

Livelihood and Skill Development Sector Meeting Minutes

LSDS Coordination Meeting

Date: 08.01.2026

Location: ISCG Conference Room

Participants: ARRRC- Mr. Saleh Mohammad Obaidullah, AAB, AMAN, BRAC, CARITASH, DRC, EBL Representatives, FSS, HELVETAS,ILO, IRC, IOM,JCF, OXAM, PSEA- RCP, RDRS, SCI, SKUS, Shushilan, SCCCM Sector, UNFPA, UN-Women, WFP, YPSA

Agenda:

- **Introduction**
- **LSDS Updates**
- **Presentation from Eastern Bank Limited**
- **Presentation from WFP on Prioritization Targeting Exercise**

| Agenda | Key discussion |
|-------------|---|
| LSDS Update | <ul style="list-style-type: none">• ISCG has been retitled as the Rohingya Coordination Platform (RCP).• The LSDS Coordinator informed partners that the Joint Response Plan (JRP) finalization process is ongoing, and that RCP has already submitted the JRP narrative to the Government of Bangladesh (GoB).• LSDS previously presented the JRP summary to the RRRC Office on 5 January, highlighting LSDS strategic priorities for 2026.• RCP is proposing the establishment of an NGO Focal Point mechanism to represent NGO partners within the Sectors. The Concept Note (CN) is currently under discussion, and LSDS will update partners once it is finalized. The Focal Point is expected to strengthen coordination, enhance collaboration, and ensure that NGO perspectives and concerns are effectively represented within LSDS.• The Development Forum is expected to commence operations in January, co-led by ILO and UNDP. LSDS will explore and build synergies with the Forum where mandates and objectives align.• LSDS presented the LSDS workplan to partners, which is attached to the meeting minutes for reference.• LSDS is conducting an impact assessment, the inception of the assessment was held with LSDS SAG members on 7th Jan, the presentation is attached. LSDS will send a mail to partners to support data collection from the field. |

Livelihood and Skill Development Sector Meeting Minutes

| | |
|--|---|
| <p>Presentation from Eastern Bank Limited</p> | <ul style="list-style-type: none"> • EBL Representatives presented their plans in case there is Mobile Financial Services or Banking Regulation Framework in place (presentation attached). • Position of the RRRC Office on Financial Inclusion The Additional RRRC reaffirmed that the RRRC Office is supportive of introducing Mobile Financial Services (MFS) and formal banking solutions for refugees. He highlighted, however, that banking systems are preferable due to their greater flexibility, transparency, and efficiency—particularly for remittance transactions. He noted that approximately 40% of refugee households receive remittances, and that MFS currently faces limitations in transaction ceilings and relatively higher costs compared to banking channels. He emphasized that while advocacy for mobile money should continue, parallel advocacy for formal banking solutions is essential, as government policy and regulatory approvals require time to materialize. • Use of Data for Know Your Client (KYC) Requirements In response to questions regarding the use of KYC data for refugees, the Additional RRRC advised that this decision would need to be determined at higher policy levels, involving UNHCR and the relevant Government of Bangladesh authorities on regulatory framework. Nevertheless, he encouraged stakeholders to begin preparatory planning so that both MFS and banking solutions can be operationalized once clear guidance is issued. • EBL’s Proposed Modalities EBL shared that, subject to formal approval and regulatory guidance from the Government of Bangladesh and Bangladesh Bank, they are prepared to introduce QR-code-based transactions within camp markets and operate agent banking models to facilitate refugee access to financial services. <p>While acknowledging EBL’s presentation, the Additional RRRC also noted that several other banks are currently engaging with the RRRC Office and have expressed willingness to support cashless solutions through both MFS and formal banking channels, once the policy environment allows.</p> |
| <p>Presentation from WFP on Prioritization Targeting Exercise</p> | <ul style="list-style-type: none"> • WFP colleagues shared the Prioritization Targeting Exercise which is being planned under WFP. <p><u>Data source</u></p> <ul style="list-style-type: none"> • Refugee Emergency Vulnerability Assessment (REVA) – 8th Edition (December 2024) • Post distribution monitoring (September 2025) • UNHCR demographics data <p><u>This approach combines</u></p> <ul style="list-style-type: none"> • Categorical targeting (extremely vulnerable, highly vulnerable, or vulnerable) based on pre-defined eligibility criteria & inputs from Rohingya • Vulnerability score to rank and prioritize the households |

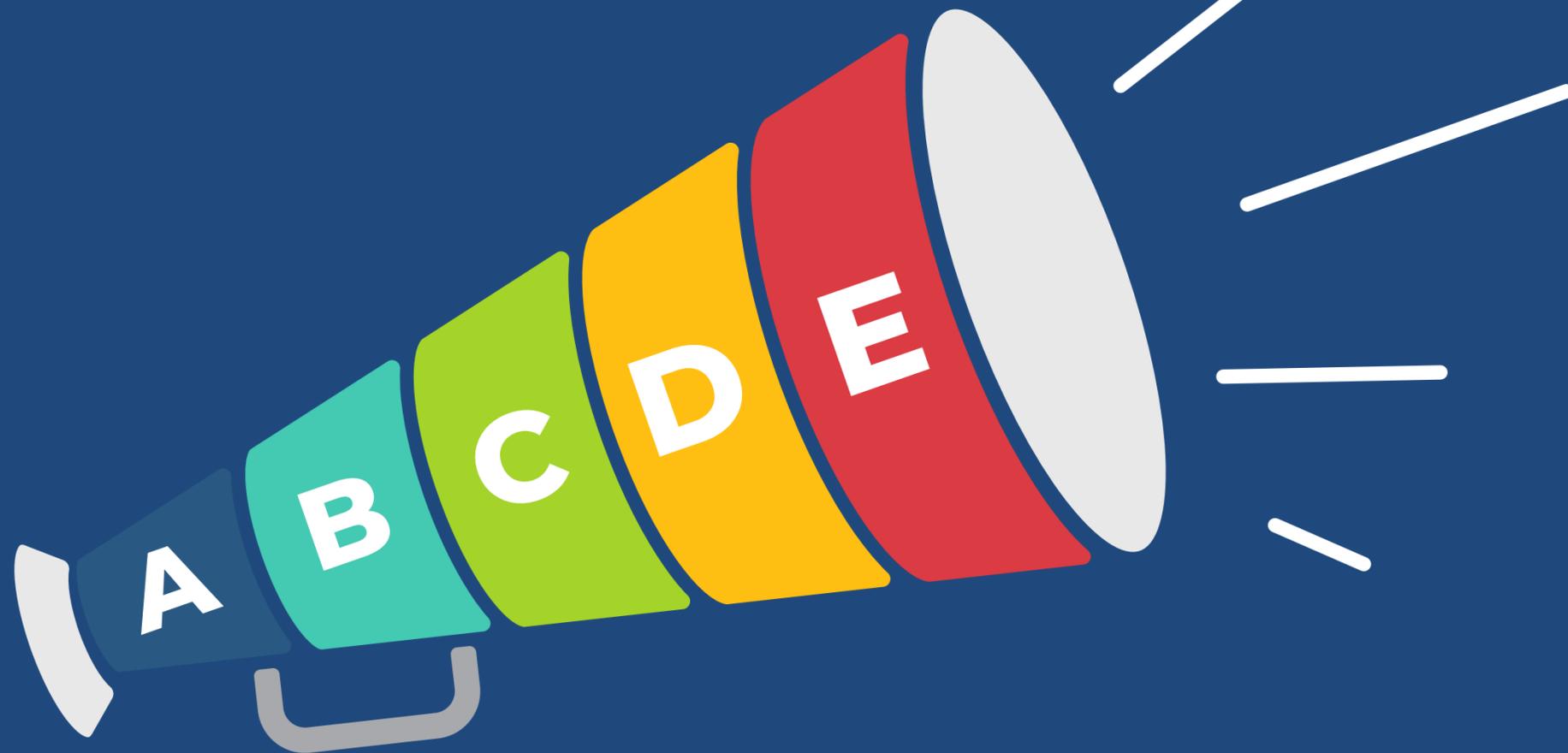
Livelihood and Skill Development Sector
Meeting Minutes

