focus on priority areas aligned with the JRP based on needs analysis, the organisation’s capacities, strengths and experiences, along with consideration of critical gaps in the overall response where BRAC can innovate and add value. In order to operationalise the priority intervention areas, BRAC will adopt a sectoral programmatic approach. These sectors will be mutually reinforcing and will supplement and complement each other on the ground to create the synergies required to deliver benefits to both the Rohingya and host communities. In doing so, there will be learning across sectors, sharing of resources and technical skills, promotion of peer accountability and the creation of more efficient and effective programming aimed at creating the highest level of impact.

Effective execution of such a large-scale humanitarian response demands more collaboration among different sectors within BRAC. Inter-sector collaboration is crucial in achieving efficient outcomes and greater impact. One key reason is the synergy required to effectively manage more complex and conflict-ridden work environments whilst aiming to achieve organisational objectives. Within the humanitarian response, some challenges are simply too big for a single sector to handle alone. Collaboration and sharing can support good management practice to effectively and efficiently manage limited resources. Proper synchronisation with different sectors will lead to better results. Key activities in 2020 to strengthen inter-sector collaboration include:

- BRAC’s health and WASH sectors will work together to reduce mortality and morbidity from water-borne diseases. This will be done through joint planning and real-time monitoring of acute watery diarrhoea and collecting the status of the functionality of WASH infrastructure in the camps and host communities.
- BRAC’s education, health and WASH sectors will coordinate among themselves to develop comprehensive packages to deliver messages about health, hygiene practices and use of safe water to children and adolescents in schools and clubs.
- The education sector will work more closely with the child protection team to design protection interventions for children and their family members. Children and adolescents visiting schools and clubs will be made aware of protection services and referral pathways.

The following section outlines BRAC’s 2020 focus and key outputs by sector, which will complement the JRP sector objectives. BRAC’s strategic priorities will affect its approach across all sectors, as well as its focus on a multi-sectoral approach.

WASH

BRAC aims to reduce morbidity and mortality rates among the Rohingya and host community populations through sustained and expanded basic lifesaving WASH services in partnership with others in the humanitarian sector. BRAC emphasises community engagement to improve the quality and inclusiveness of infrastructure and to support the efforts of social cohesion across the camps and host communities. BRAC will also work with the Government of Bangladesh and the WASH sector to improve coordination and joint efforts to mitigate negative impacts on the environment due to emergency response activities, such as ground water depletion and soil contamination.

JRP 2020 sector objectives:

1. Ensure regular, sufficient, equitable and dignified access to safe water for all Rohingyas and affected host communities
2. Ensure all Rohingyas and affected host communities have adequate, appropriate and acceptable sanitation facilities to allow safe and secure access at all times
3. Ensure the change of potentially dangerous behaviours through access and exposure to innovative hygiene promotion, including hygiene items, for all Rohingyas and affected host communities

BRAC outputs

- 133,456 people including men, women, girls, boys, children and people with disabilities in camps have access to at least 20 litres of safe water per person per day for drinking and other domestic purposes
- 152,521 people including men, women, girls, boys, children and people with disabilities in camps have access to functional and safe latrines
- 190,651 targeted people including men, women, girls, boys, children and people with disabilities in host communities have access to water and sanitation services
- 123,923 targeted people including men, women, girls, boys, children and people with disabilities in both Rohingya and host communities are able to demonstrate three critical hygiene practices

Target beneficiaries: 443,172
BRAC aims to improve living conditions, contributing to reduced suffering, enhanced protection, dignity, and safety by providing life-saving emergency shelter and non-food items to new influx of Rohingyas or households affected by natural disasters or other shocks and to existing people in need. In doing this, BRAC will also strive to improve social cohesion and enhance resilience. BRAC will work with the Government of Bangladesh and the shelter sector in improving coordination and joint efforts that mitigate negative effects on the environment such as deforestation, soil erosion and land-slides due to activities connected to the current emergency response.

