



Preparing for the cyclone season, Cyclone Preparedness Programme (CPP) volunteers and camp communities conducted a disaster preparedness drill in Camp 8w. **(Photo: BDRCS)**

| | | |
|--|---|--|
| Appeal No: MDRBD018 | To be assisted: 1.07 million people¹ | Appeal launched: 18/03/2017 Appeal revised: ² 25/07/2024 |
| Glide No: OT-2017-000003-BGD | DREF allocated: CHF 1.9 million³ | Disaster Categorisation: Orange |

IFRC Secretariat Funding requirement: CHF 198 million (2017-2027)

CHF 56 million (Cox's Bazar: 2025-2027)

CHF 9 million (Bhasan Char: 2025-2027)

Current Funding Gap (As of June 2024): **CHF 52 million**

Federation-wide funding requirement: CHF 87 million⁴ (2025-2027)

¹ This consists of 943,000 displaced people in camps, 100,000 host community people, and 35,000 displaced people on Bhasan Char Island.

² This Operational Strategy is the seventh revision complementing to the Emergency Appeal.

³ The DREF loan amount has been fully returned.

⁴ This figure is the combined funding ask of the IFRC (multilateral) and in-country Participating National Societies (bilateral) for 2025-2027.

TIMELINE



An elevated view of the camp settlement in Cox's Bazar. (Photo: IFRC)

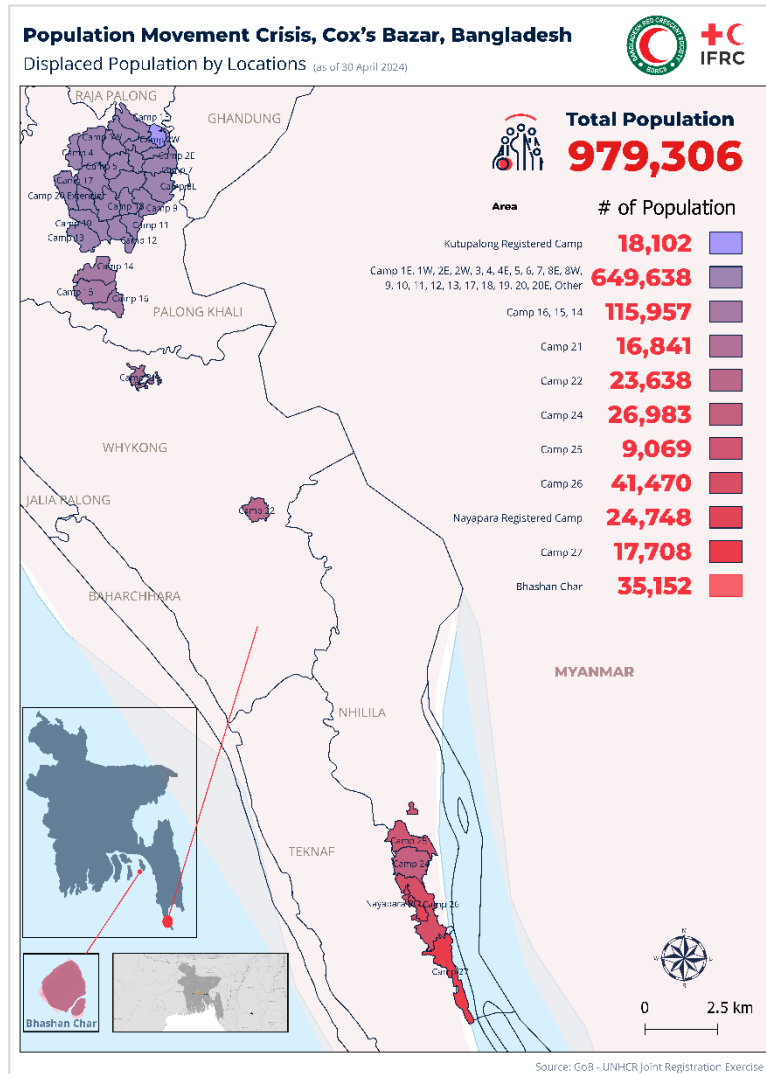
- October to December 2016:** A large number of displaced people from Rakhine State, Myanmar, cross the border into Cox's Bazar, Bangladesh, following an outbreak of violence. 3
- 29 December 2016:** The Government of Bangladesh (GoB) requests the support of the Bangladesh Red Crescent Society (BDRCS) to provide humanitarian services in Cox's Bazar.
- 18 March 2017:** The IFRC launches an Emergency Appeal, called the Population Movement Operation (PMO), for three million Swiss francs, to enable the delivery of humanitarian aid to 25,000 people.
- May to October 2017:** The Emergency Appeal is revised three times – in May, September, and October – to address additional needs, including large numbers of displaced people from Rakhine in August (some 500,000 people are reported to have crossed the border between August and early October alone). The October revision seeks CHF 33.5 million to support 200,000 people, with the operation categorised as a red response by the IFRC.
- February 2018:** A partnership meeting is organised in Cox's Bazar from 13 to 15 February 2018. The Federation-wide One Window Framework is formalised as the agreed working modality for the BDRCS, IFRC, and in-country IFRC member societies.
- June 2018 to October 2019:** The Emergency Appeal is further revised another three times in June 2018, May 2019, and October 2019. The [sixth revision](#) in October 2019 sought CHF 82.2 million to support 260,000 people until 31 December 2021.
- December 2020:** The first batch of displaced people are relocated from the camp to Bhasan Char by the GoB.
- November 2021:** The Emergency Appeal is revised for an extended period until 31 December 2024 seeking CHF 79 million to support around one million people for three years.
- June 2024:** Followed by three phases of a rationalisation exercise, the Population Movement Operation (PMO) is reviewed considering the complex protracted emergency and humanitarian needs of around 900,000 displaced people in the camp and 538,000 people in the host community. The Emergency Appeal is revised for another three years (January 2025-December 2027) seeking CHF 65 million to support around 1.07 million people, with the operation categorised as an orange response by the IFRC.

DESCRIPTION OF THE EVENT

Beginning in 2016, an unprecedented number of people from Rakhine state in Myanmar crossed the border into Cox's Bazar in Bangladesh to flee from violence resulting in a population movement crisis. The crisis remains complex and protracted due to the colossal number of displaced people (roughly 979,306⁵) – who remain in 33 camps in Cox's Bazar as well as in Bhasan Char Island in Noakhali district. Approximately 30,000 newborn babies are added to the camp population every year. The displaced people in the camps, comprising 51 per cent females and 49 per cent males, include 52 per cent children and four per cent elderly. It is important to note that a total of 35,357 displaced people⁶ are now living at Bhasan Char, an island where the Government of Bangladesh (GoB) built infrastructure with a capacity to accommodate around 100,000 displaced people from the camps. This initiative aims to reduce overcrowding in the camp settlements of Cox's Bazar.

The vulnerability of the camp population is compounded by extreme weather events including frequent cyclones and monsoon rains, resulting in landslides, floods/flash floods, fire, and health emergencies, all of which further impacts the already fragile ecosystem. The ongoing and protracted crisis is also manifested in the continuing challenges directly faced by 538,000 local Bangladeshis (also referred to as the host community) in terms of pressure on livelihoods and the local economy, among other factors, brought about by the presence of the huge number of displaced people from Rakhine state.

In 2024, the conflict in Myanmar has been escalating causing the humanitarian situation to continue deteriorating with intensifying armed clashes leading to further displacement, increased security incidents, and growing protection concerns. This ongoing conflict is affecting regions across the northeast, northwest, southeast, and particularly Rakhine state in the west. In Rakhine state, armed clashes are intensifying with aerial bombardments, heavy shelling, and increasingly grave protection concerns, exacerbating an already vulnerable and volatile situation. The escalation in conflict has affected previously stable areas. In 2024, ongoing conflicts in Myanmar are likely to have a potential surge in displaced people fleeing Myanmar for safety in Bangladesh. In response, humanitarian organisations operating in Cox's Bazar, under the auspices of the Inter-Sector Coordination Group (ISCG), have initiated the drafting of a contingency plan which anticipates a potential influx of 100,000 individuals, preparing to address the urgent needs of those seeking refuge. However, the potential influx can exacerbate the already cramped camp settlements with severe overcrowding of people requiring increased food, water, shelter and medical care. The situation can essentially lead to not only the spread of diseases, but also rising tension with local people and other groups while some frustrated people will be more



Source: Population Factsheet of the Government of Bangladesh and UNCHR, as of 30 April 2024.

⁵ This is the figure referenced in the [Government of Bangladesh-UNHCR population factsheet](#) issued on 30 April 2024.

⁶ UNHCR data as of 30 June 2024.

likely to adopt negative coping mechanisms, so the domestic violence, human trafficking, perilous journeys on the sea, and illegal drug paddling will continue in high frequency. In this scenario, international support will be needed to strengthen healthcare and other humanitarian assistance with improved infrastructure.

The BDRCS (National Society) upholds its commitment to continuing the operation, as the first responder to humanitarian catastrophes and auxiliary to the public authorities. This is particularly crucial due to the complex and protracted nature of this displacement crisis which persists, marked by the lack of durable solutions to displacement including a return to Rakhine State in Myanmar, almost complete dependence on humanitarian assistance, and an escalation in tensions within the population of the camps and between the camp and host communities. An extension of the operation is imperative, following a unanimous recommendation by the National Society and partners, as an outcome of their active engagement in the rationalisation process spearheaded by the BDRCS. The extension is necessitated by several critical factors such as the evolving context and the dynamic nature of the operations in Cox's Bazar since the mega influx, the auxiliary role of the BDRCS and the significant humanitarian footprint of the Red Cross Red Crescent Movement, and the escalating security risks within the camps and along the Bangladesh-Myanmar border. These factors contribute to a precarious environment lacking safety and security. In addition, the increasing trend of weather-induced incidents is a stressor to the overcrowded camps and flimsy shelters. In the last couple of years, the camp settlements experienced a number of large-scale fires that destroyed shelters and settlements across multiple camps, frequent heavy rainfall causing waterlogging and floods, making movement extremely difficult, and cyclones that directly affected roughly one million people in the camp and host communities.

As of 31 May 2024, funding coverage of the existing Emergency Appeal stood at 61 per cent of the total CHF 133.2 million requested. With the funding received starting in 2017 through to 30 May 2024, the PMO reached around 1.3 million people covering initially 34 camps and subsequently 33 camps and five host communities through the Cyclone Preparedness Programme (CPP), delivering disaster risk reduction and institutional readiness programming under the Emergency Appeal, while a combination of other sectoral support reached approximately 690,408 people (camp: 552,817 and host: 137,591).



BANGLADESH: Population Movement Operation
March 2017 to May 2024

Severity of humanitarian conditions

1. Impact on accessibility, availability, quality, use, and awareness of goods and services

The living conditions of the displaced population have been impacted by limited free movement, congestion, and poor hygiene, limited scopes for livelihoods leading to significant humanitarian consequences. Office of the Refugee Relief and Repatriation Commissioner (RRRC) – an agency of the Ministry of Disaster Management and Relief (MoDMR) of the GoB, designated as the lead agency to serve as the camp authority responsible for

coordinating the humanitarian operation, ensuring access, safety and security of the displaced people in 33 camp settlements⁷ and Bhasan Char Island, where 979,306 displaced individuals live. These camps are guarded by authorities limiting free movement in and out of the camps. However, the camp population can move outside the camp with permission depending on the purpose. The mid-term shelter approved by the government is a structure with a built-up area of 10x15 sq. ft, made of bamboo, and tarpaulins, a cemented kitchen wall for fire protection, and metal footings but lacks an attached bath and latrine facility. However, households solely depend on community water and sanitation facilities. Relatively stronger permanent shelters with shared kitchens and bathrooms were built and provided in Bhasan Char Island by the GoB. International community including IFRC are continuing their advocacy for more durable shelters in Cox's Bazar. According to the 2023 joint - multi-sector need assessment ([J-MSNA](#)), 72 per cent households of the displaced people reported having noticeable shelter damages due to the temporary nature of the shelter and the materials used. Two-thirds of households reported having had access to improved drinking water sources, while most of the households used shared latrines and bathing places, and only 37 per cent of females reported not having any menstrual hygiene kits during the last six months. The assessment revealed that 59% of individuals need healthcare, and also most of them reported barriers to accessing healthcare were the long waiting times/services overcrowded (45%), specific medicine, treatment or service needed unavailable (35%), and incorrect medication (27%). Over half (53%) of the households who needed healthcare reported needing to pay for health services. The ratio of doctors per thousand population is significantly below the international standards in Cox's Bazar camps. According to the health sector report, there are 544 doctors and 379 nurses for the total 1 million displaced people living in camps. Reports also indicate approximately 0.54 doctors per 1,000 people in the camps, and this shortage is exacerbated by the high demand for healthcare services. BDRCS is a key player in health services in camps managing 11 health facilities. Also, 92 per cent of the households relied on humanitarian assistance, while 48 per cent of households reportedly have income from casual labour and other sources like loans or support from family/friends. Furthermore, 61 per cent of children were reportedly enrolled and attending learning facilities across the camp settlements with 80 per cent attendance in the learning centres which are following the Myanmar curriculum. While upholding the auxiliary status, BDRCS enjoys full access to camps and host communities and coordinates the humanitarian services with the RRRC, Dy Commissioners office, ISCG and other stakeholders.

2. Impact on physical and mental well-being

The BDRCS health database⁸ and community feedback revealed that 22 per cent of reported cases are chronic illnesses such as non-communicable diseases (NCDs) (diabetics, hypertension, respiratory, etc.) due to inadequate health awareness, unhealthy living conditions, and limited access to specialised health services.

The ISCG Joint Multisectoral Needs Assessment⁹ conducted in 2023, reported that while 59 per cent of respondents required healthcare services, 10 per cent of them were unable to access the intended services. A significant portion of households (41 per cent in camps and 38 per cent in host communities) relied on untrained birth attendants at home for the birth and care of children under the age of two. However, long waiting times, overcrowded services, and the insufficient availability of specific medicines and treatments have been common concerns of the health-seeking camp and host populations. In the host community, households with pregnant/lactating women reported major barriers to accessing healthcare, including the cost of treatment, distance to health facilities, and the absence of a functional health facility nearby.¹⁰

This was linked to a lower incidence of nutrition programming in the host community compared to the displaced community, and the inadequate use of vouchers to attract community members to attend dissemination sessions on nutrition services and their benefits.