| Themes | Deliverable / Activities | Timeline | | | | | | | | | | | | Notes on Dates/ Frequency/etc | Focal | |
|--|--|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------------------------------|---|---------------------------|
| | | Q1 | | | Q2 | | | Q3 | | | Q4 | | | | | |
| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | | | |
| Strategic/Policies | Implement rationalization exercise for LSDS partners in the camp | | | | | | | | | | | | | | Ongoing activity | LSDS Coordinator |
| | Implementation of LSDS pilots based on advocacy | | | | | | | | | | | | | | Ongoing activity | LSDS Coordinator |
| | Review LSDS AWP 2026 | | | | | | | | | | | | | | Mid-term and Year-end | LSDS Coordinator |
| | Recommendation on additional skill sets based on the Skills Need Assessment results to SDF | | | | | | | | | | | | | | One-time exercise | LSDS Coordinator |
| | Plan for and draft JRP 2027 | | | | | | | | | | | | | | One-time exercise | LSDS Coordinator |
| Capacity Strengthening & assessment | Orientation session for partners implementing Competency Based / Vocational Training in the camps | | | | | | | | | | | | | | One-time exercise | KMO |
| | Orientation session for partners implementing AAL training in the camps | | | | | | | | | | | | | | One-time exercise | KMO |
| | Joint thematic field visits and lesson learned exercise | | | | | | | | | | | | | | Once a month | KMO |
| | Training needs assessment for partner organizations | | | | | | | | | | | | | | Quarterly exercise | KMO |
| | Training needs assessment for Government counterparts | | | | | | | | | | | | | | One-time exercise | LSDS Coordinator+KMO |
| | Training needs assessment for private sector partners | | | | | | | | | | | | | | One-time exercise | LSDS Coordinator+KMO |
| | Develop and design training modalities and modules based on the needs assessment - standardized across the sector in collaboration with Sectoral Activity based Thematic group | | | | | | | | | | | | | | One-time exercise | KMO |
| | Dialogue with the Government counterparts through systematic engagement | | | | | | | | | | | | | | Ongoing activity | LSDS Coordinator |
| | Develop relevant lessons learned and study guidelines | | | | | | | | | | | | | | As needed | KMO |
| | Complete age, gender, diversity and protection training for 100% of LSDS partners | | | | | | | | | | | | | | One time exercise | KMO |
| | Conceptualize and organize the Livelihoods Centered DRR training for partners | | | | | | | | | | | | | | One time exercise | KMO |
| | Conduct Skill Need Assessment of LSDS to Complement existing SDF and additional skill sets | | | | | | | | | | | | | | One time exercise | LSDS Coordinator+KMO |
| | LSDS Impact assessment-Data Collection, Validation workshop and Report Finalization, Share the report with all partners, and relevant stake holders | | | | | | | | | | | | | | One time exercise | LSDS Coordinator+KMO |
| Organize PSEA training/ orientation for Camp Focal Points and partners | | | | | | | | | | | | | | One time exercise | KMO | |
| Information Management, Monitoring and Reporting | Orient LSDS FCDO- RAF project on M&E activities | | | | | | | | | | | | | | Ongoing activity | M&EO |
| | FCDO RAF baseline and endline | | | | | | | | | | | | | | Ongoing activity | M&EO |
| | Conduct Activity Info trainings & refreshers to Livelihoods sector partners (collective and individual) | | | | | | | | | | | | | | As needed | IMO |
| | Collect and regularly update SWs (camps and host communities) - mapping exercise | | | | | | | | | | | | | | Monthly | IMO |
| | Produce and publish IM products (e.g. dashboards, LSDS updates) including quarterly LSDS factsheet/ Newsletter | | | | | | | | | | | | | | Monthly | LSDS Coordinator+KMO+IMO |
| | Reviewing and monitoring of JRP key outputs and outcome indicators | | | | | | | | | | | | | | Quarterly & Year-End | LSDS Coordinator+KMO+IMO |
| | Prepare and share IEC materials, lessons learned and information sharing through LSDS website; Support in the circulation of studies, assessments and reports conducted by partners. Provide guidance to partners on priority areas that could be covered in the analysis. | | | | | | | | | | | | | | Ongoing activity | LSDS Coordinator+KMO |
| | Reporting to ISCG and informing partners | | | | | | | | | | | | | | Monthly | LSDS Coordinator+KMO |
| | Supporting MSNA and ISNA process | | | | | | | | | | | | | | As needed | LSDS Coordinator+IMO |
| | Donor reporting, JRP updates (mid and final) | | | | | | | | | | | | | | Quarterly & Year-End | LSDS Coordinator+KMO+IMO |
| | Mid-term and year end evaluation LSDS | | | | | | | | | | | | | | Mid-term and Year-end | LSDS Coordinator+KMO |
| Coordination | FAQ/Guidelines document for the implementation of Competency Based Training revision | | | | | | | | | | | | | | One-time exercise | KMO |
| | FAQ/Guidelines document for the implementation of AAL revision | | | | | | | | | | | | | | One-time exercise | KMO |
| | Government liaison & advocacy | | | | | | | | | | | | | | Collaborate where appropriate | LSDS Coordinator |
| | Private sector liaison and advocacy | | | | | | | | | | | | | | Collaborate where appropriate | LSDS Coordinator |
| | Establish a designated thematic group based on activity | | | | | | | | | | | | | | One time exercise followed by ad hoc working meetings | LSDS Coordinator |
| | Field coordination with Sector camp focal points through online and in-person meetings in the field | | | | | | | | | | | | | | Monthly | KMO |
| | Provide technical assistance to partners including advising on the necessity and feasibility of implementing livelihoods and skills programmes through bilateral meeting | | | | | | | | | | | | | | Ongoing activity | LSDS Coordinator+KMO |
| | Monthly LSDS coordination meetings | | | | | | | | | | | | | | Monthly | LSDS Coordinator |
| | Bi-weekly meeting with Sectors through ISCG | | | | | | | | | | | | | | 2 times a month | LSDS Coordinator |
| | Quarterly SAG meetings (April, August, December) | | | | | | | | | | | | | | Quarterly | LSDS Coordinator |
| | Events | Work with the Protection Sector, GIHA and LSD Sector Gender Focal Point to develop a gender and GBV check list for the Livelihoods sector | | | | | | | | | | | | | | One time exercise |
| Collaborate with Energy and Environment Network to harmonize the implementation of Green Skills and Business | | | | | | | | | | | | | | | Ongoing activity | LSDS Coordinator +KMO |
| Liaise with ADWG to develop tip sheets and guidance notes on inclusive livelihoods and skills development activities | | | | | | | | | | | | | | | Ongoing activity | KMO |
| Advocacy with partners partners in identifying and implementing small adaptations to LH programs to include persons with disabilities. | | | | | | | | | | | | | | | Ongoing activity | KMO + LSDS ADG Focal |
| Winter Market, ad-hoc market events | | | | | | | | | | | | | | | Ad-hoc | KMO |
| Preparedness | Cooperation with EPRWG | | | | | | | | | | | | | | Throughout the year | LSDS Coordinator +KMO |
| | Finalize the LSDS _EPR plan by March | | | | | | | | | | | | | | One time exercise | LSDS Coordinator +KMO |
| | Mapping of partner capacity (including Government and private sector) | | | | | | | | | | | | | | Ahead of emergency preparedness/ response/cyclone/monsoon seasons | LSDS Coordinator +KMO+IMO |

Livelihoods and Skills Development Sector

ISCG Conference Room
8 January 2026

Agenda



- 1) Introduction
- 2) LSDS Updates
- 2) Presentation from UN Women/
AAB
- 3) Presentation from EBL
- 4) Presentation from WFP on PTE
- 5) AoB

Introduction



Changes in Sector funding requirements

| | 2025 | 2026 | (+/-) 2025v 2026 |
|------------------|--------------|--------------|---------------------|
| TOTAL Ask | 42.0m | 35.1m | -6.9m (-16%) |
| P1* | 2.2m | 2.2m | 0.1m (+2%) |
| P2* | - | - | - |
| P3 | - | - | - |
| R/S | 39.9m | 32.9m | -7.0m (-17%) |

Prioritized needs in 2026, and how they differ from 2025

- **Priority 1:** Volunteer engagement for MHM kit production and income generation (same as 2025).
- **Resilience/Solutions:** Accelerated Adult Learning, Vocational Training, Non-formal Technical Training, livelihood opportunities through volunteer engagement and self-employment (same as 2025).
- In 2026, LSDS will implement the non-paper on self-reliance projects supported by FCDO, with plans for scaling;
- Standardize, rationalize the non-formal technical training package.
- Implement a pilot Refugee led livelihoods intervention.
- Collaboration with WASH Sector with MHM kit production and Soap making initiative.
- Collaboration with local Private Sector for small scale interventions.

