

Livelihoods and Skills Development Sector

RCP Conference Room
2nd September 2026

Agenda



- 1) Introduction
- 2) LSDS Updates (Coordination guidelines, Flow fest update, private sector advocacy note
- 3) Oxfam/ Prottiyashi- user satisfactory survey on soap.
- 4) NRC- RAF project endline survey
- 5) IOM- Climate Resilient Micro business Assessment
- 6) AoB.

Introduction



Partner Coordination and Collaboration

Minimum standards for meaningful, timely
and accountable engagement

Partner guideline | September 2026

Coordination requires early, documented action

A shared standard

Improve technical quality, geographical coherence, accountability and collective results for refugees and host communities.

Apply coordination throughout the project cycle, from concept development to closure.

Meaningful engagement

Share relevant evidence and documents.

Consult before key decisions; align with sector standards.

Facilitate monitoring and learning, and report progress on agreed actions.

Share documents securely and transparently

Plans and results

Share approved or near-final concepts, proposals, results frameworks and implementation plans.

Learning products

Provide final assessments, evaluations, curricula, SOPs and other relevant knowledge products.

Budgets and changes

Share relevant costs where appropriate, revisions, extensions and material changes affecting sector planning.

Secure sharing

Use authorized channels and appropriate redaction to protect personal and sensitive information.

Consult before design and locations are finalized

Bring a clear proposal

Explain the problem, approach, target group, location, selection criteria, expected results and risks.

Show links with other interventions.

Allow enough time for technical advice to influence decisions.

Check coverage and gaps

Discuss proposed camps, blocks, unions, upazilas and facilities before confirmation.

Review 5W / coverage data for gaps, duplication, saturation and referrals.

Notify LSDS when coverage starts, pauses, moves, closes or materially changes.

Coordinate events and apply technical guidance

Plan external engagement early

Discuss major trainings, fairs, exhibitions, launches, assessments, missions and workshops.

Share objectives, agenda, date, venue, participants and expected LSDS contribution.

Coordinate messages about collective sector priorities and results.

Apply agreed standards

Apply the Skills Development Framework, LSDS guidance, SOPs, curricula and indicator definitions.

Orient programme, field, MEAL/M&E, IM and partner staff.

Discuss, justify and document necessary deviations before applying them.

Reliable reporting must lead to corrective action

Report accurately

Submit complete and timely 5W and agreed reports using sector definitions and required disaggregation.

Verify before submission

Maintain supporting records and carry out internal data-quality checks.

Enable monitoring

Facilitate visits, verification and learning, subject to access, protection, consent and data requirements.

Close the feedback loop

Respond with a corrective-action plan and report progress until agreed actions are closed.

Hold a structured consultation every quarter

Minimum commitment

At least one consultation of approximately 30 minutes per active partner each quarter.

Send a concise update or agenda in advance.

Record decisions, responsible persons and deadlines; review previous actions.

Discussion priorities

Progress, results, variance and coverage.

Quality, inclusion, protection, AAP/PSEA, safeguarding and data quality.

Upcoming activities, risks, coordination gaps, learning and decisions or support needed.

Engage at each major project milestone

Concept / proposal

Share and consult before submission or final approval.

Start-up

Share the final summary, workplan, locations, targets, contacts and reporting arrangements within 10 working days of approval/start.

Major modification

Consult before changes to scope, location, targets, modality, timeline or delivery arrangements are finalized.

Closure / transition

Share final results, lessons, risks and continuity arrangements before closure and within 30 days after.

Partners and LSDS share responsibility

Partner organizations

Nominate primary and alternate focal points; keep contacts current.

Engage programme, technical, field, MEAL/M&E and IM colleagues.

Share information, implement actions and cascade guidance to delivery partners and field teams.

LSDS team

Provide timely, proportionate technical advice within the sector mandate.

Maintain guidance, tools and coverage analysis; convene consultations and document actions.

Protect confidential information and clarify other approval requirements.

Wellness, dignity and self-reliance

Panel discussion and exhibition highlights

21–22 August 2026
Dhaka, Bangladesh

A shared space for dialogue and creativity

Panel and exhibition

LSDS and participating partners connected humanitarian, development, private-sector and community perspectives.

The panel linked wellness and dignity with purposeful engagement and skills.

Moderator: Ashik Kabir, LSDS Coordinator.



Showcasing skills and craftsmanship

Participating organizations

UNHCR, IOM, WFP, UNFPA, Mukti Cox's Bazar, AMAN Bangladesh, Prottiyashi, Cordaid and ActionAid Bangladesh.

Refugee-made products demonstrated creativity and practical skills.

Visitors engaged on quality, cultural creativity and responsible market exposure.



Women's leadership and community voices

Exhibition engagement

Juliette Murekeyisoni, UNHCR Bangladesh Deputy Representative, visited with Lucky Karim.

Lucky Karim is Founder and Executive Director of Refugee Women for Peace and Justice.

Their engagement underscored women's leadership and refugee participation.



Dignity and resilience within the policy framework

During displacement

Purposeful engagement, skills development and appropriate livelihood activities can support well-being, confidence and resilience.

Activities are framed within Government of Bangladesh policies and applicable frameworks.

Preparedness for solutions

Panelists reaffirmed safe, voluntary, dignified and sustainable repatriation to Myanmar as the durable solution.

Transferable skills can help preserve capabilities and preparedness for future contexts.

Safety and participation support wellness

UNHCR

Protection, dignity and self-reliance are connected; skills can strengthen resilience and preparedness.

ActionAid Bangladesh

Safe spaces, creative expression and meaningful participation matter for women and girls affected by displacement.

IOM

Community-designed livelihoods, social cohesion and climate-resilient initiatives can support well-being.

Women and youth

Safe, inclusive opportunities support leadership, constructive engagement and community resilience.

Responsible partnerships support inclusion

National organizations

AMAN emphasized sustained capacity strengthening, coordination and appropriate partnerships.

Banking perspective

Women-focused capacity development, entrepreneurship awareness and financial literacy can support inclusion where permitted.

Local and private actors

Explore collaboration on skills and product quality while respecting regulations and humanitarian safeguards.

International solidarity

Sustained donor engagement remains important for essential services and evidence-informed programming.

Skills offer purpose and hope for the future

Learning and contributing

Community members value opportunities to learn, contribute and demonstrate their abilities.

Refugee youth Abul Osman described how skills offer hope for meaningful livelihoods upon return to Myanmar.