The economic deprivation and insecurity in the camps, coupled with the uncertainty of a safe return to Myanmar, force many displaced people to adopt negative coping mechanisms such as drug peddling, risky boat trips at sea

⁷ In 2021, Camp 23 was closed by the authorities due to its high exposure to cyclones, storm surges, and susceptibility to severe impacts from any cyclonic activity, resulting in the current settlement of 33 camps.

⁸ For further information, visit: <https://go.ifrc.org/emergencies/2/additional-info/additional-information>

⁹ J-MSNA 2023, available at: https://rohingyaresponse.org/wp-content/uploads/2024/04/BGD_CXB_J-MSNA-2023_Factsheets_Camps_Feb-2024.pdf

¹⁰ Ibid.

in search of a better life, human trafficking, and gang fighting. Meanwhile, children, women, and adolescent girls often face exploitation through forced child labour, child marriage, and sexual harassment. Women and girls are particularly vulnerable to domestic and gender-based violence (GBV); at night, they feel especially unsafe using communal toilets due to the fear of harassment and kidnapping, exacerbated by inadequate street lighting. The dire living conditions, uncertain future, and lack of opportunities, along with increased security concerns in the camp, significantly impact the physical and mental well-being of the displaced population.

3. Risks and vulnerabilities

This is fundamentally a protection crisis leading to a protracted crisis – in which the vulnerabilities of the displaced population persist for an uncertain period of time. According to the population factsheet, as of 30 April 2024, a massive number of displaced people live in the cramped camps, of which 52 per cent are children, while four per cent are elderly, 5.53 per cent are identified as extremely vulnerable individuals, including four per cent with disabilities. The identifiable protection vulnerabilities include, among others, human trafficking, forced recruitment, underage marriage, sexual exploitation, and abuse. While their registration documents entitle the displaced to assistance and protection in Bangladesh, many continue to require significant humanitarian assistance for basic survival and subsistence. They face ongoing shelter instability, lack of formal education and employment, health issues, poverty, and natural and climatic hazards, which demand a prolonged humanitarian response. Similarly, in reference to the host community, priority needs identified include access to food, shelter materials, income-generating activities, and clean drinking water.

4. Exposure to evolving multiple hazards and crises

The Population Movement Crisis response in Cox's Bazar is unique not only in terms of the speed and scale of the 2017 influx, and concentration of nearly a million displaced people from Rakhine state to a small land area, but also in the extent of exposure of the camp settlement to seasonal variability, extreme weather, and disaster risk. One of the most disaster-prone countries in the world, Bangladesh experiences a high degree of seasonal variety each year, including the southwest monsoon and two cyclone seasons. With its long coastline on the Bay of Bengal and with a landscape consisting of flat deltaic plains and sandy hills, Cox's Bazar is highly exposed to natural hazards and extreme weather, including cyclones, torrential rains, landslides, flash floods, storm surges, and extreme temperatures¹¹. Cox's Bazar has been hit by more than six cyclones (with wind speeds of more than 85 km/h) from 2007 to 2017, with one occurring every year from 2015-2017 during the pre-monsoon period (May - July)¹². Even after six years of living in Cox's Bazar, the displaced population are still sheltered under tarpaulins and bamboo structures on steep slopes and in low, flood-prone areas due to broader restrictions on the construction of permanent shelters or a more organised settlement. However, in some camps, the construction of mid-term shelters (MTS), an improved shelter structure, is currently being undertaken with approval from the camp authority and in coordination with the shelter sector and respective site management organisation. These shelters include climate-smart designs using cross ventilation, treated bamboo, and fire-resistant materials.

Although no cyclones have made direct landfall on the southeastern coast of Bangladesh since the massive influx in 2017, each year has seen several depressions and cyclonic storms forming in the Bay of Bengal, with the tails bringing rain and windy weather to Cox's Bazar, causing damage to shelters and disruption of services. In 2023, two such massive cyclones hit the camp settlement causing significant damage to the shelters, and in 2024, Cox's Bazar witnessed the after-effects of Cyclone Rimal's landfall. Moreover, fire remains one of the most predominant incidents causing massive damage, with a total of 987 incidents across the 33 camps since 2019. Among these, major fire incidents occurred in camps 10, 9, and 8W in 2021, camp 11 in 2023, and camp 5 in 2024, causing significant damage to the shelters and settlements in the affected areas.

¹¹ <https://reliefweb.int/report/bangladesh/extreme-weather-and-disaster-preparedness-rohingya-refugee-response-2018-cyclone>

¹² https://dtm.iom.int/sites/g/files/tmzbd1461/files/reports/20180326_npm-acaps_analysis_hub_thematic_report_cyclones_background_rohingya_crisis.pdf

CAPACITIES AND RESPONSE

1. National Response capacity

1.1. Bangladesh Red Crescent Society response capacity

The Population Movement Operation (PMO) office in Cox's Bazar was established in 2017 and today has a total of 236 staff members, while 700 Red Crescent Youths (RCYs) - host community volunteers - as well as 737 camp community volunteers have been deployed to support various interventions in the target camp and host areas. The Cox's Bazar unit¹³ of the BDRCS has been supporting the operation since the beginning of the crisis, particularly through its RCY volunteers. The BDRCS headquarters in Dhaka has been providing oversight support, approvals, cash and voucher assistance (CVA), and has deployed staff and resources, including its specialised volunteers such as the National Disaster/WatSan Response Teams (NDRT/NDWRT) during this operation. The BDRCS/IFRC already have Framework Agreement in place with the Bangladesh Post Office (BPO) as a financial service provider for cash delivery until 31 December 2025, and with the World Food Programme (WFP) for electronic voucher assistance using its database software until 31 December 2024, with the possibility of an extension.

As auxiliary to the public authorities in the provision of humanitarian services, the BDRCS continues to lead this response and engages with various authorities at both the national and local levels. Since 1978, the BDRCS has had a steadfast relationship with the Bangladeshi authorities concerning the provision of humanitarian assistance to displaced people from Rakhine state. Accordingly, the BDRCS enjoys access to all operational areas in reference to the response to the population movement crisis, in coordination with the authorities and the UN-led ISCG. Apart from the PMO office and unit office (branch) located in Cox's Bazar town, key facilities of the BDRCS utilised for this response include two distribution centres in the camps, three warehouses, and a field office in the host community area. There is also a longstanding collaboration between the BDRCS and UNHCR to jointly undertake the Myanmar Refugee Relief Operation (MRRO), an extensive initiative that has been in place since 1992.

1.2. National capacity and response

The Government of Bangladesh's response in the camp settlement is led at the local level by the Office of the RRRRC, which is an agency of the MoDMR designated as the camp authority, and therefore leads the humanitarian operation in the camp settlement. Other authorities active in this response at the local level include the Deputy Commissioner of Cox's Bazar district, the police, the Armed Police Battalion (APB), the Department of Public Health Engineering (DPHE), and the Directorate General of Health Services (DGHS). At the national level, the Prime Minister's Office, the Ministry of Foreign Affairs (MoFA), the Ministry of Home Affairs (MoHA) and, more prominently, the MoDMR, are at the forefront of the response.

The Camp-in-Charges (CiCs) are the RRRRC-delegated authorities responsible for individual camps, with each CiC having jurisdiction of one or two camps. As the government authority, CiCs are delegated to approve any activities, including new distributions, construction of facilities, and the introduction of services. The BDRCS, as the implementing lead of the PMO, maintains close coordination with the respective CiCs to obtain approval for any new initiatives and to receive necessary guidance and instructions for ongoing operations in the target camps.

2. International capacity and response










































2.1 IFRC and membership

¹³ Unit is a term equivalent to a BDRCS branch at the district or city level. The Cox's Bazar unit is one of 68 BDRCS units across the country in 64 districts and four city corporations.

The IFRC has a country delegation in Dhaka and a sub-delegation in Cox’s Bazar with 31 national and four international staff supporting the BDRCS in Cox’s Bazar, implementing activities under the PMO and coordinating with various stakeholders. The IFRC closely monitors the evolving humanitarian situation and is coordinating at various levels with the government, humanitarian actors, and the donor community, among others.

Since the launch of the Emergency Appeal in 2017, a total of 28 National Societies have supported the BDRCS multilaterally via the appeal. In February 2018, the Federation-wide One Window Framework was formalised as the agreed working modality for the BDRCS, IFRC, and in-country IFRC member societies (for more information, see the section on ‘Federation-wide approach’ below).

Currently, nine in-country IFRC member societies, also known as Participating National Societies (PNSs), have been supporting the BDRCS bilaterally, multilaterally, or both for the PMO. Collectively, the Federation-wide response in Cox’s Bazar is undertaken by a total of 113 staff, including 11 international staff members.

|  | | Partners Presence by Sectors | | | | | | |  | |
|--|---|---|---|---|---|---|---|---|---|--|
| Partners | Disaster Climate and Risk Management | Health and Care | Shelter and Settlement | WASH | Livelihood | PGI | CEA | Education | | |
|  American Red Cross |  | | | | | | | | | |
|  British Red Cross | | | |  |  | | | | | |
|  DANISH RED CROSS | |  | | | | | | | | |
|  German Red Cross |  | |  |  |  | | | | | |
|  IFRC |  |  |  |  |  |  |  | | | |
|  | |  | | | | | | | | |
|  قطر الأحمر القرمطي Qatar Red Crescent | |  |  | |  | | | | | |
|  Swedish Red Cross | | | |  | | | | | | |
|  Swiss Red Cross | |  | |  | | | | | | |
|  KIZILAY | |  |  |  |  |  |  |  | | |

Partners contributing in country as of June 2024.

2.2 International Red Cross and Red Crescent Movement¹⁴

The International Committee of the Red Cross (ICRC) continues to provide humanitarian assistance focusing on restoring family links (RFL) in partnership with the BDRCS. The Movement coordination mechanisms with the IFRC and in-country IFRC member societies include a monthly coordination forum led by the BDRCS in Cox’s Bazar, and annual Federation-wide planning and review meetings.

2.3 International Humanitarian Stakeholders

The international humanitarian response is coordinated by the UN-led ISCG and reflected in their annual Joint Response Plan (JRP) based on the yearly Joint Multi-Sectoral Needs Assessment (J-MSNA). The IFRC’s revised Emergency Appeal is aligned with the JRP 2024 which reflects the intended humanitarian support provided by 10 UN agencies and 102 local, private, and international non-governmental organisations and

¹⁴ The International Red Cross and Red Crescent Movement consists of three components: the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), and the national Red Cross and Red Crescent Societies.

the BDRCS,¹⁵ with the GoB, targeting both the displaced community in the camps and the host community across the whole district of Cox's Bazar.¹⁶

The IFRC, on behalf of the BDRCS and IFRC member societies, coordinates regularly with the UN system and the wider humanitarian community in Dhaka, Cox's Bazar and camp levels. The IFRC in its role as secretariat for its membership comprising the BDRCS and IFRC member societies, is engaged as an observer with both the Strategic Executive Group (SEG)¹⁷ and the ISCG attending in the meetings of SEG and Heads of Sub-Office Group and the various programmatic sectors and working groups.

3. Gaps in the response

The response to the various needs of the vulnerable displaced people in the camp settlement, as well as the affected host population, has been a coordinated effort undertaken over the last six and half years by 118 implementing organisations,¹⁸ including the BDRCS. In accordance with existing and agreed geographical areas and sectoral responsibilities per area allocated by area of responsibility (AOR) by the IOM and UNHCR, the BDRCS continues the multi-sectoral operation in 17 camps under the IOM's AOR, supported by the IFRC and its member societies. With IFRC support, the BDRCS will continue to extend shelter and settlement assistance in five camps under the AOR of UNHCR, as part of the 'build and go' approach.¹⁹

Nevertheless, gaps in humanitarian support continue to exist, particularly due to the declining trend of international funds despite the ever-rising demand for humanitarian assistance, given that around 30,000 newborn babies add to the camp population every year. Recently, there was a significant adjustment in assistance packages, particularly in the food and WASH sectors,²⁰ where the compounding effects on potential rises in malnutrition cases and the adoption of undesirable coping strategies are likely. According to the Joint Multi-Sectoral Needs Assessment 2023, meeting basic household needs such as food, healthcare, and shelter remains to be the top priority among people in the camp. Additionally, protection needs, especially for women, children, and PwDs, are under-reported and made worse by an increased number of security-related incidents in the camps. Violence against children and women, especially sexual and GBV, is shrouded in stigma that can render survivors voiceless and unable to access remedies or redress for violations. Sector specific overall needs and/or gaps in the camps and host communities are as follows:

Shelter and settlement

According to the J-MSNA, 72 per cent of households reported damage issues with their shelters made of bamboo structures, including leaks during rain and damage to walls and roofs, while 97 per cent of households reported issues with essential household items. To address the regular repair and, in some cases, construction of MTS, the BDRCS, supported by the IFRC, remains responsible for camps 11 and 12. However, as per the recommendations of the rationalisation study, the BDRCS is also extending shelter support under the 'build and go' approach, considering the needs and gaps identified by the shelter sector and/or UNHCR. The assistance includes emergency shelters and MTS, as well as the repair and maintenance of shelters in these camps, conducted through joint shelter assessments.

Considering that the displaced population have been living in the congested camp settlement for six and a half years or longer and continue to live in the same area with no sign of the opportunity for safe, dignified, and voluntary return to Myanmar in the near future, structural strengthening for shelters and settlement is necessary with due attention to environmentally sustainable solutions. Furthermore, continuous devastation caused by fire incidents, cyclonic storms, monsoon flooding, and associated landslides serve as unfortunate reminders that while much progress has been made to improve the overall conditions in the camp settlement, any large-scale disaster event can quickly deteriorate the situation into a major humanitarian crisis considering its fragile and complex nature.

¹⁵ [Joint Response Plan 2024](#) (Annex III: JRP Partner Matrix (Cox's Bazar)).

¹⁶ [Joint Response Plan 2024](#) (JRP 2024 Strategic Objective Four: Foster the Well-Being of Host Communities).