Consequences of reduced assistance levels in 2026

- LSDS has reduced R/S related to livelihood and skills development interventions by 17%, meaning fewer income and skills development opportunities in the camps and host communities.

2026 Partner Optimization

- Appealing partner reduced to 18 from 24 in 2025.
- One Non-JRP partner (ILO) was added as JRP Partners in 2026.
- 5 UN agencies, 9 INGOs, 4 NGOs as Appealing Partners in 2026.
- 22 National NGOs are Implementing Partners

Sector mitigation strategy

- LSDS P1 amount 2.2 M for the UNIQLO production center has already been secured.
- Position livelihoods components as **value-adds** within ongoing sector projects (e.g. maintenance skills, green jobs, recycling etc)
- Reduce per-beneficiary package size while maintaining **minimum quality standards.**(in 2025, LSDS already reduced Non-Formal Technical Training packages)
- Use evidence from pilots to strengthen advocacy for future funding (2026 onward).
- Maintain standardization and quality assurance to avoid long-term program fragmentation.

Primary Objectives of the LSDS Impact Assessment

01

To evaluate the effectiveness of Vocational Training, non-formal technical training, and volunteer engagement initiatives in improving the livelihoods, skills, and overall well-being of refugee beneficiaries, including persons with disabilities.

02

To compare the outcomes of participants in these programs against a control group of non-participants, identifying key differences in economic opportunities, skill acquisition, and social integration.

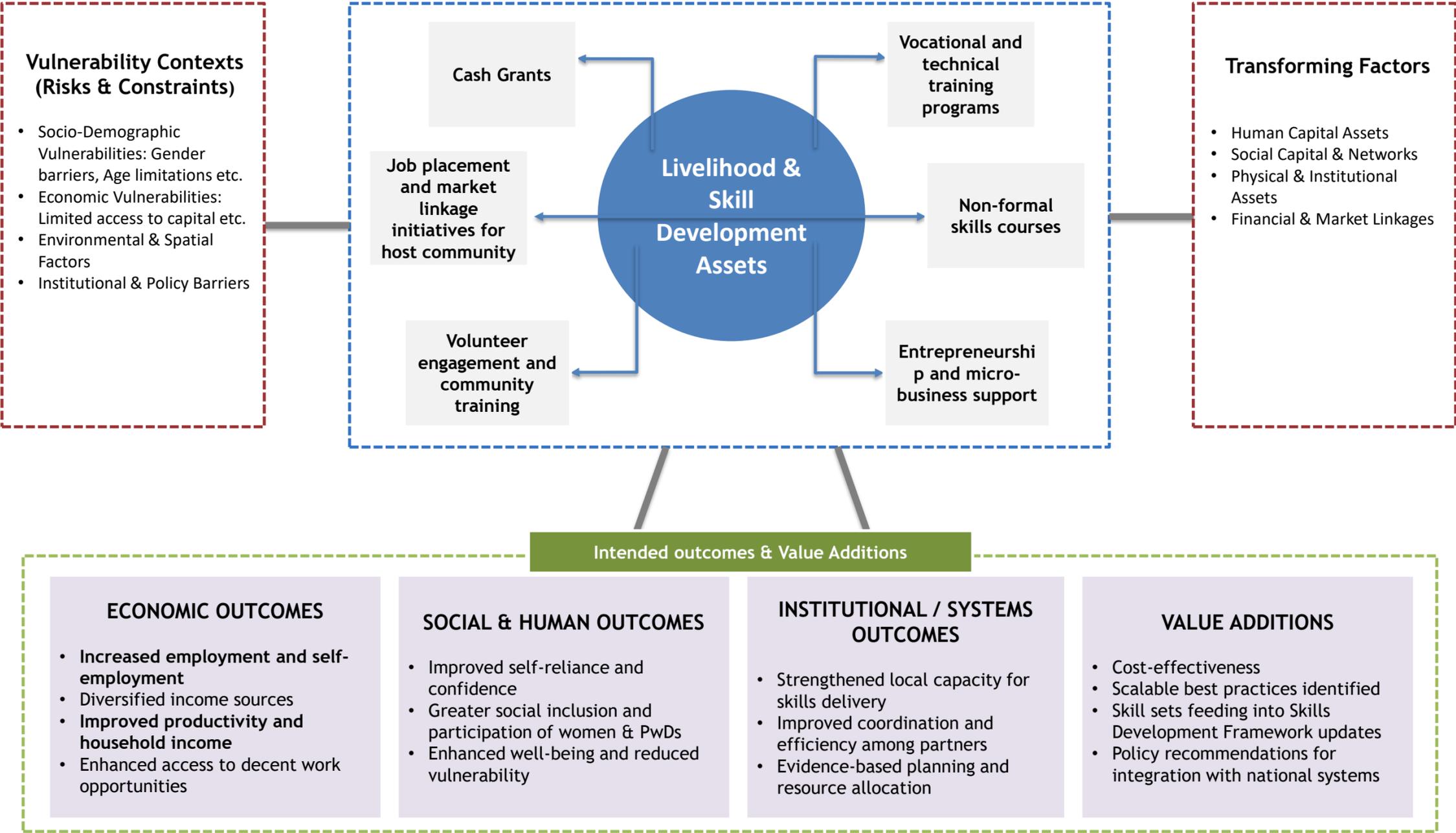
03

To quantify the value added by these interventions, providing evidence-based insights for refining program strategies and enhancing the effectiveness of future interventions.

04

To inform future program planning and resource allocation by identifying successful approaches and areas for improvement in the implementation of Vocational Training and related initiatives.

Conceptual Framework for the Impact Assessment



Key functions of the NGO Sector Focal Point will include: (still in discussion)

- a) Facilitating two-way communication between Sector leadership and NGO partners (both national and international) and improving communication between international and national NGOs working in the Sector.**
- b) Representing broader NGO perspectives during Sector and Inter-Sector meetings. NGO Sector Focal Points are required to represent other NGO Sector members and not only their NGO employer.**
- c) Consolidating insights from smaller NGOs to ensure their perspectives are heard.**
- d) Helping to shape meeting agendas by bringing forward issues relevant to NGOs, communities, and field operations.**
- e) Contributing to collective advocacy, ensuring consistency of messaging across UN and non-UN partners.**
- f) Highlighting operational challenges, access constraints, preparedness and emergency response needs as well as host community concerns related to Sector activities, and proposing solutions aligned with Sector objectives and priorities.**
- g) Promoting adherence to cross-cutting priorities including AAP, PSEA, Youth, GIHA, Disability Inclusion, Humanitarian Access, Emergency Preparedness & Response (EPR), and others.**
- h) Participating in regular Inter-Sector meetings as well as meetings convened with the RRRC or other government officials (see below: Engagement with Local Authorities).**
- i) Supporting effective coordination of the Sector by playing an active role in organizing and running Sector meetings, implementation of Sector priorities as set out in the JRP, and contributing to Inter-Sector initiatives, working collaboratively with the Sector Lead and Coordinator.**

Presentation From UN Women/ AAB



Presentation From EBL



Presentation From WFP



AoB

- Factsheet (October- December 2025)
- Lessons Learned
- Joint Field Visit

Thank you





Eastern Bank PLC.

Eastern Bank PLC.

A Symbol of Stability



EBL- Digital Footprint



30% of National Internet Banking Traffic (Source: Bangladesh Bank)

BDT 5,24,000 CR+ Transaction Volume in Past Three Years

1500+ Corporate Clients On-boarded

86% of all Transactions are Automated

BDT 25,000 CR+ Monthly Average Volume

Convenient

H2H Enabled

Seamless

EBL- Digital Capabilities (Cash Management)

INTRODUCING



Integrated Transaction Banking Solution



EBL- Digital Capabilities (Cash Management)

Fund Transfer Facility
(BEFTN, RTGS, Internal Fund Transfer, Mobile Wallet Transfer)

Utility & Statutory Bill Payments
(Electricity, Customs Duty, Tax/Vat)

EBL Pre-Paid Cards Payments



Receivables Collection

Positive Pay Instructions

Statement & Report View
(Credit Facility View & Margin Account View)

DIGITAL ENABLERS

Cheque Printing Facility

Virtual Account Management

Host to Host Integration

Automated Statements

Incoming NPSB

EBLConnect Fund Transfer Modality



Eastern Bank PLC.