Safe and dignified return remains a central aspiration.



Build on the dialogue through coordinated action

Sustain resources

Continue coordinated advocacy for policy-aligned skills development and community-wellness activities.

Support local leadership

Strengthen national and local organizations through equitable partnerships and technical support.

Strengthen participation

Engage Rohingya women, youth and community representatives in programme design and learning.

Explore responsible partnerships

Engage private-sector and financial-service actors only in areas permitted by policy and safeguards.

Recognize skills and document outcomes

What the event demonstrated

The exhibition increased visibility of refugee creativity and productive potential.

The report records positive audience engagement and interest in partners' work.

Dignity is strengthened through recognition of skills, leadership and aspirations.

What to carry forward

Document product quality, learning outcomes and contributions to well-being through appropriate monitoring.

Protect personal data and safeguard participants.

Continue coordinated, accountable and policy-aligned action.

LSDS–SCCCM Joint Coordination Meeting

Local production, repair and livelihood pathways

18 August 2026

RCP Extension Meeting Room

Link skills to verified household needs

Purpose

Review four local-production initiatives and their technical, quality, cost and market requirements.

Strengthen coordination between LSDS and SCCCM / Shelter / NFI actors.

Participation

SCCCM partners: AAB, CARE, ACTED, UNHCR, IOM, AMAN and BRAC.

LSDS presenters: UN Women/AAB, UNHCR, IOM–Prottiyashi and AMAN.

Four initiatives connect training to services

Mosquito nets

UN Women / AAB
Women-led production through MPWCs in Camp 4 and Camp 4 Extension.

Stoves and LED bulbs

UNHCR
Repair services, planned stove refurbishment and demand-based LED production.

Solar lamps

IOM–Protttyashi | GAC support
Local assembly and a community-based repair model.

Mats and crafts

AMAN / BRAC | FCDO support
Training, production hubs and market pathways for refugees and host communities.

Thank you





PROTTYASHI



OXFAM

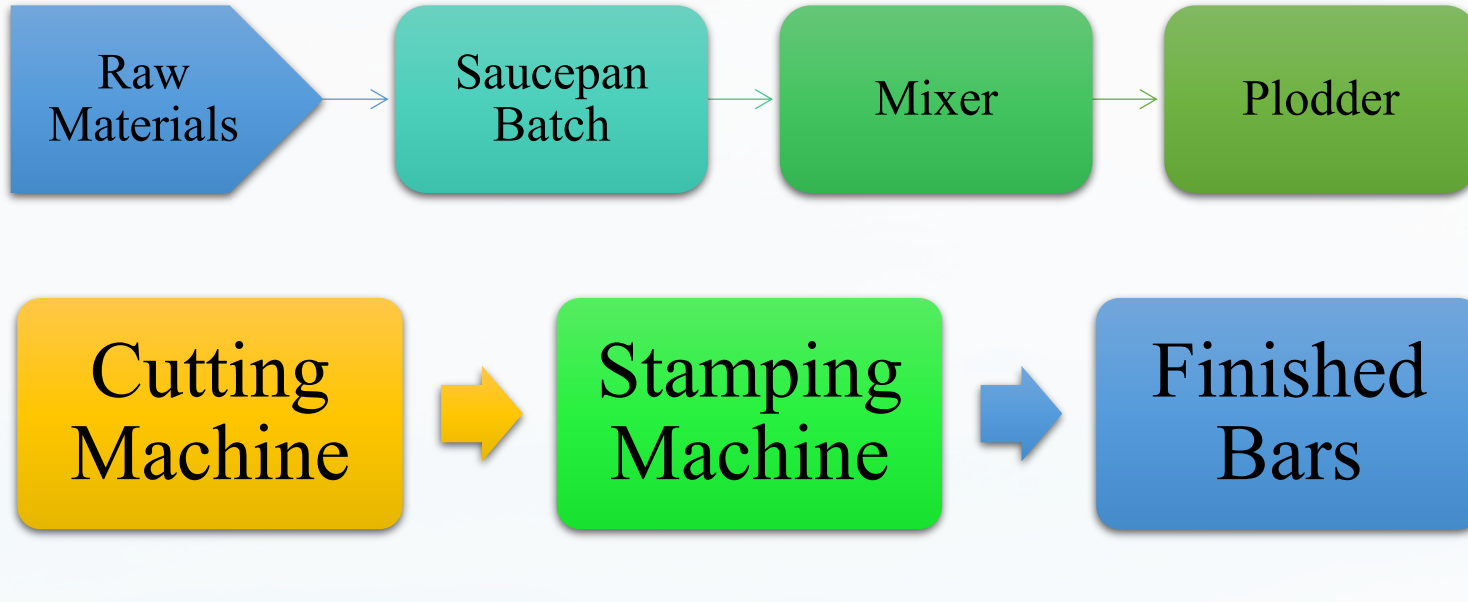


User Satisfaction Report on Distributed Soap

Pilot Distribution in Block D, Camp-22, Cox's Bazar

Oxfam in partnership with PROTTYASHI | 11 August 2026

Soap Production Setup & Machinery



300K

Units / Month

Monthly production target designed to serve community and market demand at scale.

4000

Sq Ft Facility

Dedicated production shed with climate control and optimized workflow layout.

60KW

Generator Power

Reliable backup power securing uninterrupted operations across all production zones.

Survey Objectives:



Specific Objectives

Quality Assessment

Fragrance, size, durability, and packaging

Usability

Bathing, handwashing, and daily hygiene routines

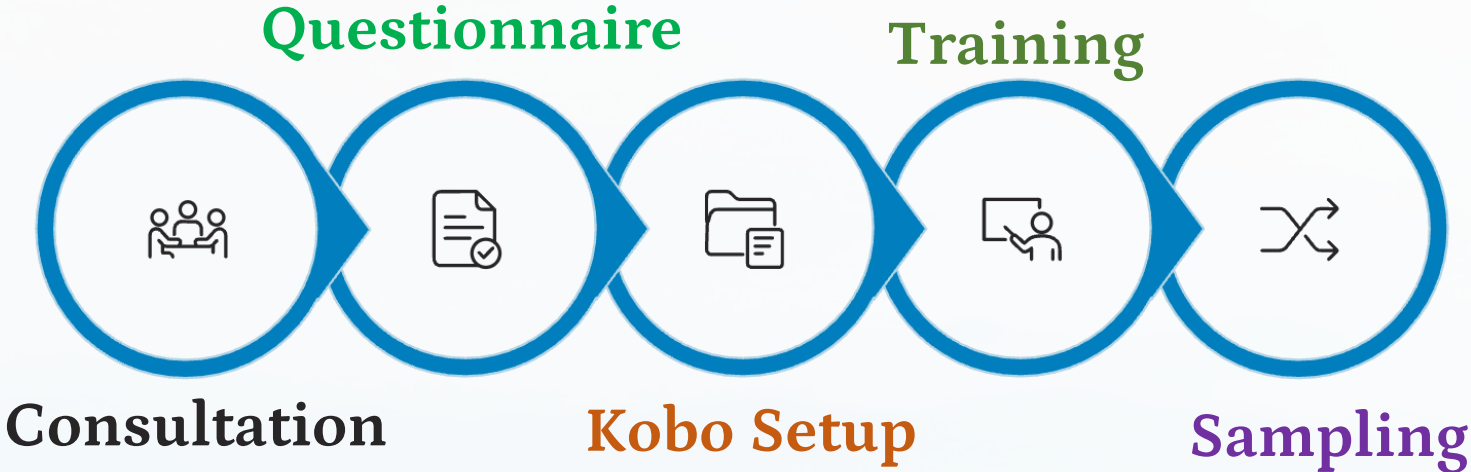
Comparative Perception

Against soaps regularly used by households

Recommendations

For procurement and product improvement decisions

Methodology (Survey Reached 287 Users)



Simple random sampling with proportional allocation. Qualitative evidence included group discussion (6–8 participants) and individual discussions.

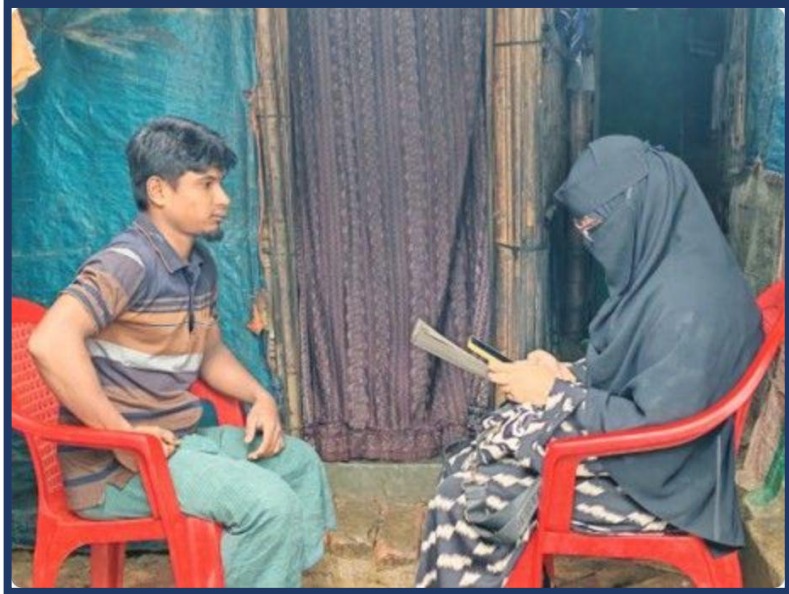
***78% (n=287) of respondents were female, and 22% were male**



Camp 22 Sample segregations

Sub-Block	Population	Sample
D1	328	83
D2	272	69
D3	267	68
D4	262	67
Total	1,129	287

Survey Overview



78%

Female Respondents

Ensuring primary household user perspectives were represented with **22% Male**.