BRAC outputs
- 1,625 households have access to life-saving and life-sustaining shelter support through construction of transitional shelters/midterm shelters
- 67,000 (13,400 households with at least 200 economic vulnerability index households) Rohingyas have access to shelter interventions such as treated bamboo, reinforced cement concrete footing, technical assistance and other accessories including training and labour support
- 287,500 recent arrivals and existing Rohingya households have access to localised site improvements (construction and maintenance of bridges, drainage systems, stairs, retaining walls etc)
- 33,500 (6,700 households) recent arrivals and existing Rohingyas have access to improved cooking facilities
- 50,000 (1,000 households) Rohingyas from new and previous influxes have access to emergency non-food items

Target beneficiaries: 287,500

BRAC will contribute to improved equitable access to quality and comprehensive primary and secondary health services for all crisis-affected populations. This will be done through integrated interventions for both the displaced Rohingya population and affected host communities. At the same time, BRAC will respond to any significant potential outbreak of disease.

JRP 2020 sector objectives
1. Improve equitable access to and utilisation of quality lifesaving and comprehensive primary and secondary health services for crisis-affected populations, specifically focusing on sexual, reproductive, maternal, neonatal, child and adolescent health; mental health and psychosocial support; and non-communicable diseases
2. Ensure the prevention and timely response to communicable disease risks including diseases with outbreak potential, and prepare for other health emergencies during the monsoon season
3. Encourage healthy living, improve health-seeking behaviour and utilisation of essential service packages among the Rohingya and host populations through community engagement, with special attention to gender and age considerations and vulnerable groups
4. Strengthen coordination with the health sector, information management and monitoring towards achieving rational, standardised and accountable health service delivery

BRAC outputs
- 360,000 outpatient consultations/year (140,000 patients targeted, each visiting health centres 2-3 times a year)
- 3 primary healthcare centres have provision of comprehensive mental health and psychosocial support services
- 200 community health workers trained and equipped
- 1,200 institutional deliveries facilitated by BRAC
- 12 emergency response teams trained and ready to respond in case of emergency

Target beneficiaries: 605,522
BRAC aims to strengthen camp coordination and camp management (CCCM) in 11 camps in both Kutupalong and Teknaf, ensuring that over 277,269 people from the Rohingya population participate in decision making processes and have access to appropriate services and protection. BRAC will achieve this by supporting the camp-in-charge (CiCs) to coordinate and monitor service provision, provide protection support and assistance in accordance with standards through community governance mechanisms. In addition, BRAC will undertake information management by regular collection and updating of data on the needs of the population and for service maps, the 4Ws and camp profiles. To respond to the monsoon season, and potentially cyclone and other disasters, BRAC will develop and implement a camp level emergency response plan in coordination with CiGs and camp actors.

**JRP 2020 sector objectives**

1. Support the Government of Bangladesh camp-in-charge officials in managing the camps and strengthen their capacity to ensure equitable and safe access by the Rohingya, including women and girls, to standardised and monitored assistance and protection, and to coordinate multi-hazard emergency preparedness

2. Upgrade and improve the settlement areas and their immediate surroundings in a holistic manner, ensuring the centrality of community-led decision making through participatory planning, linked to construction and maintenance works that enable safe, dignified and resilient living conditions, and ensure access for women, girls and children

3. Strengthen camp level coordination, by facilitating joint initiatives on settlement management and establishing community consultation and dialogue mechanisms, and assess and respond to social cohesion dynamics with host communities in close vicinity to camps

**BRAC outputs**

- 96 camp level coordination meetings facilitated ensuring improved engagement and resource utilisation across all actors in the camps
- 192 camp level sector coordination meetings held ensuring increased synergy and cooperation among actors, minimising duplication of efforts
- 11 camp profiles updated monthly, ensuring beneficiaries and camp actors have the relevant information to navigate the camps with ease and link with the various referral pathways in the camps
- 150 staff from various camps trained on CCCM, enhancing knowledge and capacity among camp actors on CCCM
- 1,100 Rohingya volunteers engaged (site management and safety unit) to monitor services and respond to emergencies as first responders in the camps
- 288 camp committee meetings held ensuring the Rohingya voices are represented and linked to the overall camp level planning
- 5,376 community consultation and awareness raising meetings held ensuring communities are consulted, informed on various issues within the camps

Target beneficiaries: 277,269

**NUTRITION**

BRAC aims to reduce malnutrition among children under 5 years of age, pregnant and lactating mothers and persons with chronic diseases, by ensuring comprehensive preventive nutrition services through both one-to-one and group sessions on infant and young children's feeding, practical sessions and mass gatherings.