Fund Transfer Facility

(BEFTN, RTGS, Internal Fund Transfer, Mobile Wallet Transfer)

EBL Pre-Paid Cards Payments

Initiation



MAKER USER

Initiates Transaction in the Platform via Excel File Upload

Chooses Transaction Execution Method- Single Debit or Multi Debit

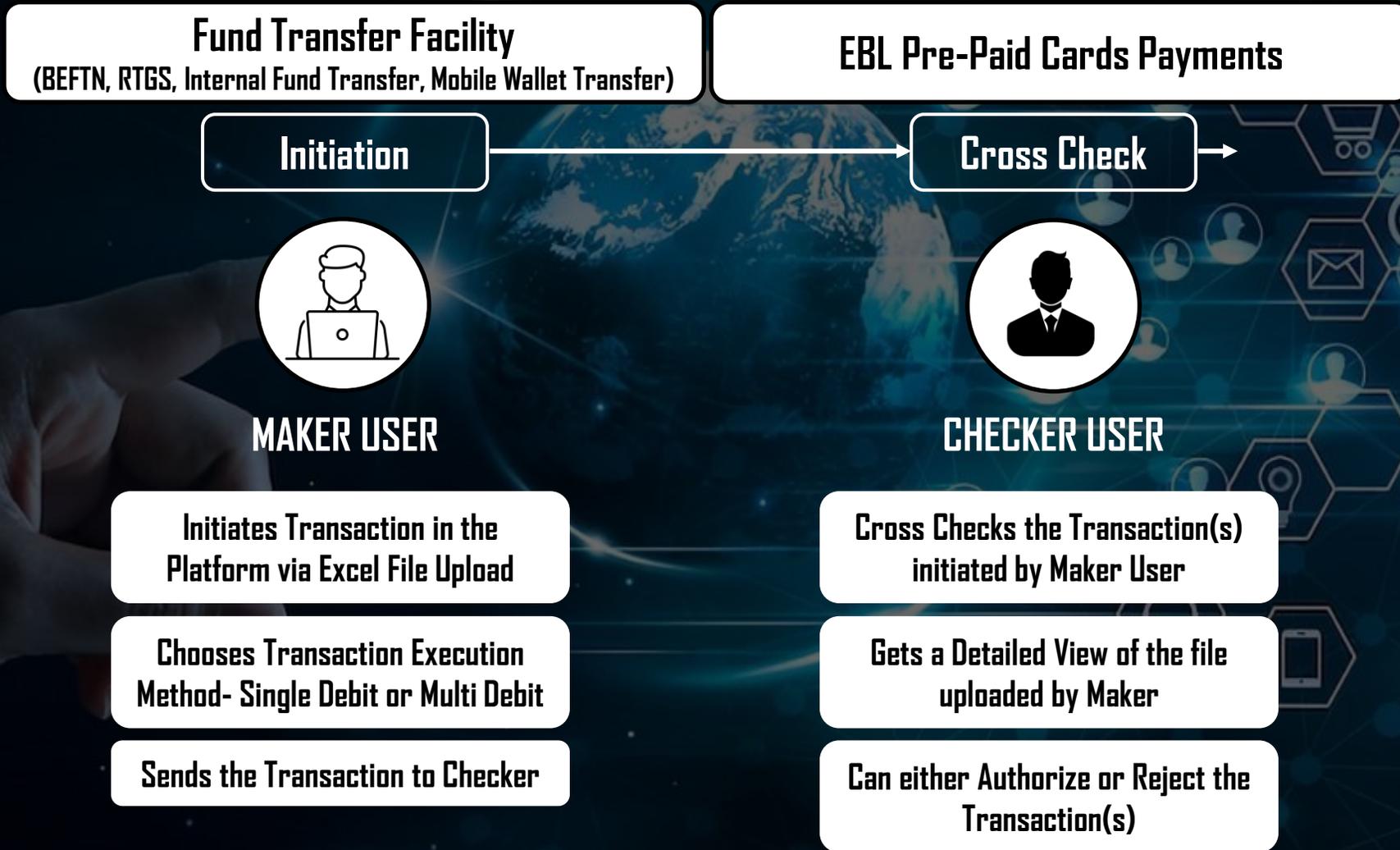
Sends the Transaction to Checker

- Beneficiary Information
 - A/C
 - Wallet Number
 - Card Number
- Transaction Type
- Narration
- Amount
- Payee Advice Recipient

EBLConnect Fund Transfer Modality



Eastern Bank PLC.



EBLConnect- Process Flow



Eastern Bank PLC.

Fund Transfer Facility
(BEFTN, RTGS, Internal Fund Transfer, Mobile Wallet Transfer)

EBL Pre-Paid Cards Payments

Initiation

Cross Check

Approval



MAKER USER



CHECKER USER



APPROVER USER

Initiates Transaction in the Platform via Excel File Upload

Chooses Transaction Execution Method- Single Debit or Multi Debit

Sends the Transaction to Checker

Cross Checks the Transaction(s) initiated by Maker User

Gets a Detailed View of the file uploaded by Maker

Can either Authorize or Reject the Transaction(s)

Approves the Transaction(s) via OTP (SMS/Mail/Token) Validation

Approval process will follow company's mode of operation

Can send the transaction to Releaser as well (optional)

EBLConnect- Process Flow

Fund Transfer Facility
(BEFTN, RTGS, Internal Fund Transfer, Mobile Wallet Transfer)

EBL Pre-Paid Cards Payments

Initiation

Cross Check

Cross Check

Approval



MAKER USER



CHECKER USER 1



CHECKER USER 2



APPROVER USER

Initiates Transaction in the Platform via Excel File Upload

Chooses Transaction Execution Method- Single Debit or Multi Debit

Sends the Transaction to Checker

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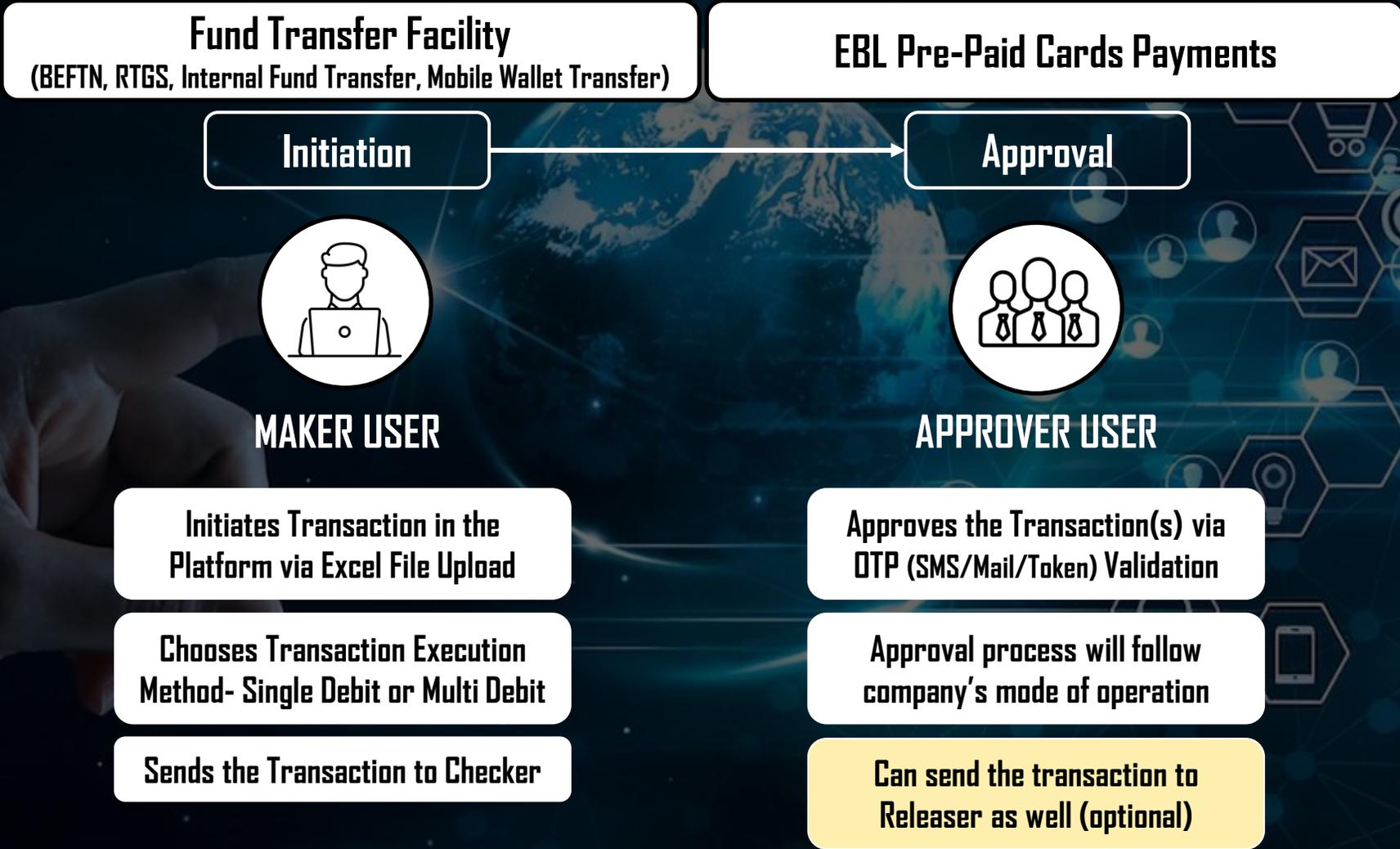
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EBLConnect- Process Flow