5.45

Avg. Household Size

Reflecting multi-member families with diverse hygiene needs



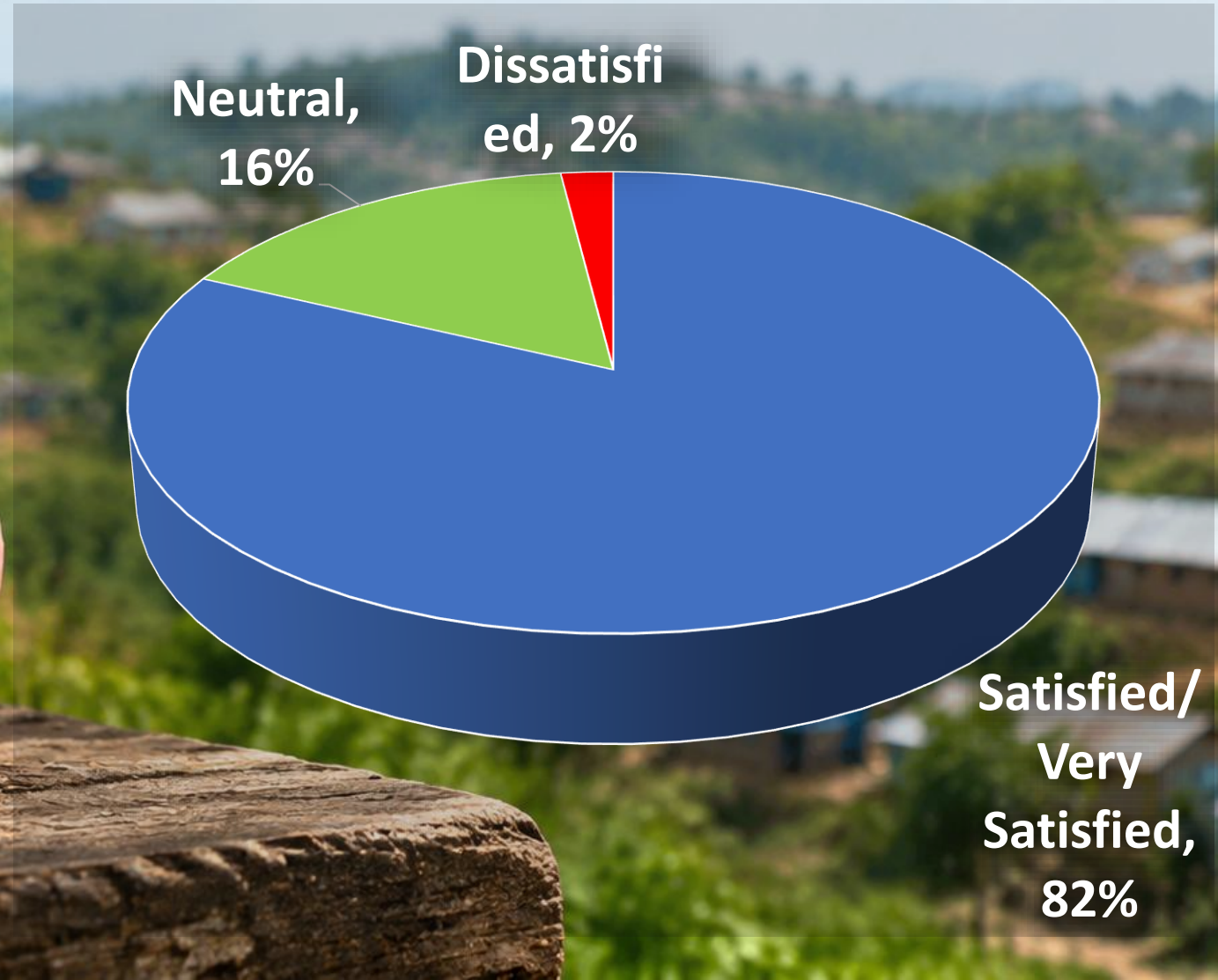
11%

Households with Disability

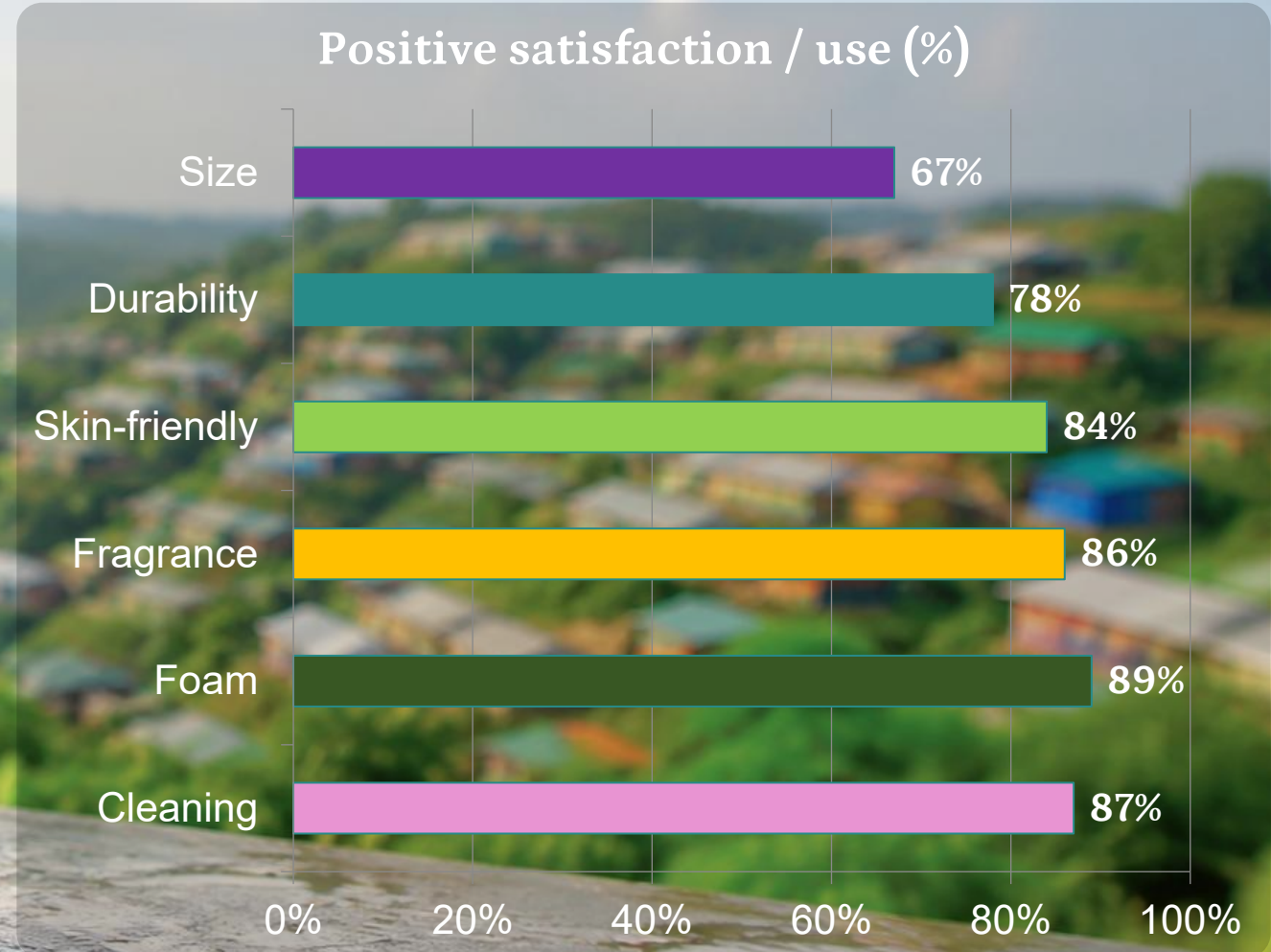
At least one member with a disability in the household

- Strong female participation ensured that the assessment reflected the perspectives of the soap's **primary household users**.