¹⁷ The ISCG secretariat is guided by the Strategic Executive Group (SEG) in Dhaka, which is led by co-chairs from UNHCR, IOM, and the UN Resident Coordinator.

¹⁸ The dashboard shows all actors in the response: <https://rohingyaresponse.org/resources-data/>

¹⁹ The build and go approach refer to the assistance given to the camps where other implementing actors are engaged but cannot provide the necessary support due to funding limitations.

²⁰ [Joint Multi-Sectoral Needs Assessment \(J-MSNA\)](#): Camp Level Findings, December 2023.

WASH

In the densely populated camp settlement, implementing agencies face challenges in securing adequate space for constructing new latrines and bathing places per household, and thereby continue with the existing shared latrines. As such, community latrines require continuous maintenance. The provision of lighting at latrine/bathing spaces is needed to ensure access and protection of women and children and work with a focus on protection to ensure accessibility is essential. Due to frequent fire incidents, the water facilities in camps are often affected and require huge investments to rebuild alongside regular operations and maintenance. A long-term commitment is required to ensure the safe disposal of human excreta and wastewater to avoid public health concerns. Additionally, continuous education on safe hygiene practices at the personal and household level is needed to prevent waterborne diseases. The BDRCS, being the WASH focal agency for camps 11 and 18, is focusing on the operation and maintenance of water and sanitation facilities along with hygiene promotion.

Health

According to the J-MSNA 2023, a significant portion of households (10-12 per cent) in both camps and host communities are in need of healthcare but are unable to get the required services, reportedly for various reasons, including distance, high cost, long waiting times, and improper treatment. This implies that there is a need and gap in delivering quality healthcare with an increased number of service provisions. In this regard, the JRP 2024 aims to improve the health status and well-being of people in the camp and host community by ensuring the availability of and access to essential health services to reduce morbidity and preventable mortality through maternal and child health priorities such as family planning, pregnancy, newborn care, vaccination, and services for NCDs. Aligning with the health sector priority, the focus of healthcare services for the camp and host communities includes curative and preventive treatment as well as community health messaging.

In contexts where displaced people face immense challenges such as trauma, post-traumatic stress disorders, anxiety, and depression, the continuity of Mental Health and Psychosocial Support (MHPSS) services becomes paramount. The overcrowded living conditions, lack of privacy, and feelings of hopelessness exacerbate the mental health issues among the camp population. As tensions and anxiety rise, the demand for MHPSS services increases. Health sector data reviews further underline the significance of MHPSS interventions, revealing a notable surge in the number with psychosocial distress, as 38 per cent of households reported in a survey by J-MSNA 2023 that they have family members seeking MHPSS sessions. This underscores the growing relevance and necessity of these services in addressing the mental health needs of displaced people.

Livelihoods

Humanitarian assistance has been the main source of income and cash inflows for the displaced population in association with casual labour and loans, or support from friends and relatives, as reported in the J-MSNA 2023. It was further reported that some people left the camp taking risky boat trips across the sea in search of a better future. In addition, many young people are now becoming adolescents and young adults. Without constructive engagement, this growing demographic group faces the risk of turning to negative coping behaviours, which can be detrimental to the overall camp situation. Basic development of skills and alternative livelihoods will enable these young people (especially boys) to find meaning and improve their overall living conditions. With the reliance on humanitarian assistance and decline in the funding landscape, the humanitarian situation of the displaced population will likely deteriorate in the years to come. As such, livelihoods have only recently been added to the Operational Strategy due to the GoB relaxing restrictions on allowing livelihood capacity building for the displaced people in the camp settlement. There are clear differences in the training frameworks between the camp and host communities to avoid competing opportunities in the job market. For the camp community, the trainings are designed to support their safe and sustainable repatriation with immediate income generation, while for the host community, the focus is on improving and restoring their livelihoods for the long-term.

Risk Reduction, Climate Adaptation, and Recovery

The camp settlements and host communities in Cox's Bazar have been experiencing seasonal monsoons (April to September) with cyclones, heavy rainfall, floods, landslides, as well as frequent fire incidents, particularly in the congested camps. To reduce the risk of disasters and multi-hazards and ensure an effective response in the camp and host communities, the existing institutional readiness, early warning system (EWS), and response need macro level support across 33 camps and five host communities, linked with the cyclone preparedness

programme (CPP), jointly conducted by the GoB and BDRCS. Subsequently, sectoral programmes, including shelter, health, and WASH, need to continue operations through a disaster risk reduction lens, ensuring contingency, pre-positioning, and readiness for emergency response, restoration, and recovery support in the event of any catastrophe.

PGI and CEA

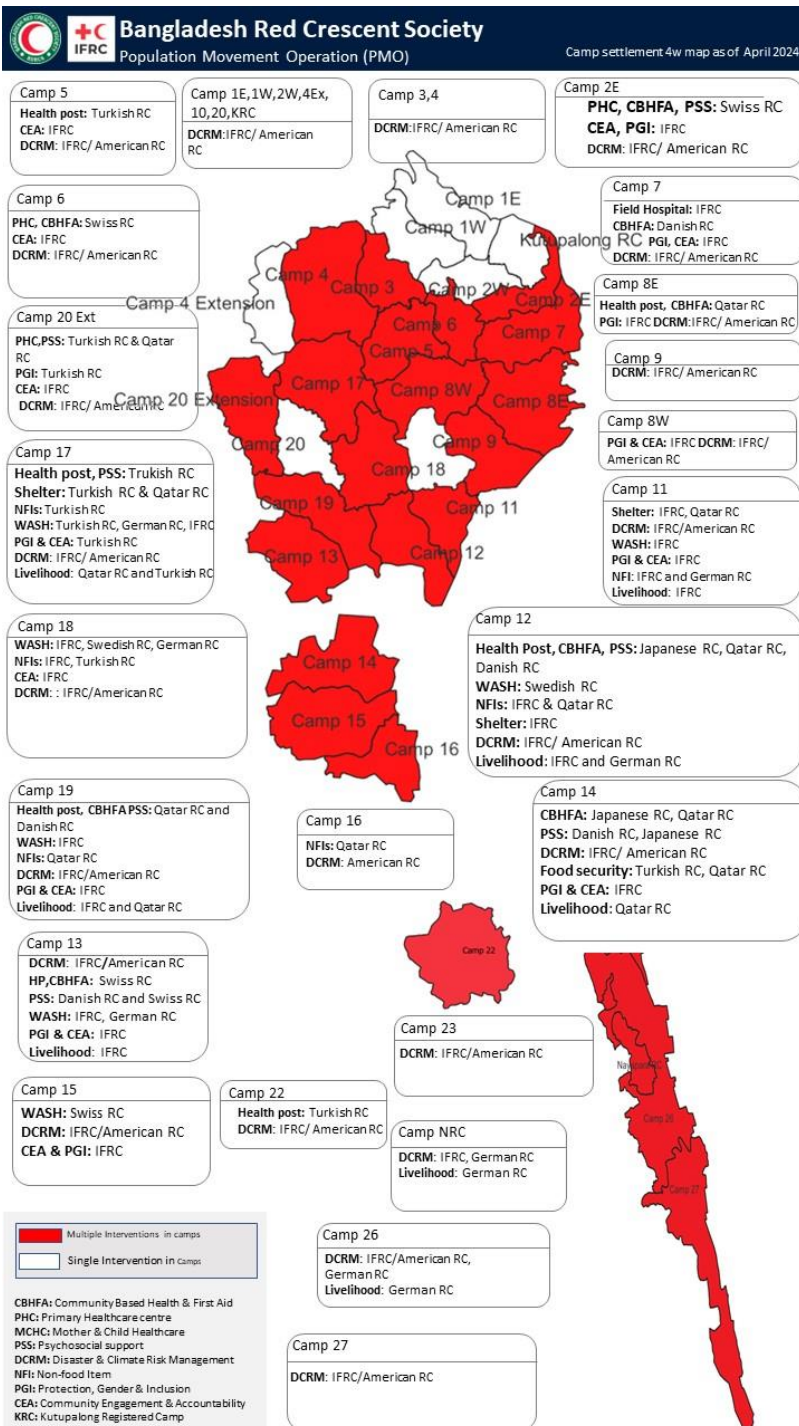
More than 50 per cent of households are reportedly raising protection concerns related to crime, violence, and people joining criminal groups, while a significant portion of households showed signs of psychosocial distress. GBV, human trafficking, and child marriage are common in both communities. Aligning with the humanitarian protection pillar for a safe and protective environment, the displaced population need protection services within their camp's convenience. The BDRCS, with support from the IFRC, will continue to provide protection services including PGI awareness, protection reporting, referral to case management actors and follow up, and life skills training, while sector interventions operate through a protection lens.

Households in the camp settlement reportedly have concerns about information regarding food assistance, shelter, essential household items, and returning to their homes or relocation. Their preferred means of communication include humanitarian actors, community mobilisers, camp management, friends, observation, and mosques. To maintain accountability towards the camp and host community, the existing community feedback and response mechanism for both communities has to be continued with support for further strengthening efforts. In addition, BDRCS sector interventions will incorporate community engagement at all stages of project cycle management.

According to the recommendations from the rationalisation exercise, conducted in three phases (June 2023-March 2024), spearheaded by the BDRCS and supported by the IFRC and its member societies, the extension of the current Emergency Appeal is necessitated by several critical factors. This includes the evolving context and dynamic nature of the operations in Cox's Bazar since the mega influx in 2017, the auxiliary role of the BDRCS, the significant humanitarian footprint of the Red Cross Red Crescent Movement in the region, and escalating security risks within the camps and along the Bangladesh-Myanmar border. These factors contribute to a precarious environment lacking safety and security, widening the gaps in the response with the inconsistency of life-saving humanitarian assistance. The uncertain conditions for repatriation, coupled with a continued dependence on humanitarian assistance due to limited opportunities, also necessitate the continuation of humanitarian assistance. Surging population growth in the camps and an increasing number of children have led to an increased demand for the already strained basic facilities. These factors collectively underscore the urgent need to sustain and adapt the humanitarian response in accordance with their needs to ensure the well-being and dignity of those affected. Furthermore, the Emergency Appeal reinforces the collective efforts of Red Cross Red Crescent (RCRC) work in the camps and host communities.

The BDRCS, as auxiliary to the public authorities in the provision of humanitarian services, will exert its efforts to fill the gaps, based on the context in which the sectoral findings were identified with collective recommendations. To this end, the revised Emergency Appeal (which this Operational Strategy complements) will be used to support the BDRCS in addressing the gaps. In addition, the BDRCS's auxiliary status and volunteer network are added advantages that are convincing to the donor community as being cost-efficient. The BDRCS is a leading local organisation with a wealth of technical expertise, experienced human resources, and a strong network of 64 district branches and four divisional branches, totalling 68 branches in the country further supported by the IFRC, ICRC, and member societies.

OPERATIONAL CONSTRAINTS

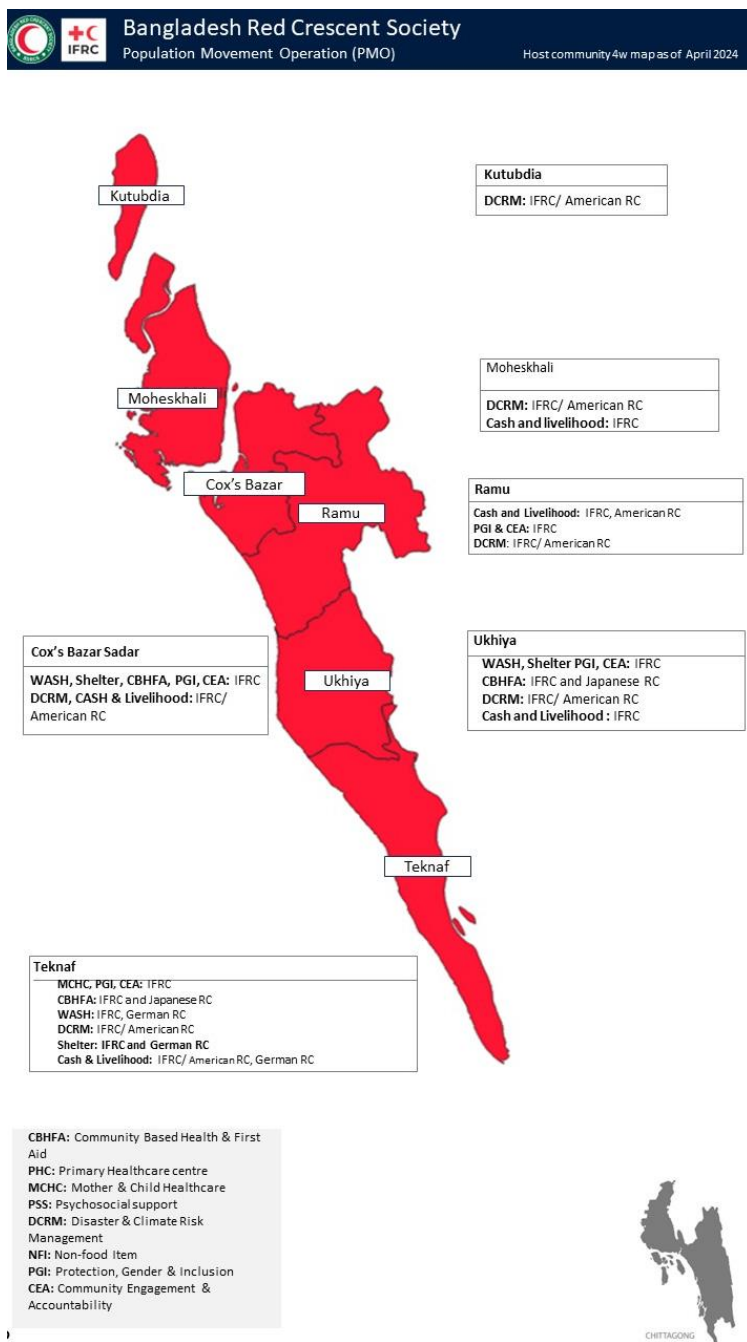


The most significant operational challenges faced in recent times include, but are not limited to, the unstable funding landscape, restrictions on mainstream livelihoods, the construction of permanent shelters, and restrictions on movement outside the camps, leading to increased dependency on humanitarian assistance. Frequent security incidents such as clashes between camp and host communities, armed conflicts between rival groups within the camps, and cross-border tensions with aerial bombardments, heavy shelling, and exchanges of fire in Myanmar's Rakhine state have significantly escalated security concerns since March 2024, thereby impeding the smooth progression of operations. As of June 2024, the ongoing conflicts suggest a potential surge in displaced people fleeing Myanmar for safety in Bangladesh.