**JRP 2020 sector objectives**

1. Reduce excess mortality and morbidity among boys and girls under 5 years of age, pregnant and lactating women and other vulnerable groups through provision of lifesaving interventions to treat severe and moderate acute malnutrition

2. Reduce the burden of malnutrition among boys, girls, pregnant and lactating women and other vulnerable groups through the strengthening and scaling up of malnutrition prevention interventions

3. Strengthen the collective nutrition sector response through timely collection and analysis of nutrition data, information management and effective coordination

**BRAC outputs**

- 1,500 children with severe acute malnutrition aged between 6-59 months receive outpatient therapeutic support
- 6,400 children with moderate acute malnutrition aged between 6-59 months and 653 pregnant and lactating women (PLW) receive support from the targeted supplementary feeding programme (TSFP)
- 19,450 children aged between 6-59 months admitted in the blanket supplementary feeding programme (BSFP)
- 5,461 PLWs and children aged between 6-59 months admitted in BSFP

Target beneficiaries: 197,838

**SITE MANAGEMENT**

BRAC aims to strengthen camp coordination and camp management (CCCM) in 11 camps in both Kutupalong and Teknaf, ensuring that over 277,269 people from the Rohingya population participate in decision making processes and have access to appropriate services and protection. BRAC will achieve this by supporting the camp-in-charge (CiGs) to coordinate and monitor service provision, provide protection support and assistance in accordance with standards through community governance mechanisms. In addition, BRAC will undertake information management by regular collection and updating of data on the needs of the population and for service maps, the 4Ws and camp profiles. To respond to the monsoon season, and potentially cyclone and other disasters, BRAC will develop and implement a camp level emergency response plan in coordination with CiGs and camp actors.

**JRP 2020 sector objectives**

1. Support the Government of Bangladesh camp-in-charge officials in managing the camps and strengthen their capacity to ensure equitable and safe access by the Rohingya, including women and girls, to standardised and monitored assistance and protection, and to coordinate multi-hazard emergency preparedness

2. Upgrade and improve the settlement areas and their immediate surroundings in a holistic manner, ensuring the centrality of community-led decision making through participatory planning, linked to construction and maintenance works that enable safe, dignified and resilient living conditions, and ensure access for women, girls and children

3. Strengthen camp level coordination, by facilitating joint initiatives on settlement management and establishing community consultation and dialogue mechanisms, and assess and respond to social cohesion dynamics with host communities in close vicinity to camps

**BRAC outputs**

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- 150 staff from various camps trained on CCCM, enhancing knowledge and capacity among camp actors on CCCM
- 1,100 Rohingya volunteers engaged (site management and safety unit) to monitor services and respond to emergencies as first responders in the camps
- 288 camp committee meetings held ensuring the Rohingya voices are represented and linked to the overall camp level planning
- 11 camp-level emergency preparedness and response plans developed and implemented ensuring communities informed and prepared to respond to emergencies at their blocks
- 5,376 community consultation and awareness raising meetings held ensuring communities are consulted, informed on various issues within the camps

Target beneficiaries: 277,269
BRAC aims to strengthen the quality of essential comprehensive protection services in order to protect, respond to, support, empower and resolve conflicts for women, girls, men and boys of Rohingya and host communities. BRAC’s work in this sector focuses on protection mainstreaming, prevention of and response to SGBV, efforts to ensure safety and security through community-based protection interventions, protection from sexual exploitation and abuse (PSEA), safeguarding, legal assistance, and access to justice.

**JRP 2020 sector objectives**

1. Monitor and advocate for access to territory, prevention of refoulement, respect for Rohingya rights, while enhancing continuous registration and documentation for all Rohingya women, men, girls and boys, in order to ensure effective, targeted protection and assistance work toward sustainable solutions

2. Promote a community-based approach to the response, support community self-protection mechanisms to enable communities to take the lead in the protection of children, and will strengthen child protection mechanisms in collaboration with the government and other stakeholders, promoting peaceful coexistence and enhancing social cohesion within and between the Rohingya and host communities

3. Ensure ownership and active participation of the displaced Rohingya population and the host community in the education of girls and boys aged 3-24 years old

**BRAC outputs**

- 71,932 Rohingya girls and boys aged between 3-24 years old have access to equitable learning opportunities, including life skills and resilience programmes, in a safe, inclusive and protective environment (at least 50% girls)
- 5,321 children in crisis-affected host community are provided equitable learning opportunities in a safe and protective environment (at least 50% girls)
- 790 safe and equipped learning centres continuing operation and supported through Learning Competences Framework and Approach (LCFA) and standardised educational materials in camps
- 200 safe and equipped pre-primary and non-formal primary schools maintained and supported through government curriculum, textbooks and standardised educational materials in the host community
- 1,780 teachers from the host and Rohingya community trained in advanced/thematic education principles, including disaster risk reduction, life skills, safety and other child related issues such as gender, child rights, protection
- 990 learning centres/school management committees functioning and staff trained on learning centre/school management, disaster risk reduction, and participatory engagement of community