Overall Satisfaction

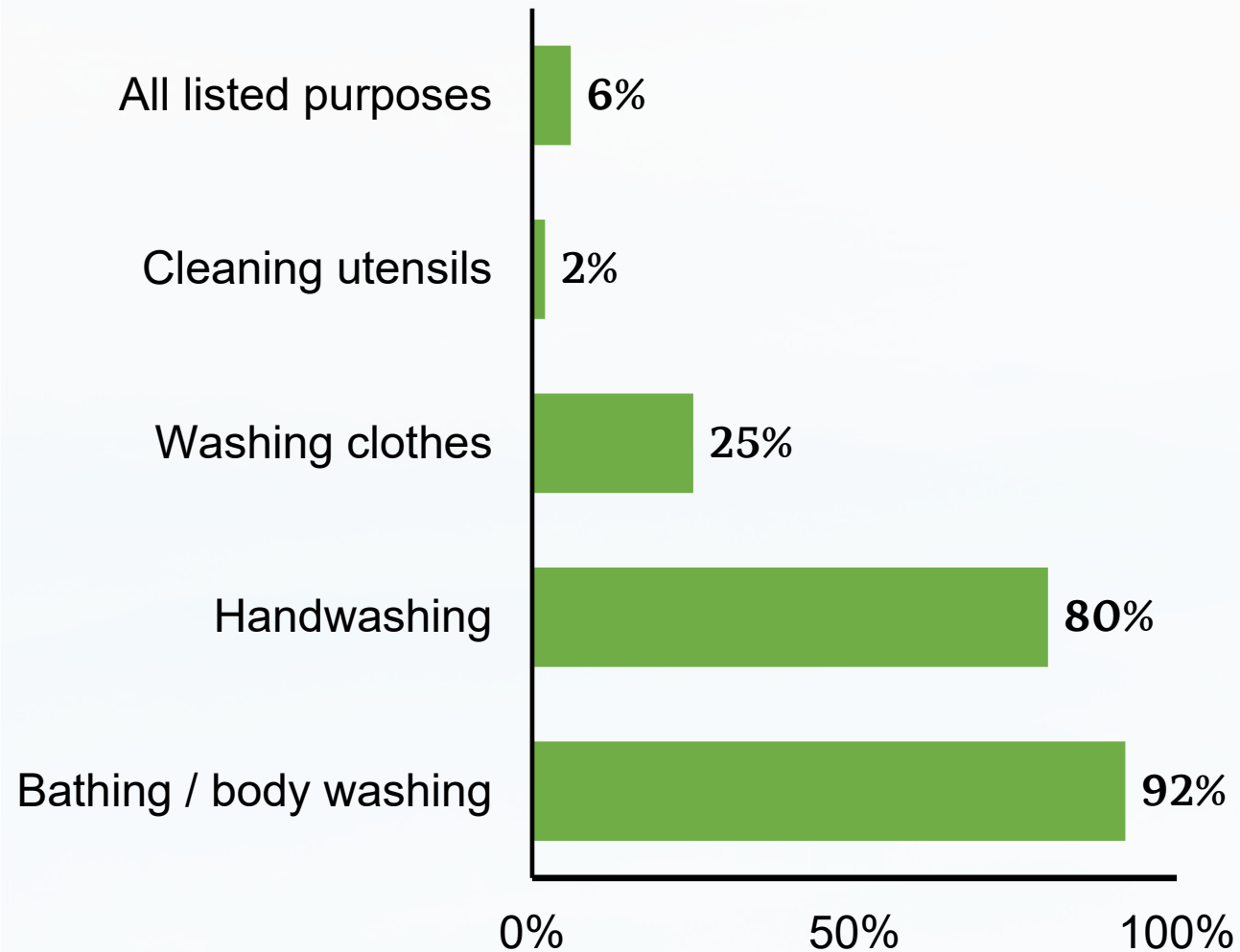


Segmented Satisfaction Attributes

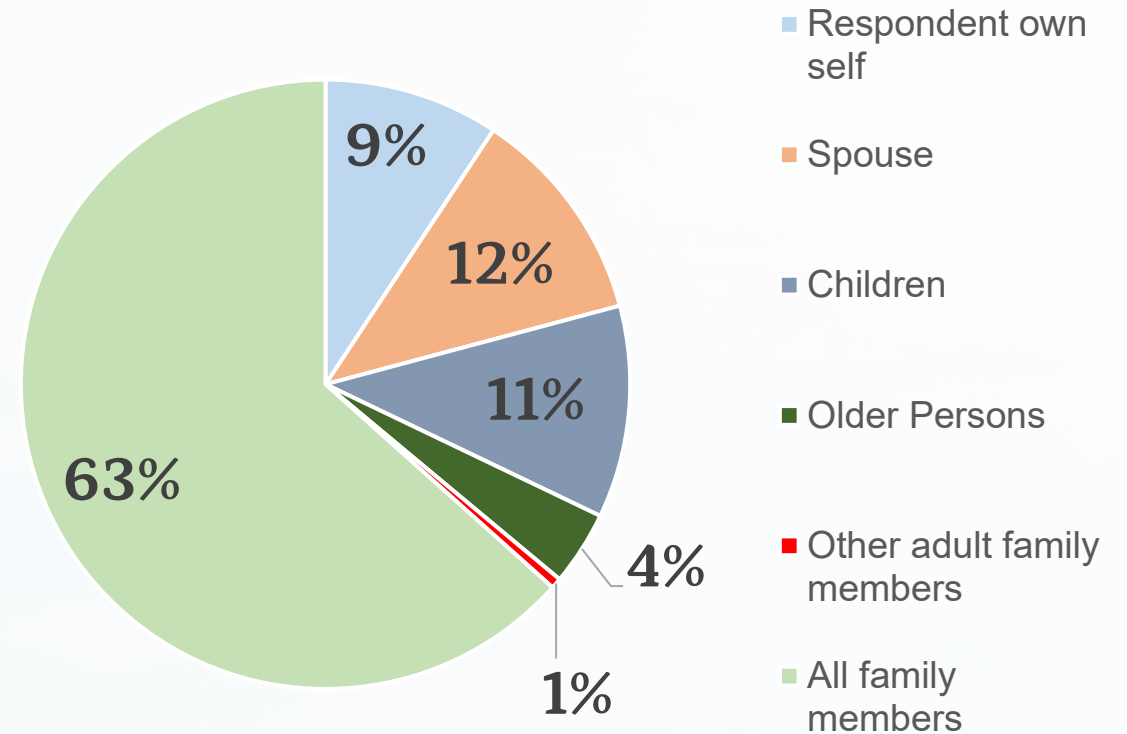


Core product performance was strong. **Soap size at 67% is the clearest area for improvement.**

Purpose of Soap Use



Family Members Using the Soap



The soap's value extended beyond individual use, supporting routine hygiene throughout the household.

Summary of Soap Attributes...

→ **Effective Cleaning**

Perceived as capable of thorough cleaning for all household members

→ **Sufficient Lather & Pleasant Fragrance**

Foam quality and scent were consistently appreciated across discussions

→ **Gentle on the Skin**

Comfortable and kind to skin; perceived as better than previously used soaps by many participants

→ **Helpful for Personal Hygiene**

Seen as a meaningful contribution to household health and wellbeing





Improvement Roadmap

1

Test an Improved Soap Size
• Research and test different soap sizes to determine the most effective size for improving packaging design

2

Test an Improved Soap Size
• Research and test different soap sizes to determine the most effective size for improving packaging design

3

Test an Improved Soap Size
• Research and test different soap sizes to determine the most effective size for improving packaging design

Increasing soap size was the most consistent qualitative recommendation — especially for larger households.