IMPACT ASSESSMENT ON LIVELIHOODS AND SKILLS DEVELOPMENT SECTOR ACTIVITIES FROM JANUARY 2023-JULY 2025

Inception Meeting



TTC
connecting ideas
for impact

THINKTHROUGH
CONSULTING



Primary Objectives of the Impact Assessment

01

To evaluate the effectiveness of Vocational Training, non-formal technical training, and volunteer engagement initiatives in improving the livelihoods, skills, and overall well-being of refugee beneficiaries, including persons with disabilities.

02

To compare the outcomes of participants in these programs against a control group of non-participants, identifying key differences in economic opportunities, skill acquisition, and social integration.

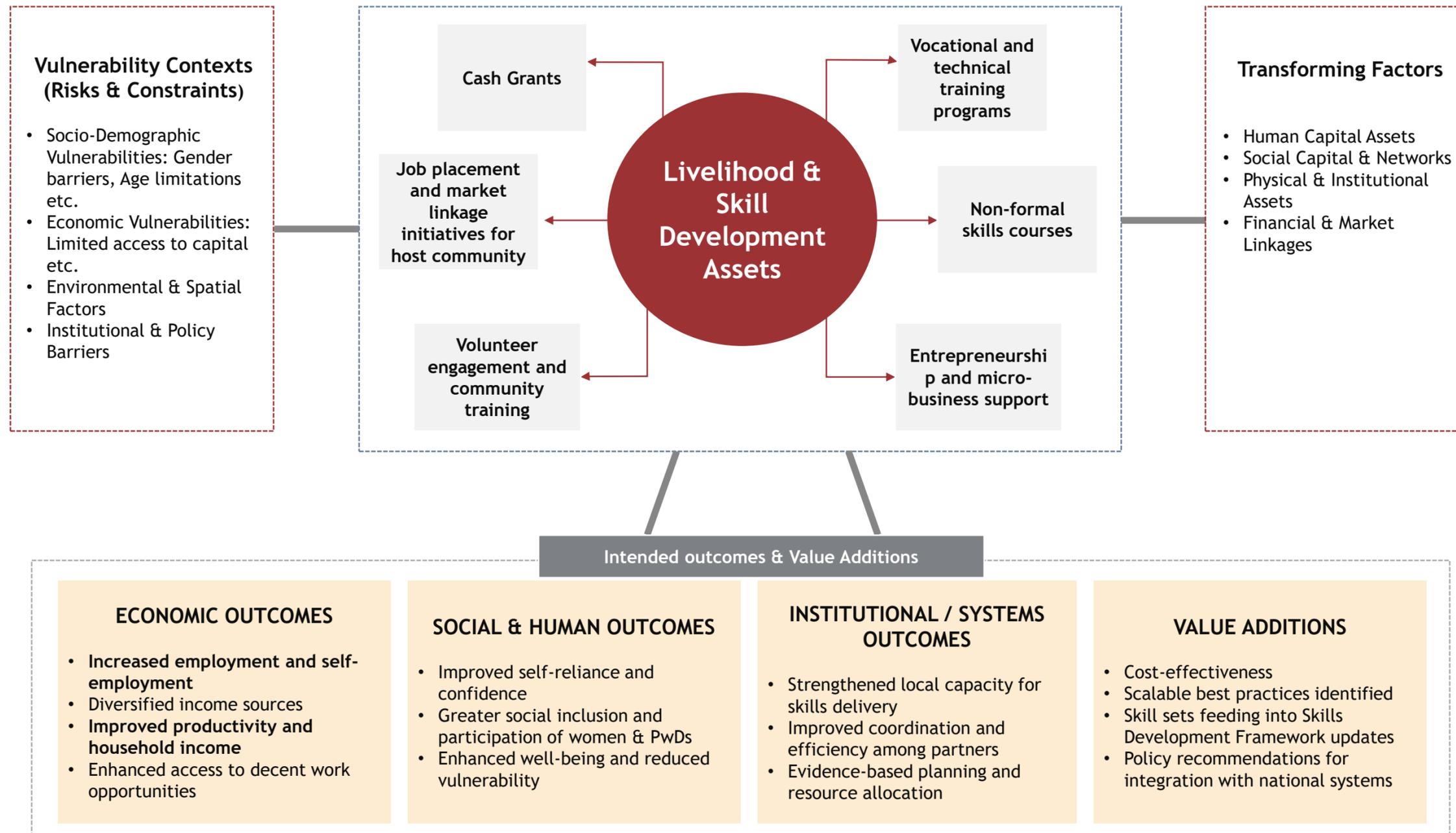
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To quantify the value added by these interventions, providing evidence-based insights for refining program strategies and enhancing the effectiveness of future interventions.

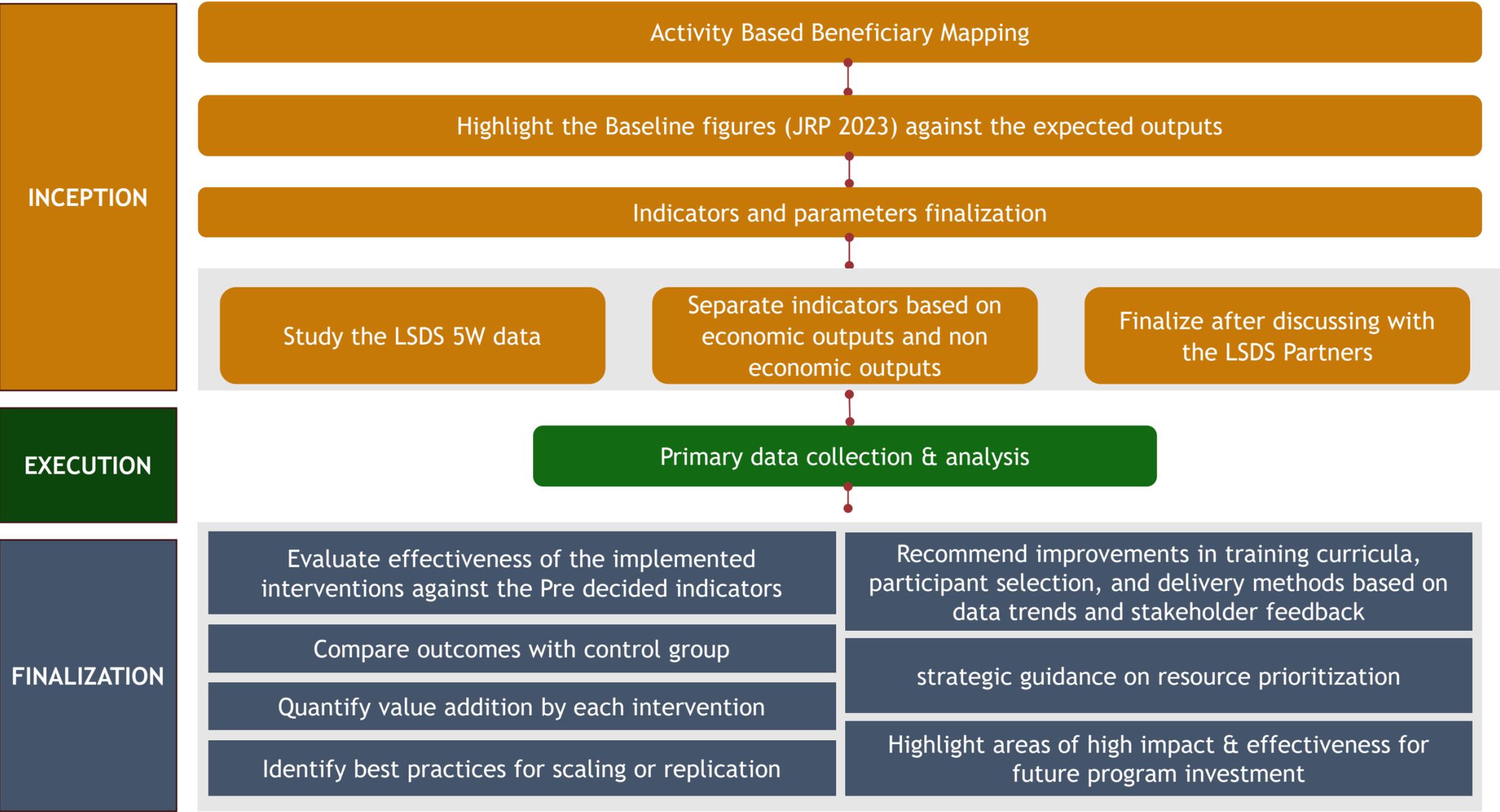
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To inform future program planning and resource allocation by identifying successful approaches and areas for improvement in the implementation of Vocational Training and related initiatives.