Economic deprivation, coupled with future uncertainty of repatriation, forces many displaced people to adopt negative coping mechanisms such as drug peddling, risky boat trips at sea in search of a better life, human trafficking, and gang fighting. Moreover, the operation is adversely affected by inevitable multi-hazards, including fire incidents in camps, seasonal cyclones, floods, landslides, and heavy rainfall. The dire living conditions, uncertain futures and lack of opportunities, and increased security concerns in the camp significantly impact the physical and mental well-being of the displaced people. To overcome the operational constraints, scenario planning, contingency for emergency response, and continuous coordination with internal and external stakeholders, including public authorities at the camp and host community levels, have been undertaken. For more information, see the risk management section that follows in this document.

FEDERATION-WIDE APPROACH

The revised Emergency Appeal (complemented by this Operational Strategy) is part of a Federation-wide approach utilised to support the BDRCS in its response to the population movement crisis and to maximise the collective humanitarian impact of the IFRC and its member societies. The approach is reflected in a framework called 'One Window Framework (OWF)' developed in 2018 with the agreement of the BDRCS, IFRC, and in-country IFRC member societies,²¹ and is accompanied by a Plan of Action developed in early 2020. The Federation-wide approach has included monthly coordination meetings at the leadership level, and regular technical meetings among programme sectors, as well as reporting tools such as regular situation reports (i.e. monthly Federation-wide reports). Most significantly, one of the most successful outcomes of the Federation-wide approach is the **Shared Leadership** modality piloted jointly by the IFRC and American Red Cross in this operation. Many benefits have materialised through this arrangement, in which the American Red Cross provides all its support to the BDRCS PMO multilaterally via the IFRC – this includes collective fundraising, with the American Red Cross facilitating the largest funding contribution from a donor to the PMO; and the American Red Cross undertaking the entire disaster risk reduction programming component of the EA in support of the BDRCS. Other benefits include the utilisation of the IFRC's financial and procurement services, resulting in significant reductions in cost and time. This revision to the Emergency Appeal has been guided by the outcome of the PMO rationalisation phases which were conducted in three different phases, supported by the IFRC and the membership. The BDRCS approved the findings and recommendations on the multi-sectoral programme, support services, and overall strategies and coordination for the PMO. The key strategic directions from the rationalisation exercises are to:



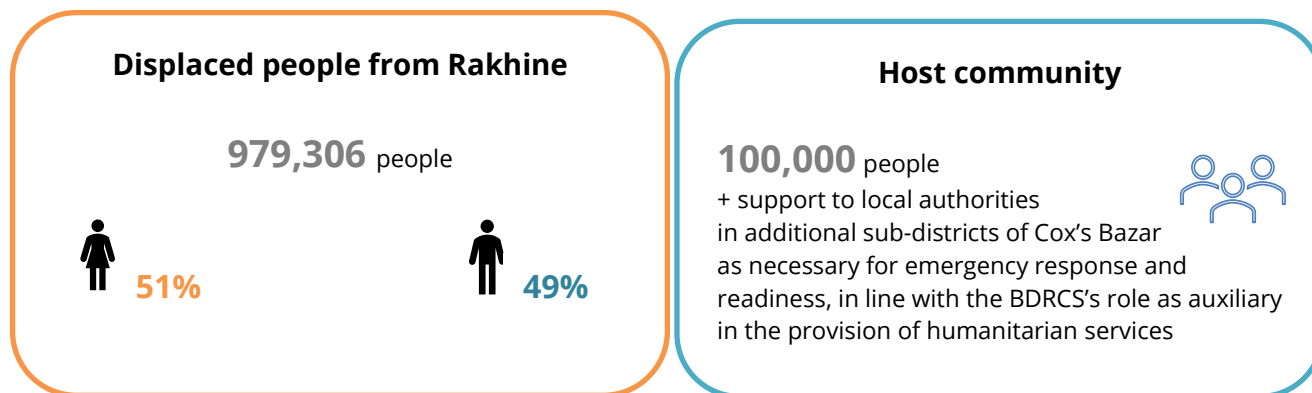
- Extend and revise the Emergency Appeal period from 2025 to 2027. The timeframe extension would allow for the integration of the Operational Strategy into the Bangladesh Unified Plan by the end of 2027.
- Review and update the One Window Framework.
- Restructure the PMO organogram based on the rationalisation process.
- Strengthen the National Society Capacity Development Strategy.
- Implement a marketing strategy for a multi-year fundraising plan specifically tailored for Cox's Bazar.

²¹ The ICRC is not part of the One Window Framework. Nevertheless, it is operational in Cox's Bazar and actively engages with the BDRCS, IFRC, and the wider membership, as part of the Red Cross and Red Crescent Movement.

OPERATIONAL STRATEGY

Targeting

Communities targeted for support through the revised Emergency Appeal



The goal is to reach 979,306 displaced people across 33 camps and Bhasan Char Island, supported through Disaster Risk Management, and targeted coverage in 17 camps through shelter, health, WASH, livelihood, PGI, and CEA interventions. In reference to other sectors of intervention in the camps, this will target approximately 300,000 people, comprising 51 per cent females and 49 per cent males. Of these, 52 per cent are children and 5.53 per cent are classified as Extremely Vulnerable Individuals (EVIs), including four per cent PwDs. This targeting is based on existing and agreed geographical areas and sectoral responsibilities per area allocated to the BDRCS, the wider IFRC membership, and other humanitarian actors. This is part of well-established arrangements in the UN-led ISCG mechanism for the management of the camp settlement in Cox's Bazar, in consultation and coordination with the Office of the RRRC, an agency of the MoDMR designated as the camp authority. Another consideration guided targeting is alignment with the UN-led [Joint Response Plan 2024](#), with which the BDRCS and Movement partners engage regularly.

Considering support to the most vulnerable host community, the multi-sectoral interventions target 100,000 people, comprising 51 per cent females and 49 per cent males, while 56 per cent are children and two per cent are elderly people among them. In reference to the J-MSNA 2023, out of the 2.9 million population of Cox's Bazar district, around 538,000 live in Ukhiya and Teknaf, considered areas of the host population, who have been the most directly affected by the presence of displaced people across 33 camp settlements. The displaced population thereby outnumber the host community population, leading to a demographic imbalance and increased social tension between these communities. The most vulnerable host community, adversely affected socially and economically, needs longer-term assistance in health, WASH, livelihoods and skills development, nutrition, education, and case management services. At the same time, this assistance is imperative to mitigate potential strains between the camp and host communities.

Considerations for protection, gender, and inclusion

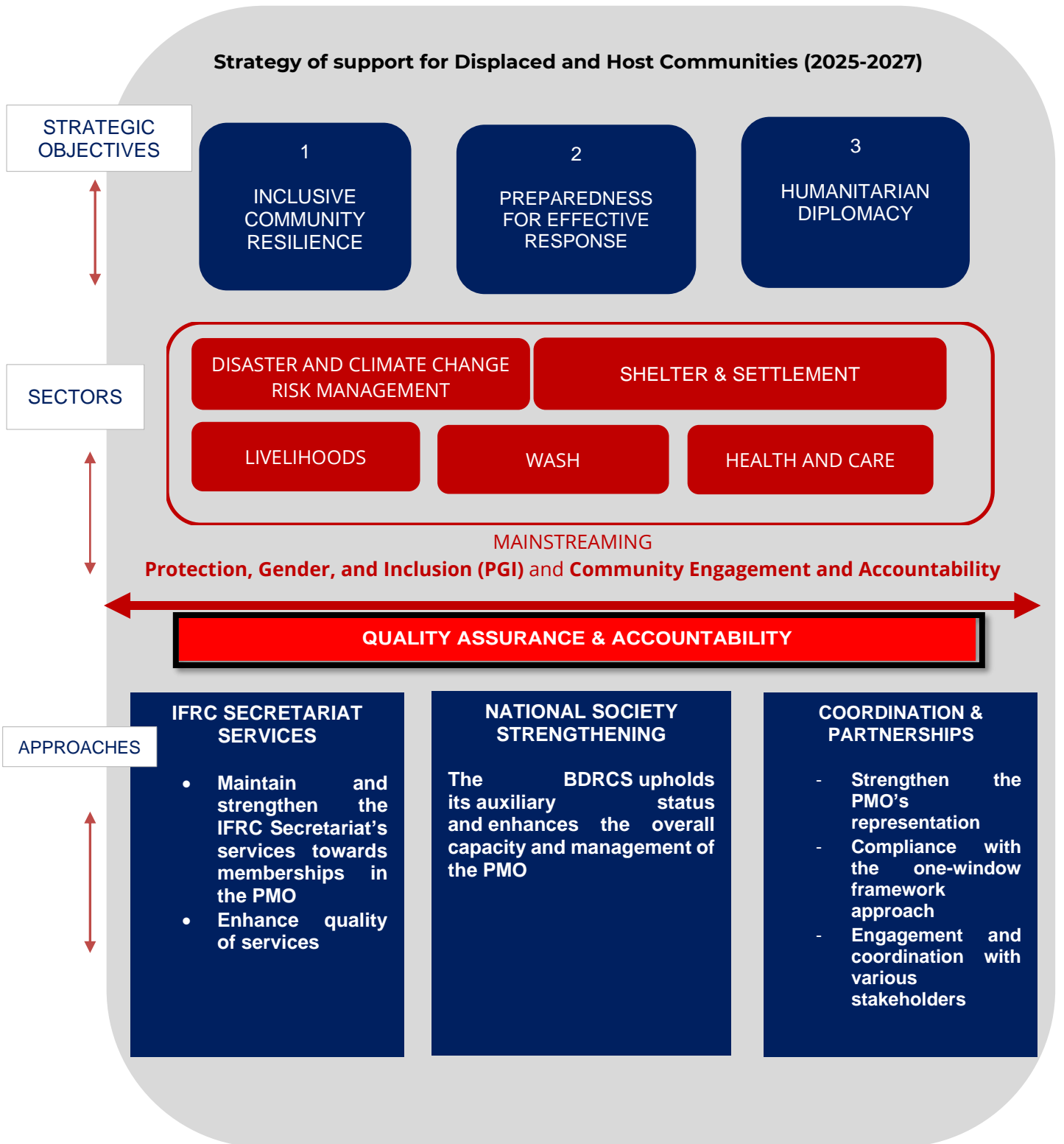
According to the findings of the UN-led multi-sectoral needs assessment 2023,²² households in camp settlements expressed protection concerns including psychological distress and feelings of being unsafe at night, given that in some camps GBV, crime, and targeted killings are higher than in others. Households also reported some people leaving camps to seek better opportunities elsewhere, risking their lives. However, the frequency of armed violence has reportedly increased over the years. Amid these protection concerns, the most vulnerable groups identified are women and girls, transgender individuals, children, the elderly, PwDs, and other marginalised groups or individuals.

²² Page 4 : https://rohingyaresponse.org/wp-content/uploads/2024/04/BGD_CXB_J-MSNA-2023_Factsheets_Camps_Feb-2024.pdf

Vision: 2025-2027

Through the revised Emergency Appeal complemented by this Operational Strategy, the IFRC aims to continue supporting the BDRCS in its response to the population movement crisis. According to the rationalisation exercise, the response will be in line with the shared vision of the BDRCS, IFRC, and in-country IFRC member societies, to consolidate and improve on existing services to affected communities. As such, a three-pronged strategy has been developed considering the evolving protracted emergency needs of the displaced population and host communities, i.e. a strategy to achieve **inclusive community resilience**, through **preparedness for effective response**, and **humanitarian diplomacy**.

Strategy of support for Displaced and Host Communities (2025-2027)



The response will continue to be guided by the existing PMO Resilience Framework, developed in April 2019, to ensure the linkage and integration of every sector and support the BDRCS's efforts in assisting displaced and host communities to adopt risk-informed, holistic approaches which aim to address their underlying vulnerabilities and strengthen their resilience. To support the extension of the Emergency Appeal timeframe, the recent PMO rationalisation study also emphasised the following key contextual considerations:

- i. *Evolving complex situation*: The repatriation of the displaced population is not expected soon, and they rely on humanitarian aid. Border tensions remain volatile, emphasising the crucial role of the BDRCS in providing humanitarian aid and responding to the likely arrival of people from Myanmar.
- ii. *Longer-term crisis mode*: The displaced people are transitioning from emergency to long-term crisis mode, focusing on Disaster Management, Health, WASH, Shelter, Livelihoods, and targeted interventions. As such, the BDRCS can leverage its access to the RRRC and will continue as the first responder.
- iii. *Coordination and Collaboration*: To continue humanitarian assistance for the longer-term, it is important to strengthen coordination, collaborate with NHQ and humanitarian actors, sharing outcomes and stories of the PMO.

The approaches of protection, gender, and inclusion (PGI) and community engagement and accountability (CEA) underpin this framework as they will be mainstreamed across all programmes. The revised Emergency Appeal will also continue to facilitate social inclusion through the promotion of sustainable programming on dignity, access, participation, and safety. Social inclusion efforts, which seek to engage with both the displaced and host communities as equal actors in this crisis, are viewed as a means to reduce violence and ease tensions. The readiness for an effective response approach serves to strengthen the BDRCS's local capacities to act quickly and efficiently, and in ways that are appropriate to the local context, through its network of volunteers who are permanently present at the grassroots level.