Summary of the Survey

Key Findings at a Glance

82%

Overall satisfaction rate

~100%

Reported no adverse effects

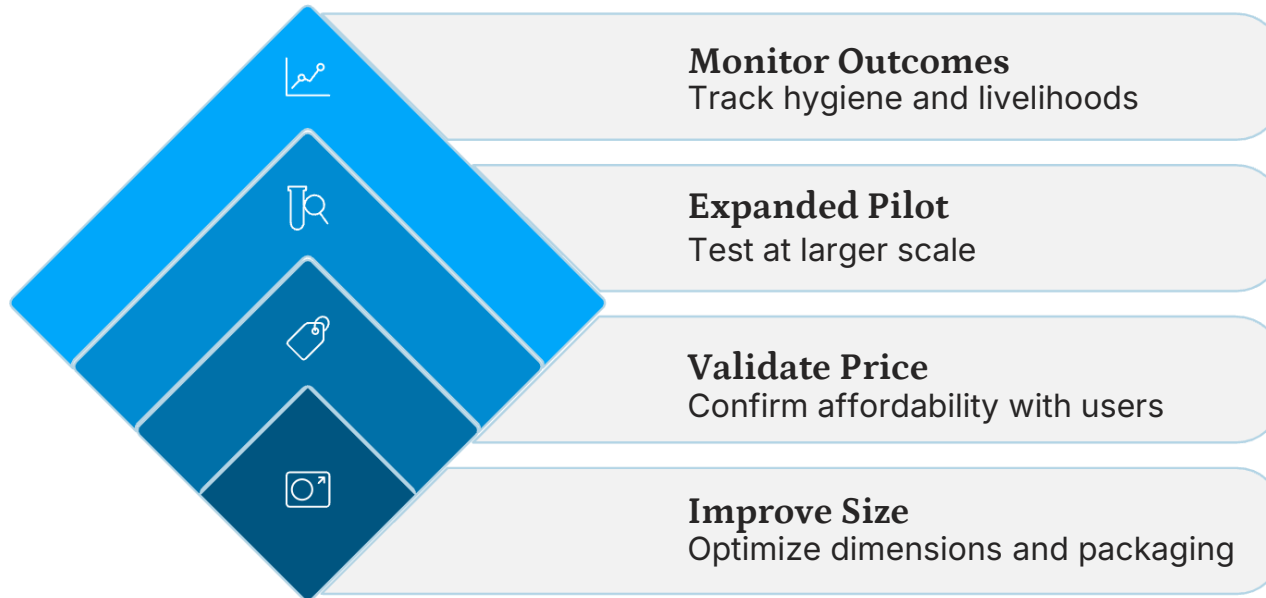
98%

Willing to continue using

67%

Size satisfaction — primary improvement area

Proposed Decision Pathway



FGD & Survey on Satisfaction



Follow-Up Survey Presentation

FCDO RAF | LSIDS Sector Coordination Meeting | 02.09.2026

Major Activities of The Project

- Provision of life skills training to strengthen personal and workplace competencies
- Delivery of financial literacy and entrepreneurship development training to enhance financial management and enterprise skills.
- Provision of psychosocial support services to learners.
- Facilitation of apprenticeship and internship placements for youth graduates.
- Distribution of cash grants and start-up tool kits to support livelihood and self-employment opportunities.
- Provision of coaching and mentoring support to graduates for employment and business development.



Survey Overview

Purpose

- Assess the impact of vocational skills training, tool kits, and entrepreneurship support on graduates' livelihoods and economic self-reliance.
- Measure employment, income generation, and business sustainability outcomes among Rohingya and host community graduates.
- Identify **project participants satisfaction**, key challenges, and recommendations to strengthen future livelihood interventions.

Target Respondents

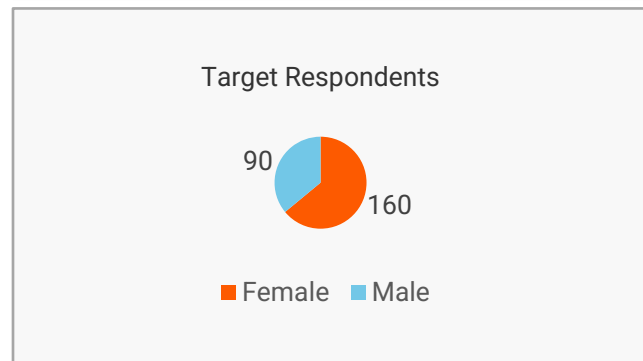
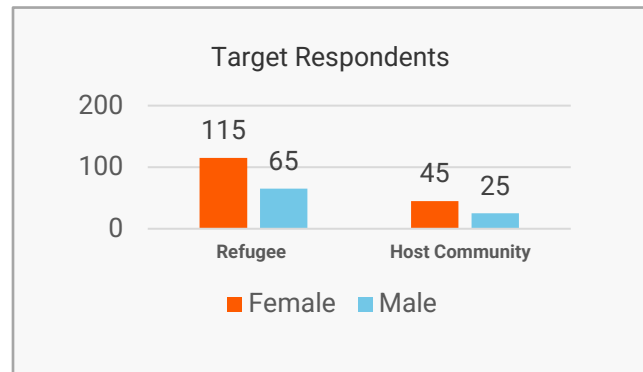
A follow-up assessment of 250 graduates (180 from Rohingya camps and 70 from host communities) including 22 Persons with Disability

Sample Size

A follow-up assessment of 250 graduates (180 from Rohingya camps and 70 from host communities)

Coverage

Camp 2 E, 2 W, 3, 4, 8E, 8W, 13, 24, 25, 26 and host community Teknaf (Hnila (nila), Whykong)



Key Findings

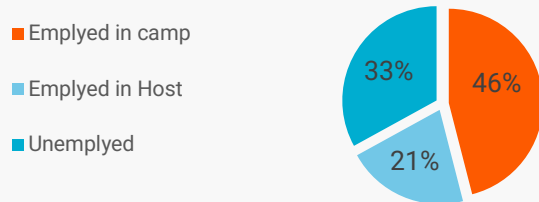
High Participation and Economic Empowerment of Women:

Women represented 67% of surveyed graduates, 107 participants (Camp 74, Host 33) of the 160 graduates, demonstrating strong engagement in livelihood activities and successfully generating income through tailoring, handicrafts, and embroidery, leading to greater financial independence and household economic stability.