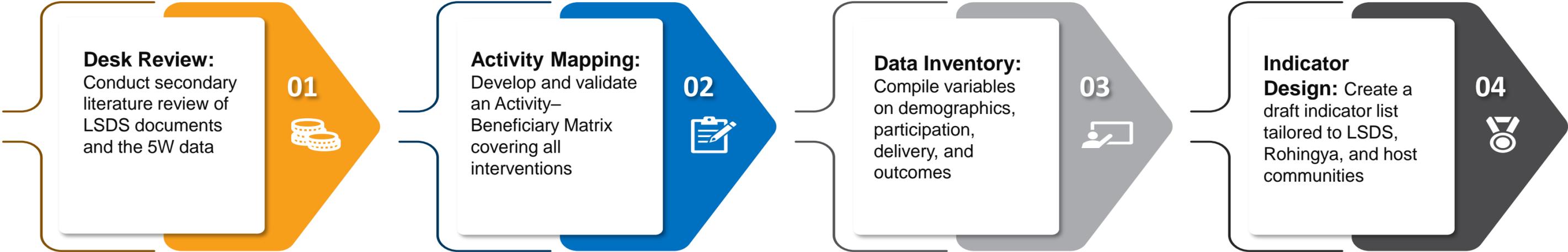
Conceptual Framework for the Impact Assessment



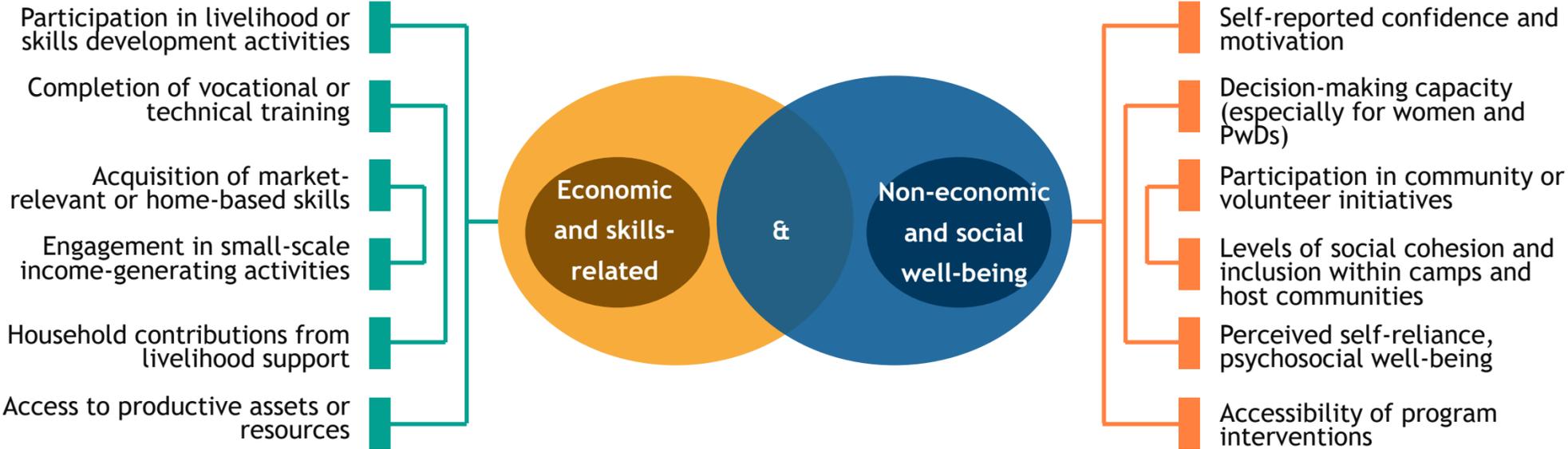
The Methodological Model



Secondary Literature Review



The economic & non-economic indicators



Mapping of Key Stakeholders

The secondary literature review will be followed by mapping of the key stakeholders. The proposed list of stakeholders will further be strengthened in collaboration with the UNHCR program team.



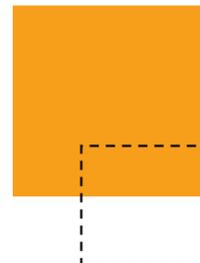
Sampling for Quantitative Data Collection

Sample Distribution Overview

| Group | Total Sample | Male | Female | People with Disability | Elderly |
|-----------------------------------|--------------|------------|------------|------------------------|-----------|
| Intervention Group (Participants) | 1,080 | 540 | 540 | 108 | 54 |
| Control (Non-Participants) | 385 | 193 | 192 | 39 | 19 |
| Total | 1465 | 733 | 732 | 147 | 73 |

| | |
|-------|--|
| Camps | 1, 2, 3, 4(+ext.), 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20 (+ext.), 21, 22, 23, 24, 25, 26, 27 |
| Host | Ukhiya and Teknaf |

Sampling for Qualitative Data Collection



| Stakeholder Category | No. of Interactions |
|--|--|
| Key Informant Interviews | |
| Representatives from appealing partners (National & regional head office) | 8 |
| Representatives from appealing partners (Upazila and local office) | 8 |
| Representatives from implementing partners (Upazila and local office) | 12 |
| Officials from Respective Line Departments of GoB | 10 |
| IFI's (WB,JAICA, ADB) | 3 |
| Officials from Donors and Funding Agencies | 4 |
| Focussed Group Discussion | |
| Male beneficiaries from Rohingya community | 6 |
| Male beneficiaries from Host community | 4 |
| Female beneficiaries from Host community | 4 |
| Female beneficiaries from Rohingya community | 6 |
| Elderly & Person with Disabilities (From both Rohingya & Host community) | 8 |
| In Depth Interview | |
| Volunteers, trainers, and facilitators | 6 |
| Representatives from Youth Groups and Women's Networks | 4 |
| Community Leaders / Camp Majhis / Host Community Representatives | 4 |
| Employers / Private Sector Partners (Local businesses, SMEs, cooperatives, associations) | 10 |
| Total | KII- 45 FGD- 28 IDI- 24 |

Quantitative Data Analysis



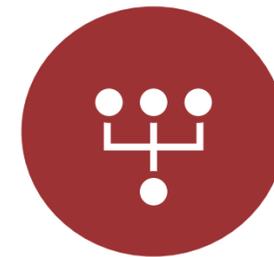
Data Cleaning & Integration: All survey data will be validated, cleaned, and harmonized across respondent groups, and integrated with LSDS 5W and partner MIS data to strengthen analysis.



Descriptive Statistics: Key socio-demographic characteristics and baseline conditions of respondents will be summarized using descriptive statistical measures



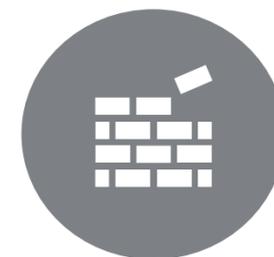
Inferential Analysis: Statistical tests will be applied to examine significant differences between program participants and non-participants across key livelihood indicators.



Impact & Comparative Analysis: Program impacts on income, employment, skills, and community participation will be assessed across control and participant groups and key subpopulations.



Disaggregated Analysis: All findings will be disaggregated by gender, age, disability status, and community type to assess inclusivity and subgroup-specific effects.



Visualization & Synthesis: Results will be presented through clear dashboards and visual tools, linking quantitative findings to the LSDS impact pathway.