As the needs increase and dependency on the BDRCS grows, several challenges include:

- The funding situation
- The BDRCS is looking to comprehensive programming
- Coordination in the One Window Framework
- Transition to the Country Plan, resource mobilisation, and national capacity building will be strengthened for the successful transition of the operation to the National Society
- During the next stage, the BDRCS Branch in Cox's Bazaar will be strengthened
- The IFRC will readjust the HR structure to realign with the BDRCS to give management to the National Society
- Learning on CEA and PGI mainstreaming, which is now integrated into the sectors, ensuring the programmes have a larger impact and that extremely vulnerable people in the camp, including PwDs, mothers, and children, have access to the programmes

As indicated in the graphic featured in this section, three strategic objectives of the PMO over the next three years are:

- **Integrated Community Resilience**: This will encompass efforts to integrate or complement various programmatic support through a risk reduction lens wherever possible, with the aim of providing holistic support to help improve the resilience of the targeted camp and host communities. These efforts will be supported or integrated with sectoral services comprising disaster risk management, shelter and settlements, health and care, WASH, and livelihoods, along with the mainstreaming of PGI and CEA approaches to complement and strengthen the sectoral programming.
- **Preparedness For Effective Response**: This will focus on continuously strengthening the BDRCS's capacity to mitigate, anticipate, prepare, and respond to evolving disasters and crises ensuring timely and effective delivery of humanitarian life-saving assistance in both camps and host communities. The efforts will be aligned with its mandated role, strategic plans and/or policies, and operational capacities, adapting to current and future emergencies through enhanced coordination and collaboration with all stakeholders.

- **Humanitarian Diplomacy:** The PMO will focus on strengthening the BDRCS's position in advocating among all its key stakeholders by upholding the fundamental principles and improving protection and security. Through ongoing diplomatic negotiations, the PMO will ensure safe access to populations affected by the crises, leveraging the BDRCS's auxiliary status. The PMO will also promote strategic partnerships and dialogues with both humanitarian and development agencies, including current and prospective donor groups. This collaboration aims to synchronise plans with overarching goals and contribute to the humanitarian-development nexus strategy. These efforts will align with humanitarian diplomacy initiatives at the local, regional, and international levels. The BDRCS will be engaged through dialogues, meetings, and think tanks to raise issues with appropriate authorities concerning the safety and well-being of the displaced population such as protection, free movement, safe shelter and settlements, and livelihoods. A Humanitarian Diplomacy plan and key advocacy messages will be developed, noting that promoting social cohesion is integral to reducing social tensions due to the protracted nature of this crisis.

For further details on these strategies, see the 'Planned Operations' section in this document.

To complement the above, this phase intends to follow five main and overarching approaches.

- **Focus** – In reference to the geographical location, this approach signifies that the IFRC network will continue providing support in existing operational areas comprising 17 camps and two sub-districts through a more focused 'care and maintenance' approach, with the potential for expansion to new areas under a 'build and go' approach for some interventions based on unmet needs and available funding. In reference to programming, focus will be on BDRCS sectors comprising disaster risk management, health and care, shelter and settlement, WASH, and livelihoods. The 'care and maintenance' approach will include improvements to various facilities, as well as emergency preparedness and response readiness.
- **Integration** – This approach, which supports the three strategies described above, emphasises the need to integrate and complement programmatic interventions through a risk reduction lens wherever possible, with the aim of providing holistic support that helps improve the resilience of targeted communities. Accordingly, due consideration to environmental and climate risks will be reflected in certain innovative interventions. At the same time, the shared vision among the IFRC networks is to consolidate, streamline, and link common services or activities (particularly services at health facilities) that are currently being provided. In recognition of the protection vulnerabilities of the displaced community, cross-cutting approaches of PGI and CEA will continue to complement programmatic support.
- **National Society Strengthening** – This represents support to the BDRCS, focusing on building and strengthening capacities, systems, and procedures which the National Society will require in order to transition and operate effectively and efficiently as a strong local actor while independently undertaking certain functions and services in the longer-term, in furtherance of the localisation agenda. As such, emphasis will also be placed on strengthening linkages between BDRCS headquarters, the Cox's Bazar unit (branch), and the PMO office in Cox's Bazar, laying the foundation for a localised response with international connections and support from the global Red Cross and Red Crescent Movement.
- **Auxiliary Role** – This approach serves to emphasise the status of the BDRCS as auxiliary to the public authorities in Bangladesh in the provision of humanitarian services and its role in stepping up to fill gaps in humanitarian support as required.
- **Coordination, Collaboration, Quality, and Accountability** – As part of this approach, the IFRC and BDRCS, with support from the IFRC membership and the ICRC, will increase emphasis on their engagement with a range of stakeholders (Bangladeshi authorities, the ISCG, and donor community, among others) at all strategic levels (Dhaka, Cox's Bazar, and the field) with the aim of strengthening the access and convening power which the BDRCS and IFRC enjoys, as a result of the auxiliary role of the National Society, as well as the legal status accorded to the IFRC in Bangladesh.²³ In this context, humanitarian diplomacy, a key function of the IFRC, will continue to be undertaken by the leadership and senior management in various

²³ The Red Cross Red Crescent footprint in the response to the population movement crisis includes the longstanding collaboration between the BDRCS and UNHCR to jointly undertake the Myanmar Refugee Relief Operation (MRRO) - this extensive initiative has been in place since 1992.

fora, with the aim of advocating for enhanced assistance or durable solutions for the benefit of the displaced community. Existing collaborations which the BDRCS enjoys with stakeholders, including healthcare actors through the facilitation of in-country IFRC member societies, will be maintained and taken forward where possible. In addition, an increased emphasis will be placed on quality and accountability, ensuring that resources are rationalised according to needs.

Sectoral support

The focus placed on sectoral support for the 2025 to 2027 period will be in line with the Operational Strategy graphic above. Accordingly, **disaster risk management** and **health and care** – the two critical areas of sectoral services – will be considered as the flagship services of the BDRCS under the PMO. These two sectors will be supported and/or integrated with supporting sectoral services comprising shelter and settlements, WASH, and livelihoods. Meanwhile, the cross-cutting approaches of CEA and PGI will continue to complement and strengthen sectoral programming beyond fulfilling basic community needs after a disaster. Reference on Cash Plus^{24,25} suggested that CVA can address multiple drivers of childhood deprivation, increase access to behaviour change initiatives, and generate more powerful impacts in both humanitarian and development contexts.


Beyond 2027

During the implementation of this revised Emergency Appeal, a series of steps will be undertaken, which include periodic context analysis and rationalisation exercises to develop a strategy for transitioning to a unified plan. This may also include continued dialogue and think tank processes with the IFRC APRO and Geneva, coordination with stakeholders including government and humanitarian community, as well as within the IFRC in-country membership, and engagement and advocacy with donors on the operational modality transition for resource mobilisation.

²⁴ These interventions combine household cash transfers with complementary, context-relevant interventions in order to address the multiple drivers of childhood deprivations and generate more powerful impacts for children across Save the Children's Breakthroughs, in both development and humanitarian contexts.

²⁵ Refers to social protection programmes that combine cash transfers with 'plus' initiatives that link the targeted population to other services and interventions. Such complementary interventions may include access to services (health, education, social services), livelihood-strengthening interventions or behaviour change communication (BCC) on topics such as family planning, HIV, nutrition, hygiene, and sanitation.

PLANNED OPERATIONS

| | | |
|---|-------------------------------------|--|
|  Risk Reduction, Climate Adaptation and Recovery²⁶ | Displaced community: 940,000 people | Cox's Bazar: CHF 11.6m Bhasan Char: CHF 370,000 |
| | Host community: 100,000 people | |

Objective: The disaster readiness and resilience of communities are strengthened.

Priority Actions:

1. Strengthen the existing disaster risk management (DRM) structure across all camps.
2. Strengthen and enhance the existing DRM structure across the host community.
3. Advance interventions on multi-hazard preparedness, anticipatory action, and response, integrating climate-smart approaches on disaster risk reduction, and institutional readiness to respond to disasters, climate and crises, as part of the DRM structure across all displaced and host communities, respectively.

Main focus for 2025-2027:

This sector, which has the largest reach currently – over one million people across the camp settlement and host communities – will see a shift towards more macro-level support such as linking the existing cyclone preparedness programme (CPP) which spans all 33 camps to the nationwide early warning system (EWS) in accordance with relevant government standing orders on disasters. Accordingly, the established disaster management committees in each camp (or block within a camp), will be continuously strengthened and enhanced through periodic training and equipping, including refresher courses to ensure its functionality throughout the disaster management cycle. This will be undertaken in collaboration with other humanitarian actors functioning as site management and site development agencies in each camp, to ensure harmonisation with existing disaster management and emergency response team (ERT) interventions conducted by these agencies. Similarly, in the host community, efforts will focus on continuously strengthening existing disaster management committees with the aim of strengthening the overall disaster risk management structure so that the community is better able to anticipate, mitigate, prepare for, and respond to multiple hazards. As such, apart from cyclone preparedness, CPP volunteers will be trained and equipped to enhance their existing capacity to respond to multiple hazards such as monsoons, landslides, fires, and other hazards.


Also of significance is the fact that disaster management is the flagship service of the BDRCS, and what the IFRC network is known for among the humanitarian community, authorities, and donors. This vital role is established in the position of the BDRCS/IFRC as chair of the Technical Committee on Cyclone Preparedness covering both displaced and host communities. Further, the BDRCS/IFRC, in cooperation with the ISCG Emergency Preparedness and Response Working Group (EPRWG), has contributed towards incorporating Early Warning Early Action (EWEA) elements into the ISCG cyclone contingency planning. The BDRCS's lead is also attributed to the fact that it jointly undertakes the nationwide Cyclone Preparedness Programme (CPP) with the GoB – an initiative extended to Cox's Bazar following the unfolding of the population movement crisis in 2017. The CPP in the camps features 3,300 camp residents known as CPP trained volunteers (100 volunteers in each of the 33 camps) who are trained, equipped, and deployed to prepare for and respond to multiple hazards such as approaching cyclones, monsoons, landslides, fires, and other hazards. This intervention has been instrumental in saving lives and reducing injuries, as well as damage to shelters and other assets in the camp settlement. It has also enabled the BDRCS to command an extensive reach across the camps.

²⁶ For the new phase of the PMO (2024-2027), this sector will see a shift in focus towards Disaster Risk Management programming.

Finally, as part of these efforts during this new phase of the IFRC-supported PMO, communities will continuously receive integrated sectoral support that is holistic and aimed at improving their resilience towards future disasters (environmental, weather-related, or others), while disaster risk management and the other core services of the BDRCS, comprising health and care, will serve as anchors to which other programmatic sectors (shelter and settlements, WASH, and livelihoods) will be integrated wherever possible. Additionally, various interventions will include climate change adaptation and mitigation strategies, where relevant.

In-country IFRC member societies providing existing bilateral support in this sector:

German Red Cross

| | | |
|--|-------------------------------------|---|
|  Health and Care | Displaced community: 325,000 people | Cox's Bazar: CHF 3.4m Bhasan Char: CHF 734,000 |
| | Host community: 75,000 people | |

Objective: Improve access to quality health services for the displaced and host community population to have safe, dignified, and healthy living

Priority Actions:

1. Medical Services

Provide essential health services, including prevention and management of communicable and non-communicable diseases, blood transfusion programmes, emergency epidemic preparedness and response, and provision for the deployment of mobile medical teams in emergencies for camp and host communities.

2. Community Health

Promote health and well-being through Community-Based Health and First Aid (CBHFA) approaches for camp and host communities. Non-communicable disease prevention at the camp and host communities will be a special focus of the CBHFA approach.

3. Mental Health and Psychosocial Support (MHPSS)

Provide mental health and psychosocial support to camp and host communities through health facilities and community-based approaches.

Main focus for 2025-2027:

Health is a cornerstone of both the BDRCS strategic plan for 2021-2025 and the IFRC 2030 strategy. The PMO continues to improve access for the displaced population in camps and host communities to quality health services, ensuring safe, dignified, and healthy living for all. The health sector rationalisation, led by the ISCG and the World Health Organization (WHO), along with the BDRCS's independent assessment, recommends maintaining minimum standards at Primary Health Centres (PHCs) and continuing CBHFA and MHPSS. PHCs provide services 24 hours a day, seven days a week. It also suggests that certain BDRCS Health Posts (HPs) may be upgraded to PHCs to better serve communities, as HP services are limited, including operational hours and the use of outdoor facilities. The BDRCS and IFRC are committed to facilitating dialogue with their membership to upgrade and adjust health facilities as per the needs and priorities of people in the community. This ensures that health services are not only enhanced but also aligned with the evolving needs of the community.

NCDs contribute to over 67 per cent of morbidity and mortality in Bangladesh and they are a major health risk in the camps as well. A special focus on the prevention and management of these diseases will be undertaken with a view to profiling some of the BDRCS's health facilities as reference centres for severe NCD conditions in the camps.

The BDRCS continues to manage 12 health facilities (including five Primary Health Centres, five Health Posts, one MCH Care Centre, and one Field Hospital), as well as CBHFA and MHPSS, with the support of the IFRC and its membership as part of the Federation-wide approach. Special emphasis will be placed on increasing the BDRCS's capacity to prevent and manage diabetes and other NCDs in all health facilities. As such, the National Society is committed to the health sector led by the ISCG and remains responsible for delivering health service packages (clinical, CBHFA, and MHPSS) in the designated camps. In these facilities, clinical services are offered to treat communicable diseases (diarrhoea, cholera, dengue, malaria, tuberculosis, diphtheria etc.) and NCDs (diabetics, hypertension, cardiovascular diseases, chronic respiratory diseases, etc.) alongside maternal and newborn health services, adolescent health, family planning and nutrition screening following the guidelines of the Director General Health Service (DGHS) of the Government of Bangladesh. Furthermore, the PGI minimum standards based on Dignity, Access, Participation, and Safety (DAPS) approach are integrated into the health services.