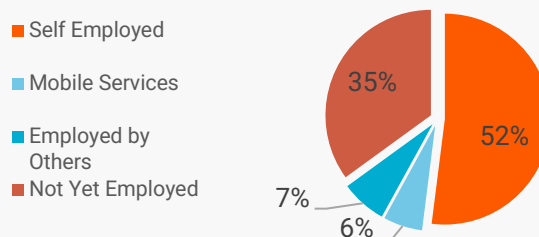
Increased Employment and Self-Employment Opportunities

The project significantly improved livelihood engagement among graduates. Out of 250 participants assessed, 130 graduates (52%) were engaged in self-managed income-generating activities, while 14 graduates (6%) were providing mobile services and 16 graduates (7% aprx) were employed by others, demonstrating successful application of acquired vocational skills.

Employment Status of Female Graduates



Employment Status of Skill Graduates



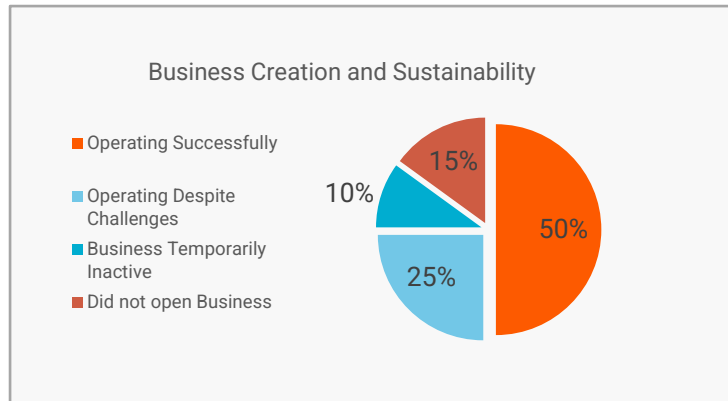
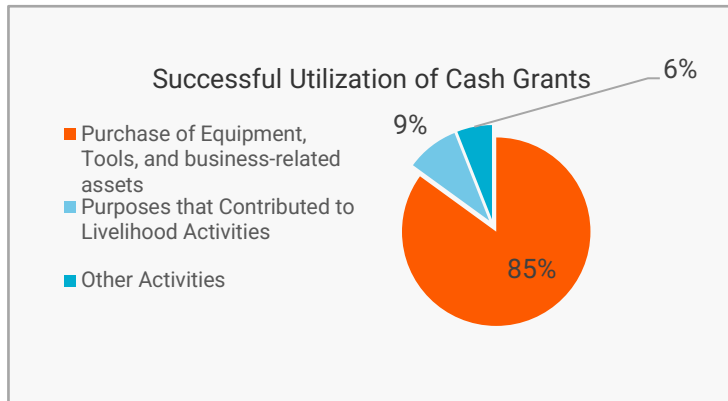
Key Findings

Successful Utilization of Cash Grants:

Among the 42 cash grants recipients 35 beneficiaries (85%) invested in the purchase of equipment, tools, and business-related assets, which helped strengthen their capacity to generate income and improve service delivery. Additionally, 3 beneficiaries (9%) used the grants for other productive purposes that contributed to their livelihood activities.

Successful Business Creation and Sustainability

Eighty-five percent (85%) of cash grant recipients used the grant to start a new business, while 75% of supported businesses remained operational (50% operating successfully and 25% operating despite challenges). This highlights the project's effectiveness in promoting entrepreneurship and sustainable livelihoods.



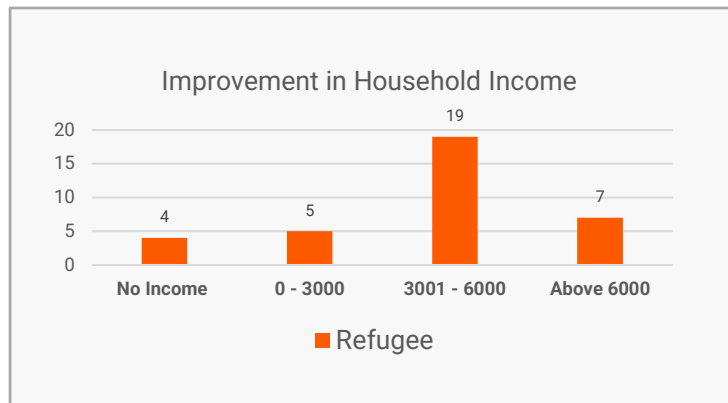
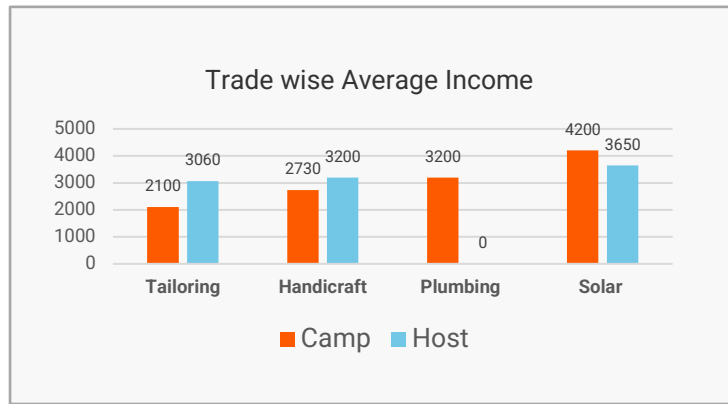
Key Findings

Improved Household Income Levels:

Out of 250 graduates, 160 (64%) were engaged in income-generating activities through self-managed work, mobile services, or employment by others. Income outcomes varied by trade, with Solar Panel Installation and Maintenance graduates reporting the highest average monthly earnings at BDT 4,200 in camps and BDT 3,650 in host communities, followed by Plumbing and Maintenance of WASH Infrastructure graduates with an average income of BDT 3,200 in camps. Among non-technical trades, Tailoring and Dress Making graduates earned an average of BDT 2,100 in camps and BDT 3,060 in host communities, while Handicraft and Embroidery graduates earned BDT 2,730 and BDT 3,230 respectively.

Significant Improvement in Household Income

The number of refugee project participants with no income decreased from 35 to 4 households, representing 89% reduction. At the same time, 19 project participants achieved monthly incomes between BDT 3,001 and 6,000, while 7 beneficiaries earned above BDT 6,000 per month. 5 project participants achieved income between 1 to 3000 however 4 project participants have no income change.