**Target beneficiaries:** 71,932 children
5. Improve access to quality survivor-centred services by responding to individual needs, preventing and mitigating GBV risks, and empowering women, girls and survivors of GBV in the Rohingya camps and targeted areas in host communities

6. Promote and integrate multi-sector Protection, Age, Gender and Diversity approach

BRAC Protection outputs

- 720 community activists received training and engaged in sexual and gender-based violence prevention strategies using tested social change approaches
- 17 safe spaces for women and girls, two integrated community centres, five adolescent centres and five community engagement centres established to provide services to GBV survivors and other support needed to reduce GBV risk
- 4,200 case management and referral services provided for survivors including psycho-social support and additional support aimed at addressing survivor needs
- 101,228 people reached by community-led messaging on key protection risks and related mitigation measures
- 95,040 community-based complaint mechanisms established, 11,428 Rohingya received services through information service centres and 60,000 people from the Rohingya community informed about various protection issues
- Legal assistance provided within six targeted camps through legal counselling (2,000 beneficiaries), legal awareness training (5,760 beneficiaries), mediation (2,800 beneficiaries) and representation for 18 people at police stations and courts

Target beneficiaries: 630,945

BRAC Child Protection outputs

- 71,872 children made resilient through the Humanitarian Play Lab curriculum in the child-friendly spaces and home-based pocket interventions, and through structured psychosocial support service in the multipurpose children and adolescent centres
- 3,000 children reached through 100 play labs in host community
- 1,550 children and adolescents reached through individual case management services to meet his/her unique needs
- 162,500 community people reached through centre-based and community-based MHPSS services and group sessions

Target beneficiaries: 263,922

FOOD SECURITY

BRAC aims to ensure food security, livelihood, skills development and environmental restoration both in camps and host communities in order to foster the well-being of communities in Ukhiya and Teknaf Upazilas. BRAC will achieve this through capacity building of the Rohingya and host community members, to improve knowledge on homestead vegetable gardening, mushroom production and food processing through providing training, seeds, manure and inputs. BRAC will develop community agriculture promoters (CAP) in camps and host communities to disseminate information on advanced technologies. BRAC will also provide training on mobile phone servicing, welding, automobile, wood furniture, wood furniture design, beauty salon, embroidery, tailoring, screen block printing, washing, ironing, refrigeration and IT support.

JRP 2020 sector objectives

1. Ensure and sustain the timely provision of life-saving food assistance for the displaced Rohingya population
2. Promote portable skill development opportunities for the Rohingyas and enhance livelihood and resilience of host communities
3. Support peaceful co-existence through enhancement and restoration of natural resources

BRAC outputs

- 16,950 beneficiaries in host and Rohingya communities receive self-reliance and skills training and inputs support for homestead gardening, livelihood growth, health service, phone servicing, welding, automobiles, wood furniture, beauty salon and hand embroidery, tailoring
- 3,200 beneficiaries in camps receive training and inputs support on poultry rearing
- 800 beneficiaries both in host and camp communities receive technical training on mushroom production and nutri garden
- 1,600 beneficiaries both in host and camp communities receive capacity building training (food processors, seed producers, market traders, promoters, nurseries)
- 3,720 beneficiaries in host communities and camps receive cash support for income generating activities and community mobilisation awareness-based training on life skills

Target beneficiaries: 140,840
COMMUNICATION WITH COMMUNITIES

BRAC will continue to implement the strategic communication network in Rohingya camps by engaging and capacitating both host and Rohingya communities’ religious leaders and girls, boys, women and men of various age groups for promoting life-saving humanitarian support services, i.e. behaviour, accountability and social cohesion in their communities. BRAC will strengthen its proactive community centric dissemination and awareness approach through rationalised information services and meaningful community engagement following regular gender and age specific needs and gap analysis. BRAC will also promote operationalisation of common feedback mechanism through harmonising necessary tools and approaches to ensure effective resolution/referral and analysis of evidence-base for improving the quality of response.