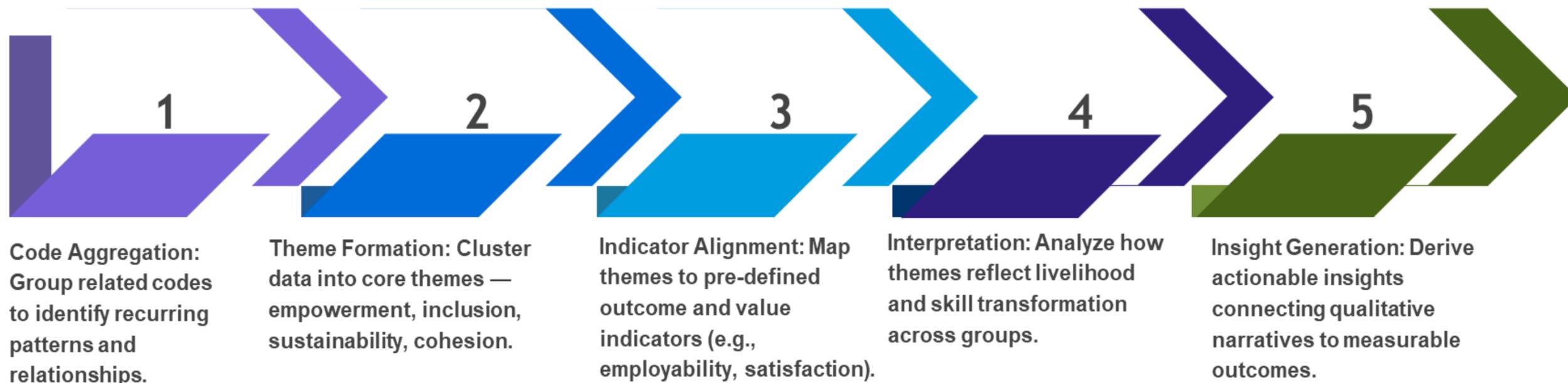
Qualitative Data Analysis

1 Analytical Orientation: The analysis will pursue the four assessment objectives through a qualitative evidence base, using **thematic and comparative analysis** across stakeholder narratives

| Objective | Analytical Focus | Illustrative Qualitative Inquiry Lens |
|---|---|---|
| 1. Evaluate Effectiveness | Identify how LSIDS interventions (training, volunteer engagement, entrepreneurship, etc.) have influenced skill acquisition, employability, and well-being. | What skills are being applied in real contexts? How have training and volunteer experiences enhanced confidence, income, or self-reliance? |
| 2. Compare Outcomes (Participants vs. Non-participants) | Explore perceived differences in opportunities, social mobility, and resilience between beneficiaries and the control group. | What do non-participants report as missed opportunities or barriers? How do participants' livelihood narratives differ in quality or sustainability? |
| 3. Quantify Value Addition | Examine stakeholder perspectives on relevance, sustainability, and efficiency of interventions to identify perceived "value for effort." | What aspects of training or delivery create the highest perceived returns (economic or social)? Which interventions are seen as replicable or scalable? |
| 4. Inform Future Planning | Capture lessons, best practices, and emerging needs to refine future programming and the Skills Development Framework. | What changes do stakeholders suggest making training more market-aligned, inclusive, or sustainable? |

Qualitative Data Analysis

- 2 Coding Framework Development:** Qualitative data will be analyzed using Atlas.ti software and a deductive-inductive coding approach will be used to capture both planned program outcomes and emerging transformation insights.
- 3 Thematic Analysis:** Coded data will be synthesized through thematic analysis to identify key patterns across stakeholders, linking major themes such as empowerment, inclusion, market integration, and sustainability with predefined outcome and value indicators to assess how LSDS interventions contribute to livelihood outcomes.



Cross-Sectoral Linkages & Social Dynamics



Vocational training & Graduate referral pathways

Cross-sectoral linkages including potential impacts on sectors such as WASH, Health, SCCCM etc.



Comparative analysis and perception-based insights

Social Cohesion & Host Community Dynamics

Articulate a clear, long-term investment strategy for Cox’s Bazar, encompassing both camp-based and broader area investments, supported by stronger and more structured partnerships with the private sector, IFIs, development partners, and government counterparts.

Triangulation and Documentation



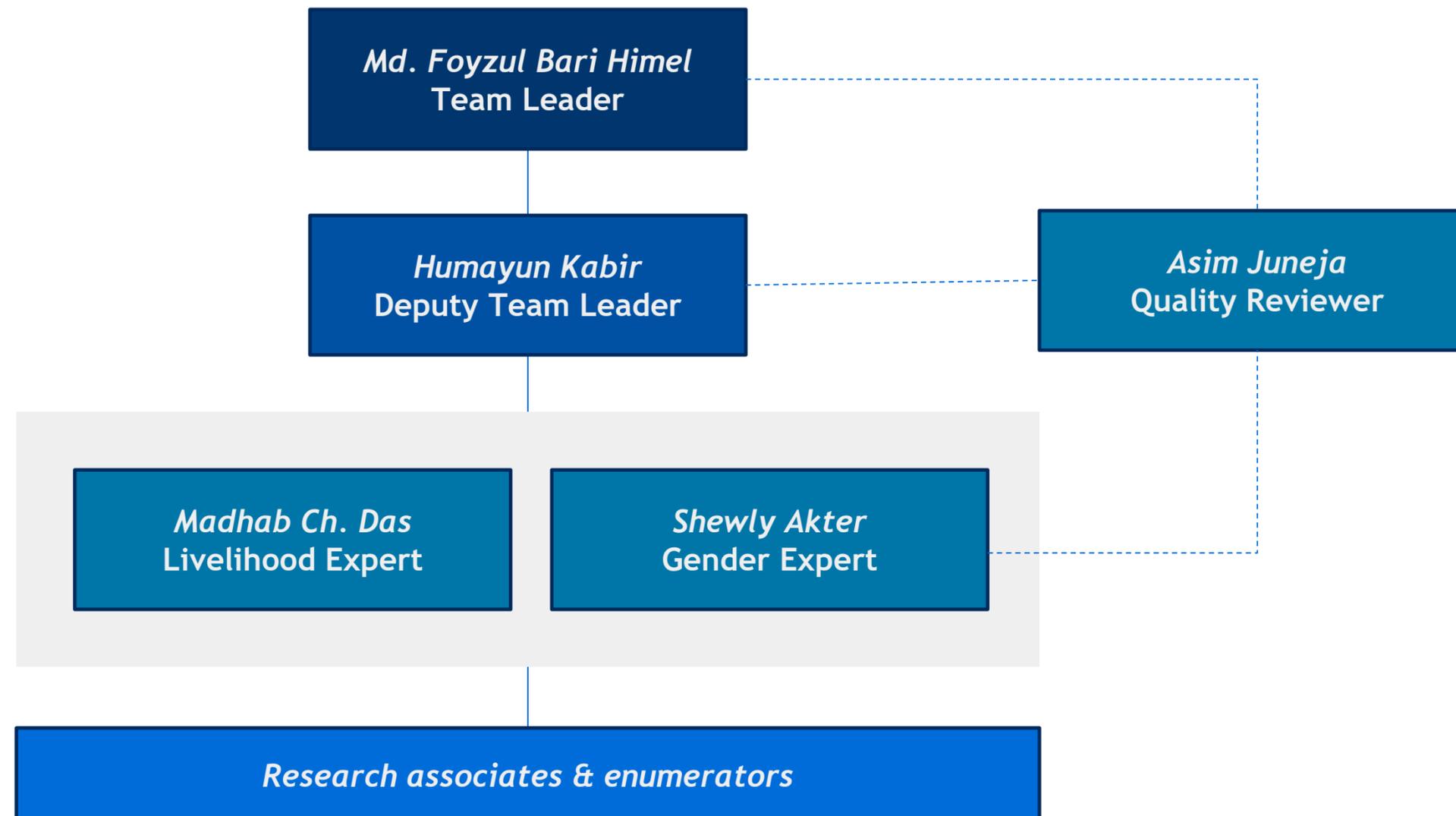
Risk Assessment & Mitigation Measures

| Anticipated Risk | Anticipated Intensity | Mitigation Measures |
|--|-----------------------|--|
| Limited availability or accessibility of respondents (especially women, PwDs, and elderly) | Medium | Schedule flexible data collection timings, ensure gender-sensitive enumerator teams, use proxy interviews or assistive tools for PwDs, and coordinate with community leaders for mobilization. |
| Overlapping humanitarian activities causing attribution challenges | low | Use control group design and triangulate findings through multiple data sources (quantitative, qualitative, and secondary) to isolate LSDS intervention effects. |
| Security or access restrictions in refugee camps or host communities | low | Coordinate with CiCs, RRRC, and implementing partners for permissions; plan buffer days in the field schedule; employ local data collectors familiar with camp dynamics. |
| Respondent bias or social desirability in responses | Medium | Ensure confidentiality, use trained enumerators, triangulate with secondary data, and apply indirect questioning techniques where relevant. |
| Data quality issues due to enumerator error or tool misinterpretation | Low | Conduct comprehensive enumerator training, pilot-test tools, and establish daily data quality assurance checks. |
| Language and translation inconsistencies affecting qualitative interpretation | Medium | Employ bilingual field researchers; review and back-translate key transcripts to ensure accuracy. |
| Delays in data collection due to unforeseen weather or logistical constraints | Medium | Build flexibility into the field plan, maintain contingency budget lines, and adopt digital data collection tools for efficiency. |
| Difficulty in integrating data from multiple sources and formats | Medium | Use standardized templates, unique respondent IDs, and centralized database management protocols for harmonization. |