To address the evolving and protracted health issues of the camp and host communities, the following measures will be undertaken in the next phase:


- i. **Upgrading HPs to PHCs:** The BDRCS currently manages six HPs. As part of their commitment to improving health services, certain HPs will be upgraded to PHCs. The decision to upgrade HPs is based on the needs of each camp ensuring that essential health services are provided in line with the recommendations of the ISCG health sector. The BDRCS, in collaboration with the IFRC, will engage with its members and other stakeholders to ensure a smooth transition from HP to PHC where necessary.
- ii. **Blood Services:** The BDRCS is one of the key blood service providers in camps managed by the Field Hospital. This service caters to numerous health facilities across 33 camps. However, the BDRCS's current capacity for blood supply is limited to approximately 40 bags per month. These bags are collected from the BDRCS Dhaka Blood Centre, depending on availability. It is estimated that demand exceeds supply, with more than 100 bags needed per month. Humanitarian actors managing health facilities in the camps, along with the health sector, have requested that the BDRCS expand its blood services to address the current blood shortage in the camp context. This expansion includes the recruitment and registration of voluntary blood donors, as well as the collection, storage, and distribution of blood. All of these processes will adhere to the safe blood transfusion guidelines stipulated by the Ministry of Health and Family Welfare (MoHFW). This initiative aims to enhance the availability of safe and healthy blood for those in need, thereby significantly improving health outcomes in these camps.
- iii. **Community-Based Health and First Aid (CBHFA):** Community outreach services including non-communicable disease (NCD) services will continue in four host communities and seven camps. CBHFA plays a crucial role in improving health-seeking behaviours and reducing inequity in access to essential health services. Health sessions, targeted at both the household and community levels, aim to educate individuals about their health and empower them to make informed decisions. In addition, campaigns will be carried out by deploying trained CBHFA volunteers in both communities. These volunteers have been trained on the e-CBHFA (evidence-based CBHFA) approach and are equipped to provide immediate assistance in emergencies. The BDRCS is a member of the Community Health Working Group (CHWG) of the ISCG. Numerous assessments and a Knowledge, Attitude and Practice (KAP)

survey have provided robust evidence of the programme’s impact. Special emphasis will also be placed on promoting sexual and reproductive health among displaced population and host community

- iv. **BDRCS Field Hospital:** The BDRCS Field Hospital, which was initially established as an Emergency Response Unit (ERU) during the early stage of the crisis in 2017, has become increasingly relevant for clinical health services, epidemic preparedness and response, and bilateral collaboration for disability, eye care, and family planning, etc. It provides essential health services to both camps and host communities. In addition, it offers emergency health services during epidemics and multi-hazard events such as cyclones, floods, fire incidents, and landslides. Based on the rationalisation recommendations, the Field Hospital will transition to function as a **‘Field Operation and Health Centre’**. This change will allow it to continue providing vital health services while also coordinating field operations more effectively.
- v. **Mental Health and Psychosocial Support (MHPSS):** The BDRCS plays a crucial role in providing MHPSS services to displaced people in both camp and host communities. These services are available not only at health facilities but also in various community facilities within the camps, accessible to both target communities. The IFRC, together with IFRC member societies, will promote access to MHPSS by ensuring its integration into all BDRCS health facilities and emergency response systems, as part of an integrated response model that links health facilities and community-based health services. A robust referral system to specialised mental health service providers in the displaced and host communities will be ensured. In addition, the capacity of the BDRCS to support and increase the mental health and psychosocial well-being of its frontline staff and volunteers will be achieved through a caring for staff and volunteers’ approach. Wherever possible, MPHSS will be linked to PGI support, particularly in reference to survivors of sexual and gender-based violence.

In-country IFRC member societies providing existing bilateral support in this sector:

Danish Red Cross, Japanese Red Cross Society, Qatar Red Crescent, Swiss Red Cross, Turkish Red Crescent

| | | |
|---|------------------------------------|---|
|  Shelter, Housing, and Settlements²⁷ | Displaced community: 90,000 people | Cox’s Bazar: CHF 15.1m Bhasan Char: CHF 1.8m |
| | Host community: 20,000 people | |

Objective: Strengthen the safety and well-being of the camps and host communities through shelter and settlement solutions.

- Priority Actions:**
1. **Provide shelter and settlement support** in line with sector guidelines and advocate for improved shelter for the camp population and vulnerable host communities.
 2. **Build awareness and strengthen the capacity** of camps and host communities for safe shelter and nature-based solutions through participatory approaches.
 3. **Respond to disasters or emergencies** promptly through the repositioning of shelter and household item materials.

Main focus for 2025-2027:

Shelter and Settlement is one of the priority sectors in the PMO, and the BDRCS is a key player working closely with the government, IOM, UNHCR, and other key humanitarian shelter actors in designing and providing

²⁷ Housing is not a component of this sector in this operation in alignment with guidance from the GoB.

appropriate shelter intervention, coordination, advocacy, and emergency preparedness and response in both camps and host communities. Key interventions in camps include the repair and maintenance of shelters, shelter improvement, site development, and necessary community infrastructure construction and improvement, with a special focus on individuals with specific needs, in line with the government and SCCCM²⁸ sector guidelines. In the host community, the BDRCS provides durable shelter and settlement solutions contributing to the community resilience of the targeted host community. The sector is also committed to enhancing participatory approaches that empower communities by increasing their engagement and capacity. These approaches aim to encourage a sense of ownership and resilience within these communities, leading to more sustainable and effective solutions. Moreover, to ensure accountability towards the target population, community engagement has been facilitated through feedback and complaint mechanisms (such as community consultation, info hubs, feedback desks, hotlines, perception surveys, etc.) set up in camps and host communities.


To promote a better-integrated planning approach, collaboration and coordination are undertaken with Red Cross and Red Crescent partners and other programme sectors of the PMO for the effective and efficient delivery of shelter assistance. In this context, the Shelter Sector will further strengthen collaboration and partnerships with the government and humanitarian agencies to optimise available resources. Moreover, it will ensure effective coordination at the camp, Cox’s Bazar, and IFRC national shelter cluster levels. In line with the ‘Shelter and Camp Coordination and Camp Management’ (SCCCM) Sector priority, the BDRCS also promotes the use of weather-resistant materials to lower the costs of maintenance and build back safer while minimising environmental and market impacts.²⁹ Additionally, efforts will focus on enhancing the integration of community resilience, multi-hazard preparedness and response, climate-smart and green response approaches, and innovation in shelter programming.

As part of the coordinated effort to disaster response and preparedness, the BDRCS strategically positions shelters and essential household items to ensure rapid distribution within 72 hours to households impacted by disasters. In accordance with government and ISCG guidelines, a contingency stock of 30 per cent of targeted camp communities has been maintained throughout the year.

Capacity building to lead the shelter and settlement efforts by the BDRCS and its Cox’s Bazar Unit involves providing training and hands-on experience to National Disaster Response Team (NDRT) members, RCY volunteers, and community volunteers. This encompasses enhancing skills in stakeholder engagement and technical expertise, ensuring efficient delivery of shelter solutions to targeted communities. Furthermore, maintaining ongoing coordination with regional and global counterparts facilitates the sharing of insights, enhancement of technical capacities, and exchange of learning and experiences.

In-country IFRC member societies providing existing bilateral support in this sector:

German Red Cross, Qatar Red Crescent, Turkish Red Crescent, Swiss Red Cross (in emergencies only)

| | | |
|---|------------------------------------|--|
|  Water, Sanitation, and Hygiene | Displaced community: 93,000 people | Cox’s Bazar: CHF 8.8m Bhasan Char: CHF 1.5m |
| | Host community: 30,000 people | |

Objective:

Ensure access to clean water, improve sanitation facilities, and promote good hygiene practices among displaced populations and host communities thereby enhancing overall health and well-being.

²⁸ Shelter Camp Coordination and Camp Management
²⁹ ISCG, 2024

Priority Actions:

- 1. Provide regular water supply** through water supply networks and tube wells following minimum sector standards.
- 2. Provide environment-friendly, innovative sanitation** services which include faecal sludge management (FSM), solid waste management (SWM), and upgrades to latrines/bathing.
- 3. Promote improved hygiene** among displaced and host communities through ongoing behavioural hygiene sessions and by distributing essential hygiene items.

Main focus for 2025-2027:

To maintain WASH minimum standards and avoid public health and environmental risks, maintenance and upgrades are essential for sustaining WASH facilities and services that have been in use for the last five to six years. Given the significant growth in the camp population and limited space in the settlement, it is imperative to ensure the continuity of the existing safe water supply and sanitation facilities, including essential hygiene supplies³⁰ as per the Cox's Bazar WASH sector standard.

Continuation of water supply and sanitation services – as part of the 'operations and maintenance' approach of this operation – moving forward, the WASH sector will focus on user-friendly upgrades of existing WASH facilities. In addition, and wherever possible, innovative and sustainable solutions that are climate-smart or nature-based will be employed, including climate change adaptation and mitigation efforts. Examples of WASH support that will incorporate such innovations include upgrading solar-powered water supply, sustainable solutions to replace backup generators (thus significantly reducing the use of fossil fuels), piloting rainwater harvesting systems and groundwater recharge systems to counter depleting groundwater sources, water and wastewater reuse, innovative solutions for latrines and bathing, as well as other green response activities in WASH.

Solid waste management (SWM) will include cleaning blocks (each camp consists of several blocks) and drains, which will help to keep the environment clean and prevent blockages in drainage to avoid water clogging, contaminating water sources, controlling vectors, and spreading diseases. The entire process of SWM involves distributing household and communal bins, collecting waste, segregating organic and inorganic waste, creating compost from organic waste for distribution to the targeted community for household gardening, and providing inorganic waste to local scrap dealers for recycling.

Innovations in faecal sludge management (FSM) will include upgrades to solar-powered FSM systems that require minimal land area while providing maximum capacity. Sludge-generated wastewater will be treated before being discharged into the environment to ensure it is pathogen-free and not harmful to the population living downstream. The possibility of repurposing treated wastewater and generating byproducts from the solid portion will be part of FSM innovations.

Community Engagement in WASH: The engagement of community members has been integrated in line with an 'operations and maintenance' approach for WASH facilities (latrines, bathing, water points, etc.) and the sustainability of the facilities through community ownership. People in the community have been made responsible for the operation and maintenance (O&M) of WASH facilities. Trained community members provide volunteer services for ongoing O&M of WASH facilities as well as small-scale mitigation measures. At the same time, community user groups and maintenance groups are formed and will continue to be equipped with the necessary tools and training to repair WASH infrastructure.

The promotion of improved hygiene among displaced and host communities will continue to be an integral component of this sector. This will be conducted in complement with the various hardware elements, and trained community volunteers from Health and WASH (one team) comprising residents from displaced or host communities will be key in efforts to promote positive behavioural change, leading to reduced public health

³⁰ This refers to hygiene supplies that include a hygiene kit (non-consumable items such as a water container, nylon rope, nail cutter, comb, razor), soap kit (consumable items such as bathing soaps, laundry soap), and menstrual hygiene management (MHM) kit (consumable items).

and environmental risks. In this context, hygiene promotion activities will include handwashing, water safety, safe sanitation, waste management, and the provision of hygiene kits, hygiene top-up kits (soap kit, dental kit etc.), and menstrual hygiene management kits – all of which will be in accordance with Sphere and WASH Sector standards. As per previous practice, hygiene promotion and its impact will be monitored through KAP surveys.

The IFRC/BDRCS will ensure effective coordination with external stakeholders at the camp level (CiC, WASH agencies, SMS, SD, other stakeholders, etc.) and the Cox’s Bazar host community level (ISCG, WASH Sector, SAG, Technical Working Group, UN, NGOs/INGOs, etc.), while internally undertaking regular coordination with IFRC in-country partners bilaterally supporting the BDRCS in WASH interventions.

In-country IFRC member societies providing existing bilateral support in this sector:

German Red Cross, Swedish Red Cross, Swiss Red Cross, and Turkish Red Crescent

| | | |
|--|-------------------------------------|--|
|  Livelihoods | Displaced community: 147,500 people | Cox’s Bazar: CHF 9.9m Bhasan Char: CHF 1m |
| | Host community: 120,000 people | |

Objective: Support camp and host communities in strengthening their livelihoods to promote well-being and resilience.

Priority Actions:

- **Camp:** Provide skills development training (farm and non-farm based) and input support to the camp population to prepare for a voluntary and sustainable repatriation and possible immediate income-generating activities.
- **Host:** Support the most vulnerable households in the host community by providing skills training (internal and external), capital support and market linkage, and possible immediate income-generating activities.

Main focus for 2025-2027:

The displaced people in camps face a multitude of livelihood challenges which have complex and multi-faceted consequences, confining them to the camps and limiting their livelihood opportunities, including access to employment. The livelihood programme aims to engage the camp population through skills development training as guided by the livelihood framework (issued by the Government of Bangladesh³¹) and where it is expected to build the skills and capacities of displaced people commensurate with livelihood opportunities available in Rakhine State to support their voluntary and sustainable return to Myanmar when conditions are conducive, based on the Myanmar National Qualifications Framework (MNQF) and ASEAN Qualifications Reference Framework (AQRf). For the displaced community, the Accelerated Adult Literacy (AAL) Package addresses literacy and numeracy barriers among youth, integrating vocational and livelihood skills to increase eligibility for formal Competency-Based Training (CBT). The CBT programme, developed for ten trades, includes a 360-hour course adapted from recognised frameworks, ensuring the acquisition of comprehensive skills. Non-formal technical training is also promoted, requiring a minimum of 120 hours to ensure in-depth learning and high-quality standards. Additionally, the creation of diversified livelihood opportunities is encouraged, combining skills development with follow-up support such as equipment provision or self-employment options.

For the host communities in Cox’s Bazar, activities focus on leveraging the National Training and Vocational Qualifications Framework (NTVQF) to provide accessible vocational training through local technical and

³¹ Please see: <https://rohingyaresponse.org/sectors/coxs-bazar/livelihoods-and-skills-development/>

vocational education and training institutions, accompanied by a training stipend. Non-formal technical training covers various trades, combining them with business development training to enhance economic prospects. Job referrals are facilitated through a collaboration with the Cox's Bazar Chamber of Commerce and the private sector, while market linkages are strengthened to help small producers reach wider markets. Soft skills development, focusing on transferable skills such as problem-solving and communication, is also supported. Research and analysis are encouraged to identify gaps in skills and market demands, and both conditional and unconditional cash support mechanisms are included to provide financial assistance based on participation in training or need during emergencies.

The budget for livelihoods should include a training stipend of BDT 150 per person per day, as arranged by the GoB's livelihood framework. This stipend can be provided as conditional cash or voucher assistance through the post office or other methods such as e-vouchers or cash for training. The GoB's training of trainer certification, and vocational training for BDRCS personnel for their future opportunities will be provided. Furthermore, it should support selected individuals and groups in starting their livelihoods using the newly acquired skills for both individual as well as group-based approaches.