JRP 2020 sector objectives

1. Improve access to information – with a focus on currently underserved areas and groups – through rationalised, community-centric and evidence-based communication and community engagement approaches

2. Improve participation of and accountability to affected people following minimum standards for the referral and resolution of community feedback, and through increased use of collective data analysis

3. Reinforce coordination, advocacy and technical support across different sectors and stakeholders for mainstreaming CwC and Accountability to Affected Populations principles, enabling affected people to have access to life-saving information and knowledge on rights and services

BRAC outputs

- 550 CwC community volunteers operational
- 495,000 Rohingya and host community people reached through community engagement sessions in households, service centres, mosques, learning centres and schools
- 2,000 religious and community leaders mobilised and engaged

Target beneficiaries: 495,000
**BUDGET AND FUNDING REQUIREMENTS FOR 2020**

For BRAC to effectively implement this strategic plan, the organisation requires a budget of US$ 63.68 million for programming in 2020. This amount is based on both the Joint Response Plan (JRP) as approved by the various sectors, and the funding opportunities from the various UN agencies. BRAC expects to raise a total US$ 31.5 million from within the JRP facility (from the various institutional, traditional and new donors) and US$ 32.5 million from UN agencies.

**BREAKDOWN OF THE BUDGET FOR EACH SECTORS IS AS FOLLOWS:**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Budget/JRP facility (USD)</th>
<th>Budget/UN sources (USD)</th>
<th>Grand total (USD)</th>
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<tbody>
<tr>
<td>WASH</td>
<td>$ 7,028,615</td>
<td>$ 6,351,553</td>
<td>$ 13,380,168</td>
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<tr>
<td>Shelter/ NFI</td>
<td>$ 6,796,913</td>
<td>$ 5,285,674</td>
<td>$ 12,082,587</td>
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<td>Site Management</td>
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<tr>
<td>Health</td>
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<td>Nutrition</td>
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<td>$ 223,702</td>
<td>$ 905,270</td>
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<td>Education</td>
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<td>$ 6,748,362</td>
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<tr>
<td>Protection</td>
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<tr>
<td>GBV</td>
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<tr>
<td>Child protection</td>
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<tr>
<td>Food security and livelihood support</td>
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<td>$ 11,661,018</td>
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<tr>
<td>Communicating with communities</td>
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<td>$ 328,079</td>
<td>$ 1,224,234</td>
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<tr>
<td>Total</td>
<td>$ 31,582,433</td>
<td>$ 32,104,180</td>
<td>$ 63,686,613</td>
</tr>
</tbody>
</table>

BRAC will continue its effort to mobilise the required funding. BRAC has ensured funding from UN sources, institutional donors, private sectors and other sources, and is continuing its effort to mobilise funds for various sectors with the highest attention being given to the Health sector.
CONCLUSION

In 2020, BRAC remains committed to providing sustainable humanitarian support to save lives, alleviate suffering and maintain human dignity for the displaced Rohingya population and host communities, as well as strengthening preparedness for emergency situations that arise from natural disasters. Through its six strategic objectives, BRAC will strengthen its approach to meeting the current needs of the displaced Rohingya population and host communities, while also taking a longer-term view of addressing structural barriers and designing programmes for the longer-term wellbeing of communities and individuals. BRAC is committed to strong collaboration across humanitarian stakeholders, and leveraging the unique strengths of partners—particularly at the local level. BRAC seeks to build its own organisational capacity to strengthen its efficiency, effectiveness and responsiveness to the changing context, as well as to contribute to building capacity of partners and communities.

As one of the largest contributors across sectors in the Rohingya response, BRAC will continually seek to identify gaps and improve the quality and targeting of its sectoral interventions, while ensuring gender sensitivity and inclusion. While BRAC focuses on improving the quality and reach in each of its sectors, it will also focus on developing intersectoral approaches and synergies to amplify impact. BRAC will continue to prioritise direct input from the Rohingya and host communities, and will seek to ensure their needs and voice remain influential in shaping the priorities and directions of the response and ongoing policy discussions.

Achieving BRAC’s goals in the humanitarian crises in Cox’s Bazar requires close engagement with the government, development and civil society partners and communities, and BRAC is committed to a collaborative approach for collective impact. BRAC thanks its donors and partners for the support received and looks forward to continued engagement with a view to providing the best possible services to the Rohingya population and host communities in Cox’s Bazar.

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