Workplan & Timeline

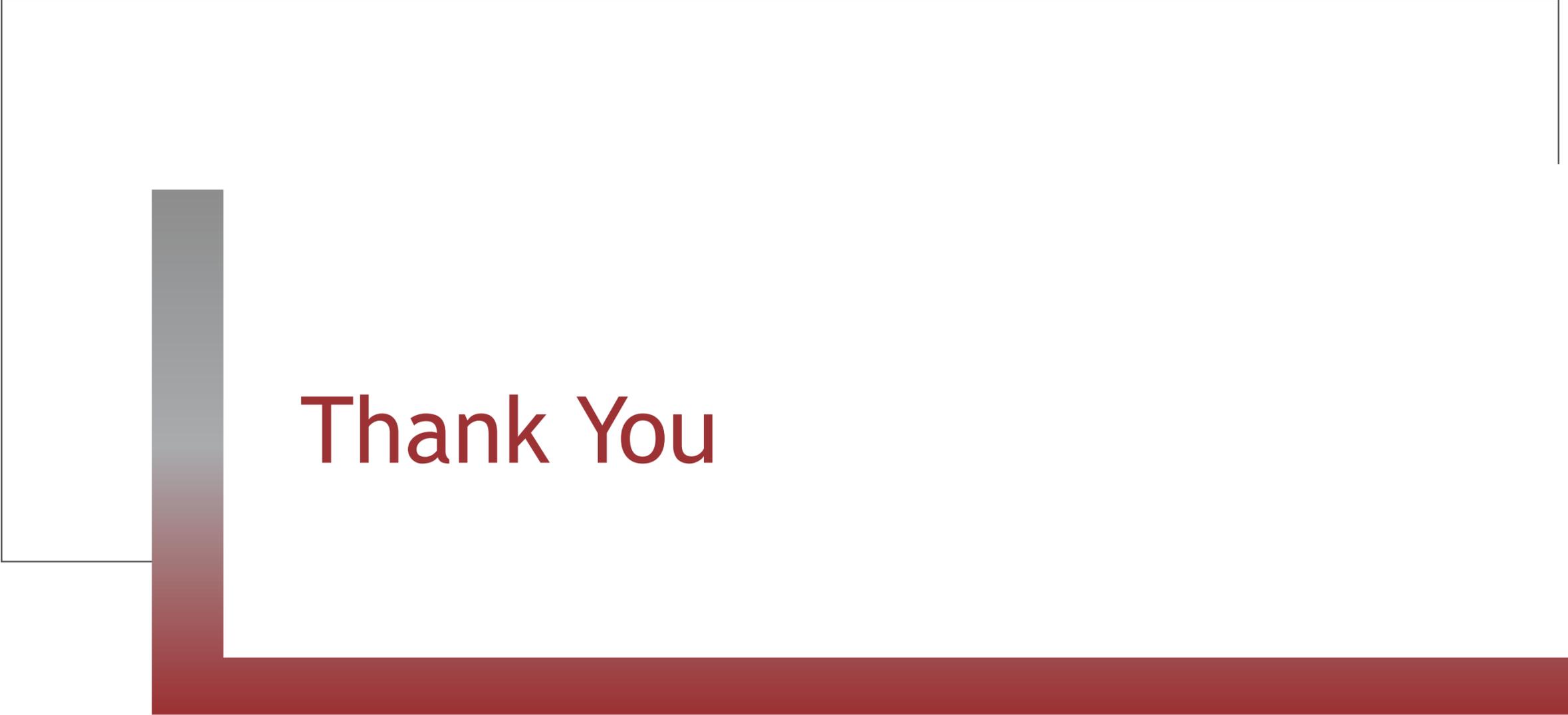
| Activities | W1 | W2 | W3 | W4 | W5 | W6 | W7 | W8 | W9 | W10 | W11 | W12 |
|---|-------|------|-------|------|------|------|------|------|------|-------|------|-------|
| On boarding of the study team | Grey | | | | | | | | | | | |
| Inception meeting with the Representatives from LSDS | Green | | | | | | | | | | | |
| Secondary literature review | Grey | Grey | Grey | Grey | Grey | Grey | | | | | | |
| Submission of Inception report & conceptual framework | | | Green | | | | | | | | | |
| Selection & Training of Data Enumerators | | | Grey | | | | | | | | | |
| Collection of Primary Data | | | Grey | Grey | Grey | Grey | | | | | | |
| Data Cleaning & Triangulation | | | | | | Grey | Grey | | | | | |
| Data Analysis | | | | | | | Grey | Grey | | | | |
| Preparation of report | | | | | | | | Grey | Grey | | | |
| Draft Report Sharing with LSDS Partners | | | | | | | | | | Green | | |
| Presentation of the draft report to LSDS Partners | | | | | | | | | | | Grey | |
| Finalization and submission of report | | | | | | | | | | | | Green |

The Assessment Team



The Roles & Responsibility Matrix

| Team Member / Position | Key Roles and Responsibilities |
|--|---|
| Md. Foyzul Bari Himel - Team Leader | <ul style="list-style-type: none"> • Provide overall leadership, technical direction • Lead the design of the assessment framework, methodology, and tools, ensuring alignment with LSDS objectives. • Supervise data collection, oversee analysis, and synthesize findings from both quantitative and qualitative streams. • Lead the preparation of inception, and final reports, and ensure deliverables meet international reporting standards. |
| Md. Humayun Kabir – Deputy Team Leader | <ul style="list-style-type: none"> • Support overall coordination and daily management of fieldwork and research logistics. • Lead on the qualitative research design (FGDs, KIIs, IDIs) and ensure adherence to ethical and methodological standards. • Supervise enumerators and data collection teams to maintain data integrity and quality. • Contribute to data analysis, triangulation, and drafting of thematic sections of the report. • Serve as liaison between the field teams and the core technical team to ensure consistency and timeliness. |
| Asim Juneja – Quality Reviewer | <ul style="list-style-type: none"> • Provide technical review of evaluation tools, sampling design, and analytical protocols. • Ensure consistency, validity, and reliability of data through periodic quality audits and spot checks |
| Madhab Chandra Das – Livelihoods Expert | <ul style="list-style-type: none"> • Provide subject-matter expertise on livelihoods, market systems, and skills development programming. • Review training models, employment pathways, and market linkages under the LSDS framework. • Lead analysis on economic outcomes (employment, income, market access) and institutional/system-level results. • Contribute to recommendations on enhancing skill relevance, market responsiveness, and scalability of interventions. |
| Shewly Akhter – Gender Expert | <ul style="list-style-type: none"> • Ensure integration of gender, age, and disability inclusion lenses throughout the assessment. • Lead analysis on gender and disability dimensions of livelihood outcomes and participation barriers. • Contribute to actionable recommendations for strengthening inclusive programming in the Skills Development Framework. |
| Research Associates & Enumerators | <ul style="list-style-type: none"> • Support instrument design, translation, pre-testing, and refinement of data collection tools. • Assist in data cleaning, coding, and entry (quantitative and qualitative). • Prepare interview and FGD transcripts, support NVivo/Atlas.ti analysis, and prepare field reports. • Conduct household surveys, FGDs, and KIIs • Maintain high data quality standards through adherence to protocols and use of digital data collection tools (e.g., KoboToolbox/ODK) |



Thank You