While complying with the government's livelihood framework, the RCRC could place more of an emphasis on engaging youth, extremely vulnerable individuals (such as persons with disabilities, adolescent girls, women-headed households, transgender individuals, survivors of gender-based violence, and the elderly), and women as primary target groups for this livelihood training. The partnership with WFP, the Government of Bangladesh (responsible for livelihood sectors), the Bangladesh Post Office as the BDRCS's trusted financial service provider, and other partners will continue to promote shared responsibilities.

Tensions between the camp and host community are rising as livelihood opportunities for the host community diminish. This further exacerbates the socioeconomic precarity of people who were already vulnerable before the influx. In addition, the influx has led to deforestation, soil erosion, and environmental degradation, exacerbated by the climate crisis, and increasing frequency of cyclones, floods, landslides and also human-induced hazards such as fire. The target areas will therefore be identified based on vulnerability mapping and training needs assessments, complementary to the government's livelihoods framework in both camp and host communities. The programme will, as much as possible, accommodate community-driven initiatives, giving ownership and responsibility to people in the community in their livelihood's development.

In-country IFRC member societies providing existing bilateral support in this sector:

German Red Cross, Qatar Red Crescent



**Protection,
Gender, and
Inclusion**

Displaced community:
72,000 people

Host community: 30,000

**Cox's Bazar: CHF 1.3m
Bhasan Char: CHF 305,000**

Objective: Empower vulnerable and marginalised individuals and groups in camps and host communities.

Priority Actions:

- **Provide protection services** at the DAPS centre and household level.
- **Provide technical support for PGI mainstreaming** in sector intervention.
- **Strengthen the community-based approach** (community groups) for reporting and referral of protection cases to case management actors (sexual and gender-based violence, child protection, human trafficking, child marriage, etc.).

Main focus for 2025-2027:

PGI will continue with its core mandate of providing protection services, mainstreaming support, and referrals to case management actors. The protection services include awareness sessions on various protection issues at the centre and household level, campaigns on protection themes, recreational activities, and life skills development.

PMO PGI interventions will continue in collaboration with protection actors, ensuring alignment with protection sectoral groups and reflecting in ISCG reports and dashboards. In this phase, efforts will strengthen PGI data collection, analysis, and reporting, and adopt evidence-based programming. Subsequently, PGI interventions will address the critical needs of people in the community, especially EVIs, PWDs, and diverse groups of people, by providing technical guidance to follow the PGI minimum standards and Gender Age Marker (GAM) tool for gender-responsive sectoral programming. In this regard, the DAPS approach will be mainstreamed in all sectoral activities to meet the specific needs of different target groups. BDRCS sector teams, therefore, will be assisted in following the PGI minimum standards, policies, and guidelines in sectoral interventions. Existing coordination, collaboration, and networking with different protection working groups (i.e. PWG, ATWG, GiHA, CPWG, ADWG, etc.) will be maintained as part of accountability to wider stakeholders.

In-country IFRC member societies providing existing bilateral support in this sector:

Turkish Red Crescent Society


**Community
Engagement and
Accountability**

Displaced community:
300,000 people

Host community: 100,000
people

Cox's Bazar: CHF 798,000
Bhasan Char: CHF 44,000

Objective: Targeted communities are consulted and able to share their views about the assistance received or planned, and programmes and operations are planned and adapted accordingly.

Priority Actions:

1. **Strengthen the community feedback and response** mechanism for both displaced and host communities.
2. **CEA approach incorporated** in program development, implementation, and monitoring following CEA guidelines.


Main focus for 2025-2027:

The CEA approach will be strengthened within existing operational areas by updating the community feedback and response mechanism in alignment with PMO sectoral interventions and following the strategy of the Accountability to Affected People (AAP) working group. The AAP working group was formed to replace Communication with Communities (CwC). The CwC Working Group in Cox's Bazar provided coordination and technical support to sectors and organisations working on communications and community engagement as part of the crisis response. With the transition from CwC to the AAP working group, a term of reference was

established to guide community engagement mainstreaming in the response. Currently, the AAP technical group consists of the IOM, UNHCR, UNICEF, BBC Media Action, Translators without Borders (TWB), and the RCRC Movement/IFRC.

This approach will be incorporated in program development, implementation, and monitoring following the Movement-wide commitments, BDRCS Standard Operating Procedure (SOP) for feedback mechanism, CEA guideline, and BDRCS CEA policy. As such, it is imperative to build the capacity of community-based groups to take the lead in planning for their own community. To integrate the CEA approach into sectoral interventions, coordination, collaboration, and networking with the AAP working group led by the ISCG, NHQ CEA-PGI team, PNSs and other relevant actors and all sectors will be ensured.

Enabling approaches

| | | |
|---|---------------------------------------|--|
|  | National Society Strengthening | Cox's Bazar: CHF 858,000 Bhasan Char: CHF 867,000 |
|---|---------------------------------------|--|

Objective: The BDRCS is transformed into a strong National Society with strengthened capacities, systems, and procedures at the central and branch levels with a focus on the Cox's Bazar branch.

Priority Actions:

- 1. Support Preparedness for Effective Response efforts,** focusing on key areas such as logistics, information management, volunteer management, resource mobilisation and communications as well as compliance (finance, HR management, PMER, communications, logistics, audit, etc.) following both the National Society Strengthening (NSS) support plan and the branch development framework of the BDRCS.
- 2. Strengthen systems, procedures, and guidelines** across a broad spectrum of support services and operations at the BDRCS headquarters level in financial sustainability, digitalisation, youth and volunteer management, and the duty of care component to ensure a positive impact, making the PMO effective and efficient. The focus areas will include sectoral interventions, branch development, volunteer management, and resource mobilisation.

Main focus for 2025-2027:

National Society Strengthening (NSS) is one of the key focus and priority areas of the IFRC, reflected in both the IFRC Strategy 2030 and Agenda for Renewal. Accordingly, the IFRC in Bangladesh has prioritised NSS support for the BDRCS, not only because of its global focus on NSS, but also due to the very clear direction on NSS by the BDRCS in its Strategic Plan (SP) 2021-25. Since 2021, the IFRC membership has shown a keen interest and strategic focus on NSS from their respective entities and has significantly invested in this area. IFRC Bangladesh is leading and coordinating the NSS support, guided by a membership-wide NSS support mechanism agreed upon in the NSS support direction paper. There is a coordinated NSS support plan for the BDRCS, which is supported by all partners in the country.

Through this PMO appeal, efforts will be made to contribute towards the overall NSS objective of the BDRCS being 'transformed into a strong National Society'. The operations team will coordinate with both the BDRCS and IFRC country delegation NSS teams to make sure that the available NSS funding is utilised in a coordinated

way in line with the National Society's NSS support plan. This combined effort will ensure that the investment in NSS helps in making the operation effective and efficient. The National Society's branch development framework will serve as the foundation for supporting the branches with a special focus on the CXB branch. Priority areas such as financial sustainability, digitalisation, youth and volunteer management, and duty of care, will be supported through the operation. These efforts need to align with the mainstreamed NSS plan/NSS support plan of the National Society. Programmatic-level consultations will involve relevant stakeholders, including the community, district level authorities, and authorities at the highest-level responsible for crisis coordination and humanitarian diplomacy. This will ensure active, targeted, and effective dialogue with the government, donors, and UN agencies on the population movement crisis. A Humanitarian Diplomacy plan and key advocacy messages will be developed, noting that promoting social cohesion is integral to reducing social tensions due to the protracted nature of this crisis.



Coordination and Partnerships

Cox's Bazar: CHF 260,000
Bhasan Char: CHF 322,000

Objective:

To better articulate the auxiliary role of the BDRCS and its convening power among a plurality of stakeholders, and accordingly strengthen the IFRC network's footprint in the response to the population movement crisis.

Priority Actions:

1. Membership Coordination

Consolidate and harmonise the multilateral and various bilateral support provided to the BDRCS through the OWF approach.

2. Engagement with external partners

Represent the IFRC network in different external fora involving a wide range of stakeholders (government, donor community, humanitarian community) at all levels including Dhaka, Cox's Bazar, and the camp settlement.

3. Movement Cooperation

Promote a Movement-wide approach, as well as support for the BDRCS, wherever possible.

4. Transition to a unified country plan

Develop a strategy to transition to a unified plan that includes context analysis, rationalisation exercises, and dialogues with different stakeholders including the government, humanitarian actors, and Red Cross and Red Crescent partners.



Secretariat Services

Cox's Bazar: CHF 3.8m³²
Bhasan Char: CHF 989,000

Objective:

Provide a range of quality support services to in-country IFRC member societies with the aim of cost-savings and improving efficiency.

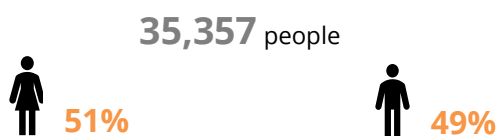
³² In the breakdown table in the early part of this document, the secretariat services budget is incorporated within individual programme sector budgets.

Priority Actions:

- 1. Renew existing integrated services** (HR, Finance, Admin, Fleet Management, Logistics, Security, Communications, and PMER Federation-wide) agreements with respective in-country IFRC member societies.
 - For communications, this operation will continue to tell the stories of the people affected, with a revamped approach to media pitching and stakeholder engagement among the donor societies, including with PNSs.
 - As part of the PMER effort, an external review is planned for the middle of the new Emergency Appeal phase, as well as a multi-year Federation-wide report in 2025 covering the 2017-2024 period.
- 2. Maintain and strengthen the quality of services** provided to in-country IFRC member societies by virtue of such agreements.

Support for the displaced community relocated on Bhasan Char island

Relocated Displaced People



In addition to the above support focused on Cox's Bazar, assistance is also planned for continuing humanitarian needs of the displaced community relocated from the camp settlement in Cox's Bazar to Bhasan Char Island. As of 30 June 2024, there are approximately 35,357 displaced individuals (8,495 families) on the island³³ – this is to be viewed within the context of the GoB's overall target to relocate up to 100,000 displaced individuals from Cox's Bazar to the island, as part of efforts to reduce congestion in the camps.³⁴ The displaced community currently on the island has been relocated by the authorities from Cox's Bazar in phases, beginning in December 2020. Among the relocated people, 56 per cent of the population are children, 42 per cent are adults, and two per cent are elderly, while the population comprises 51 per females and 49 per cent males. Among the 8,497 families, 96 per cent of families have been fully relocated and the remaining four per cent have been partially relocated.



For the last couple of years, the BDRCS has been well placed to meet the humanitarian needs of people relocated from the Cox's Bazar camp to the island, in continued and strict adherence to the Red Cross Red Crescent position and that of the international humanitarian community, i.e. the relocation of displaced people must be voluntary, with safety and dignity assured. Currently, the BDRCS, as one of the keys implementing agencies, is engaged in providing various support such as site management support (SMS), emergency preparedness and response (EPR), shelter management, distribution of essential household items, and registration support.

Since the onset of the relocation, the IFRC and its in-country member societies have accumulated resources under the Federation-wide umbrella to enable the BDRCS to continue providing humanitarian assistance for the

³³ BDRCS has been assisting the Bangladesh government with the registration of displaced individuals on the island.

³⁴ [Ministry for Foreign Affairs of Bangladesh Press Release, 4 dec 2020](#)

growing number of displaced people in Bhasan Char. With the support of the IFRC and German Red Cross, the BDRCS continues to provide a range of services including WASH infrastructure maintenance, SWM, drainage cleaning and maintenance, disinfection, and WASH item distribution. In 2023, with the support of the IFRC and the Kuwait Red Crescent Society (KRCS), the BDRCS provided personal hygiene items, waste management vans to collect household waste, livelihood support, liquified petroleum gas (LPG), cyclone preparedness (including basic disaster preparedness, cyclone warning flag hoisting, first aid, search and rescue, evacuation, cyclone simulation exercise), deployment of a mobile medical team, mosquito nets, and psychosocial support. While the GoB established the infrastructure, continuous support from humanitarian agencies is required to ensure that the people relocated there are leading healthy lives and that their basic needs are met. The GoB is relocating people from the Cox's Bazar camp in different batches, making this a continuous process. As of June 2024, 279,792 people have been relocated, with more expected to be moved to the island in the coming months.

Considering the existing and projected humanitarian needs of people on the island, the IFRC, together with the BDRCS, is seeking CHF 9 million for 2025-2027.

Note: Interested donors can contribute to the Bhasan Char intervention through a separate project code.

Risk management

| Risk | Likelihood | Impact | Mitigating steps |
|--|------------|-----------------------|---|
| Seasonal cyclones and monsoons, and other hazards including fires and floods | Possible | Moderate | <ul style="list-style-type: none"> BDRCS Emergency Operations Centre mechanism is in place at Cox's Bazar. Scenario-based Early Warning Early Action Plan (cyclones and other hazards) in place. Regular training of both BDRCS and CPP volunteers in multi-hazard emergency preparedness and response. Install and regularly update firefighting equipment and the fire safety plan in camp facilities in particular and in other relevant places. |
| Public health risks including infectious disease outbreaks, mental health issues, waterborne and vector-borne diseases, NCDs, and sexual and gender-based violence | Possible | Moderate | <ul style="list-style-type: none"> Ensure integrated programming to address these issues. Regular monitoring of the situation and coordination with stakeholders working on the ground. Referral mechanisms are in place. |
| Armed clashes and violence in the camps | Possible | Moderate | <ul style="list-style-type: none"> Regular monitoring and updates on the camp situation; timely advisory to teams functioning in the field; effective civil-military liaison to remain updated on any developments. |
| Social discord between displaced and host communities | Possible | Delays in programming | <ul style="list-style-type: none"> Balanced support for both the displaced and host communities; robust CEA outreach; robust civil-military liaison work by the IFRC to keep abreast of developments. |
| Crime (particularly theft in camp facilities) | Possible | Minor | <ul style="list-style-type: none"> Regular dissemination of security guidance (including via a WhatsApp |

| Risk | Likelihood | Impact | Mitigating steps |
|------------------------------------|---------------|----------|--|
| | | | security group) to staff and visitors on developing crime trends and the required prevention and response by staff and visitors; IFRC sites are assessed in compliance with IFRC Minimum Security Regulations; security/safety training for staff. |
| Clashes on the border with Myanmar | Highly Likely | Moderate | <ul style="list-style-type: none"> • Possible clashes along the border between Myanmar government forces and armed groups in Myanmar impact the overall security situation in Cox's Bazar. • Possible landmine explosions along the Bangladesh-Myanmar border creates another point of concern for the movement and execution of operational activities in the border areas. No movement in the border areas without prior information and clearance from the Security team. |
| Kidnapping | Possible | Severe | <ul style="list-style-type: none"> • Although humanitarian staff and NGO workers are not targeted for possible kidnapping or abduction, the possibility of being victims of such cases remains moderate. Staff and volunteers must move in groups or pairs and keep others informed about their movement plans. |

The risks above are extracted from the PMO risk register which is regularly updated. In reference to security in the camps in particular, the IFRC's Security Manager serves as a civil-military liaison, a role which is vital to keeping abreast of developments in the operational environment in the camp settlement and adjoining host community areas, as well as remaining on good terms with law enforcement actors. The National Society's security framework will apply to their staff and volunteers throughout the operation. The existing IFRC country security framework will apply for personnel under the responsibility of IFRC security, including surge support and integrated PNSs. Rapid security assessments and analyses will be conducted as needed. All IFRC staff must complete the IFRC Stay Safe 2.0 e-learning courses, and RC/RC staff and volunteers are encouraged to do the same. Staff and volunteers will be kept informed of the security status and briefed on emergency response protocols.

Quality and accountability

Efforts to ensure quality and accountability in this operation will continue to encompass a broad spectrum. This will include regular audits, programmatic and operational monitoring and evaluations, and fulfilment of the BDRCS accountability plan of action. Emphasis will also be placed on **rationalising resources according to needs** – this will be part of the shared vision among the Red Cross Red Crescent Movement to consolidate, streamline, and link the common services or support that it currently provides.

Regular planning, monitoring, evaluation, and reporting (PMER) functions of programming will continue through a centralised data collection system, supplied with data submitted by the reporting focal points of various partner-supported programmes, used to produce IFRC and Federation-wide products. IFRC products include operations updates (serving as general reports for donors and other audiences) and pledge-based reports (serving as specific donor reports), as well as information management products such as the [IFRC Go page for PMO](#) which includes Federation-wide information. PMO EA Operations Updates are published every

four months, for example, the operations update for the January to April 2024 period is scheduled for publication in early July 2024. These revised EA Operations Updates will cover the new phase of the PMO under the revised Emergency Appeal ending 31 December 2027. Federation-wide tools and products comprise Federation-wide monthly situation reports (called monthly Federation-wide operations updates) and an annual report. During this phase, an evaluation will be conducted to assess the PMO with a scope to review the Federation-wide operations – to the extent they have been effective, efficient, relevant, coherent, and sustainable.

IFRC PMER will be guided by an **overarching implementation plan of the Emergency Appeal**, while Federation-wide PMER will be guided by the existing **One Window Framework (OWF) Plan of Action to be revisited** and updated following the launch of the revised Emergency Appeal. However, the indicators table below will track the progress of the operations under this revised Emergency Appeal, while OWF will have a separate indicator tracking table to be revised, resulting in a multi-year Federation-wide report.

In reference to accountability to targeted communities, the **cross-cutting approaches of CEA and PGI** will continue to complement and strengthen sectoral programming. Other efforts include community perception surveys, adherence to guiding instruments such as the BDRCS Guideline on Community Feedback System for PMO, BDRCS deployment guidelines for community volunteers (comprising trained residents among displaced and host communities), the respective IFRC and BDRCS policies on Prevention and Response to Sexual Exploitation and Abuse (PSEA), and the ISCG Standard Operating Procedures on Sexual Exploitation and Abuse (SEA) Complaints Referral in Cox’s Bazar.

List of Indicators and Targets – Cox’s Bazar

| Sector | Indicators | Targets |
|---|--|-----------|
| Risk Reduction, Climate Adaptation, and Recovery | # of people in camp and host communities reached with the institutional disaster risk management (DRM) structure | 1,400,000 |
| | # of people in camp and host communities reached through disaster risk reduction (DRR) and climate change adaptation activities (disaster preparedness training, small scale mitigation, DRR focused cash support, etc.) | TBC |
| | # people in camp and host communities reached through the Cyclone Preparedness Programme (CPP) – jointly operated by the government and BDRCS | TBC |
| Shelter | # of people (and households) in camp and host communities provided with shelter and settlement solutions to strengthen their safety and well-being | 110,000 |
| | # of shelter and settlement solutions (such as alternative construction materials, transitional shelter materials, mid-term shelters, etc.) provided for people in the camp and host community | TBC |
| | # of people in the camp and host community who increased their knowledge and awareness on safe shelter | TBC |
| | # of people in the camp (and households) provided with emergency shelter, who subsequently occupy a shelter that is safe and adequately enables essential household and livelihoods activities to be undertaken with dignity | TBC |
| Livelihoods | # of people in the camp and host communities reached by livelihood strengthening initiatives | 267,500 |
| | # of people in the camp community (and households) provided with skills development opportunities | 29,500 |
| | # of people in the host community (and households) provided with skills training, capital support, and market linkages | 24,000 |
| Health | # of people in camps and host communities who have reduced their health risks by receiving medical management of injuries and diseases, and community health messages. | 400,000 |

| Sector | Indicators | Targets |
|---------------------------------------|---|---------|
| | # of people who have accessed medical services at BDRCS healthcare facilities in the camp and host communities. | TBC |
| | # of people in camp and host communities who have accessed Community-Based Health and First Aid (CBHFA) services | 500,000 |
| | # of people in camp and host communities who participated MHPSS activities | TBC |
| | # of people in camp and host communities reached with PSS in emergency response | TBC |
| WASH | # of people reached in camp and host communities who experience reduced risk of waterborne and water-related diseases, access to clean water, improved sanitation facilities, and who practice safe hygiene | 123,000 |
| | # of people in camp and host communities who have access to safe water sourced through climate-smart, nature-based solutions | 35,000 |
| | # of people in camp and host communities benefiting from environmentally friendly and innovative sanitation services | 45,000 |
| | # of people in camp and host communities practicing improved hygiene | 85,000 |
| Cross-cutting (CEA, PGI) | # of people reached through community consultations/outreach | TBC |
| | # of complaints/feedback received through feedback mechanisms (on interventions in various sectors) | 400,000 |
| | # and % of complaints or feedback on interventions in sectors which receive a response through established community communications (info desk, info hub, outreach, etc.) | 100% |
| | # of people provided with PGI services at DAPS centres and the household/community level | 102,000 |
| | # of referrals made to protection case management actors (camp) | TBC |
| | # of extremely vulnerable individuals supported by sectoral intervention (health, shelter, WASH, disaster risk reduction, and livelihoods) | TBC |
| National Society Strengthening | # of BDRCS staff and volunteers trained on search and rescue, first aid, disaster preparedness, early warning and anticipatory actions | TBC |
| | # of volunteers provided with equipment for protection, safety, and support (e.g. PSS) appropriate to the emergency | TBC |
| Coordination and Partnerships | The OWF Plan of Action is reviewed and practiced at the PMO | Yes |
| IFRC Secretariat Services | # of existing integrated and service agreements with respective in-country IFRC member societies that are renewed | 7 |

List of Indicators and Targets – Bhasan Char

| Sector | Indicators | Targets |
|---|---|---------|
| Risk Reduction, Climate Adaptation, and Recovery | # of people reached with DRR and climate change adaptation activities on the island ³⁵ | 35,357 |
| | # of community volunteers who received disaster preparedness training | 200 |
| | # of people reached with evacuation support | 35,257 |
| Shelter and Basic Household Items | # of people reached with tarpaulin support | 25,000 |
| | # of people reached with household items | 25,000 |
| | # of households reached with housing care and maintenance work | 200 |

³⁵ The target of 35,357 will eventually be increased in DRR, reaching more people through awareness campaigns based on the further relocation or an increased number of people on the island.

| Sector | Indicators | Targets |
|---------------------------------------|---|-------------------|
| Livelihoods | # of people reached with skills development support | 90 |
| | # of households reached with livestock support | 1,200 |
| | # of households reached with vegetable gardening | 400 |
| | # of livelihood assessments, including market linkage, conducted on the island | 1 |
| | # of households reached with MPCG assistance | 9,000 |
| Health | # of people reached with the deployment of the mobile health team | 2,000 |
| | # of people reached through training in CBHFA, PSS, and first aid | 300 |
| | # of households reached with mosquito net distributions | 15,000 |
| | # of cases reported through Community-based surveillance (CBS) | TBC |
| WASH | # of households that benefited from rainwater harvesting | 500 |
| | # of household reached with hygiene parcel distribution | 10,000 |
| | # of people reached with hygiene awareness campaigns | 35,357 |
| | # of wastebin platforms constructed | 100 |
| | # of latrines equipped with lighting facilities | 400 |
| Cross-cutting (CEA, PGI) | # of people reached with protection awareness messaging/sessions | 35,357 |
| | Mapping of PGI-related services on the island | 1 |
| | # of feedback messages submitted to the BDRCS | N/A ³⁶ |
| | Child safeguarding assessments conducted (Yes/No) | 1 |
| | # of people with special needs reached with tailor made support | 100 |
| | # of people reached with anti-trafficking awareness | 35,357 |
| National Society Strengthening | # of National Society staff who received sector specific regional/national level training | 3 |
| | Volunteer and staff insurance in place (Yes/No) | Yes |
| | # of volunteers reached through the YABC initiative | 25 |
| | # of National Society staff and volunteers reached with leadership development training | 60 |
| | # of staff and volunteers/NDRT/NDWRT who received on-the-job training | 10 |
| | Support provided to the National Society Emergency Operations Centre (EOC) (Yes/No) | Yes |
| | # of staff and volunteers reached with communications training | 30 |
| Coordination and Partnerships | # of coordination meetings organised by the National Society on the island | 6 |
| | # of media and donor visits organised | 2 |
| IFRC Secretariat Services | # of technical and monitoring visits conducted | 2 |
| | Security assessment conducted and necessary security support extended for the National Society as needed (Yes/No) | Yes |
| | Ensure necessary external coordination through different platforms and working groups (Yes/No) | Yes |
| | # of communication materials developed by the Communications team | 12 |

³⁶ This will be at actual basis.

Funding requirements

Federation-wide funding requirement (Breakdown)

| IFRC Secretariat Funding Requirement (including Bhasan Char) | IFRC Member Societies Bilateral Funding Requirement | BDRCS Domestic Target |
|--|---|-----------------------|
| CHF 65 million | CHF 22 million | N/A |

Breakdown of the IFRC secretariat funding requirement

Cox's Bazar



OPERATIONAL STRATEGY

MDRBD018 - Bangladesh Population Movement Operation - Bhasan Char

FUNDING REQUIREMENTS

| | |
|--|-------------------|
| Planned Operations | 51,071,000 |
| Shelter and Basic Household Items | 15,088,000 |
| Livelihoods | 9,970,000 |
| Multi-purpose Cash | 0 |
| Health | 3,433,000 |
| Water, Sanitation, and Hygiene | 8,805,000 |
| Protection, Gender, and Inclusion | 1,296,000 |
| Education | 0 |
| Migration | 0 |
| Risk Reduction, Climate Adaptation, and Recovery | 11,681,000 |
| Community Engagement and Accountability | 798,000 |
| Environmental Sustainability | 0 |
| Enabling Approaches | 4,999,000 |
| Coordination and Partnerships | 260,000 |
| Secretariat Services | 3,881,000 |
| National Society Strengthening | 858,000 |
| TOTAL FUNDING REQUIREMENTS | 56,070,000 |

all amounts in Swiss francs (CHF)



OPERATIONAL STRATEGY

MDRBD018 - Bangladesh Population Movement Operation - Bhasan Char

FUNDING REQUIREMENTS

| | |
|--|------------------|
| Planned Operations | 6,799,000 |
| Shelter and Basic Household Items | 1,781,000 |
| Livelihoods | 1,003,000 |
| Multi-purpose Cash | 575,000 |
| Health | 734,000 |
| Water, Sanitation, and Hygiene | 1,477,000 |
| Protection, Gender, and Inclusion | 305,000 |
| Education | 0 |
| Migration | 0 |
| Risk Reduction, Climate Adaptation, and Recovery | 370,000 |
| Community Engagement and Accountability | 44,000 |
| Environmental Sustainability | 510,000 |
| Enabling Approaches | 2,178,000 |
| Coordination and Partnerships | 322,000 |
| Secretariat Services | 989,000 |
| National Society Strengthening | 867,000 |
| TOTAL FUNDING REQUIREMENTS | 8,977,000 |

all amounts in Swiss francs (CHF)

Contact information

For further information specifically related to this operation, please contact:

At the Bangladesh Red Crescent Society:

- Kazi Shofiqul Azam, Secretary General; email: secretarygeneral@bdracs.org, phone: +8801811 458 500
- Md. Mijanur Rahman, Director, Disaster Response Department; email: mdmijanur.rahman@bdracs.org, phone: +88001811 458 522

IFRC Bangladesh Delegation:

- Alberto Bocanegra; email: alberto.bocanegra@ifrc.org, phone: +880 01711 521 615
- Hrushikesh Harichandran; email: hruhikesh.harichandan@ifrc.org, phone: +88 018 4120 3632

IFRC Regional Office:

- Alexander Matheou, Regional Director; email: alexander.matheou@ifrc.org
- Juja Kim, Deputy Regional Director; email: juja.kim@ifrc.org
- Joy Singhal, Head of Health, Disaster, Climate and Crisis unit; email: joy.singhal@ifrc.org
- Felipe Delcid, Lead of Evolving Crises and Disasters; email: felipe.delcid@ifrc.org
- Nusrat Hassan, Operations Coordinator; email: opscoord.southasia@ifrc.org
- Afrhill Rances, Communications Manager; email: afrhill.rances@ifrc.org

IFRC Geneva:

- Christina Duschl, Senior Officer Operations Coordination; email: christina.duschl@ifrc.org

For IFRC Resource Mobilisation and Pledges support:

- Maz Afiqah Mohammad Khairul Azmi, Partnerships in Emergencies, PartnershipsEA.AP@ifrc.org

For In-Kind Donations and Mobilisation table support:

- Nuraiza Khairuddin, Manager – Regional Logistics Unit; email: Nuraiza.khairuddin@ifrc.org

Reference



Click here for:

- Previous [Appeals](#) and [updates](#)