Recommendations from Project Participants

Based on feedback collected from the 250 project participants during the follow-up assessment, the following key recommendations were identified:

1. Extend the Training Duration

Participants recommended longer training periods to allow more time for practical learning, skill mastery, and hands-on experience before graduation.

2. Increase the Number of Beneficiaries

Many participants suggested expanding the program to include more vulnerable youth from both Rohingya and host communities so that a greater number of people can benefit from the training and livelihood support.

3. Introduce Additional Market-Driven Trades

Participants requested the inclusion of high-demand trades such as mobile phone servicing, automobile repair, gas stove repair, computer office applications, beauty care, and agriculture-based livelihoods to better align training opportunities with local market needs.

4. Strengthen Market Linkages

Beneficiaries emphasized the need for stronger connections with buyers, suppliers, businesses, and service providers, particularly for camp-based graduates who face limited market opportunities.

5. Provide Continued Business Mentoring and Follow-Up Support

Participants recommended ongoing coaching, technical guidance, and enterprise development support after graduation to help sustain and grow their businesses.

6. Increase Access to Financial Support and Working Capital

Graduates highlighted the need for additional cash grants, access to microfinance services, and small business loans to overcome capital constraints and support business expansion.

Breaking Barriers Through Entrepreneurship

A Journey from Financial Hardship to Community Inspiration

Sumaiya Jannat is a graduate of the NRC and Uttaran Skills Development and Livelihood Support Program who transformed her tailoring skills into a successful small business despite facing financial hardship and barriers to continuing her education.

After completing a three-month tailoring training course and a 15-day apprenticeship, she received a tailoring tool kit and a BDT 20,000 entrepreneurship grant, which enabled her own business.

Established **“Morium Tailoring & Boutiques House”** after completing tailoring training and receiving a tool kit and entrepreneurship grant.

Created employment opportunities for two fellow graduates, demonstrating the multiplier effect of livelihood support.

Generates an average monthly income of BDT 4,000-5,000, contributing to household income and financial stability.

Demonstrates how a combination of skills training, tool kits, and cash grants can promote sustainable self-employment and economic resilience.

“I could not continue my studies because of financial hardship, but I do not want my brothers to face the same situation. My business is helping me support my family and invest in their future.”

“Whether the eldest child is a son or a daughter, both can contribute to their family. I want to prove that women can support their families with dignity and hard work.”

Sumaiya Jannat





NORWEGIAN
REFUGEE COUNCIL



Climate Action Assessment of Micro Business Models – Cox's Bazar, Bangladesh

Presentation on the Study Conducted by
Helios Sponsored by IOM

Duration: 1st May To 31st May



Background, Scope and Coverage

Why this study was needed and what it covered

Why this study?

Climate shocks create business disruption, so the assessment looked for business models that are practical, climate-friendly and socially useful across Cox's Bazar Sadar, Ukhiya and Teknaf.

01

Locations

Cox's Bazar Sadar • Ukhiya • Teknaf • all 15 unions covered

02

Target groups

Host microentrepreneurs • women and men • persons with disabilities • Rohingya community • government, NGOs and other market actors

03

Sectors covered

Production-based, trading-based and service-based microbusinesses

Objectives and Methodology Used

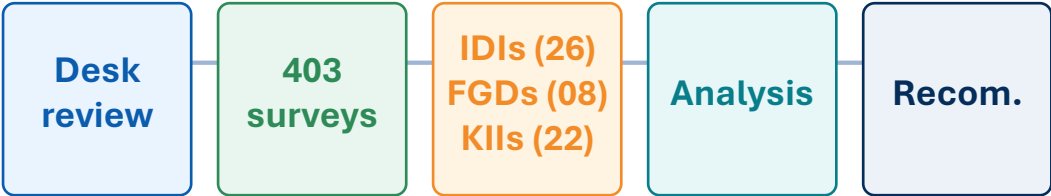
What was intended, and how findings and recommendations were developed

What was intended?

- 1 Identify climate-resilient microbusiness opportunities
- 2 Map eco-friendly production models for the local context
- 3 Highlight low-carbon market options and value chains
- 4 Propose adaptation strategies for vulnerable households
- 5 Explore livelihood linkages for host-Rohingya social cohesion
- 6 Generate programming recommendations for IOMs livelihood programming

How did we make the findings?

A mixed-methods approach was used, combining survey evidence, the lived experiences of project participants, stakeholder insights, and a business/value-chain analysis prior to final triangulation.



Methodological emphasis

Findings and recommendations were not based on scores alone. Quantitative results were interpreted together with entrepreneur experiences, stakeholder views, field realities and social-cohesion considerations.

Method: How the Business Ranking Was Measured

Summary of the calculation matrix used for climate resilience, eco-friendliness and low-carbon prioritization



Climate Resilience

Adaptive capacity – Exposure

Scale: –1 to +1

- Exposure: loss/damage, closure, extra costs and recovery duration
- Adaptive capacity: savings, finance, alternative income and continuity
- Flexibility: adjustment, relocation and operation during disasters



Eco-Friendly

Triple Bottom Line + RECP

Scale: 0 to +1

- Economic viability: return, cost and regular demand
- Environmental friendliness: resource, energy, plastic/polythene and waste
- Social equity and RECP: women/PWD inclusion, wage equity, reuse/recycling and training



Low-Carbon

Energy intensity + transition potential

Scale: 0 to +1

- Electricity bill and dependence on grid power
- Use of biofuel, wood or other fuel-intensive processes
- Ability to shift to alternative or renewable energy

Interpretation rule used across the matrices

High > 0.66

Medium 0.34–0.66

Low ≤ 0.33

Important: the three indices were calculated differently, so raw scores should be compared within each index; final ranking uses combined evidence and programmatic interpretation.

Livelihood Business Prioritization: Full Ranking

All 20 businesses ranked by combined climate resilience, eco-friendliness and low-carbon score

Climate Resilience

Eco-Friendly

Low-Carbon

#	Livelihood business	Category	Climate res.	Eco-friendly	Low-carbon	Overall insight
1	Bamboo craft	Production	0.69	0.29	0.71	Highest combined performance across resilience, eco-friendliness and low-carbon potential.
2	Prayer cap making	Production	0.71	0.34	0.63	Very strong climate-resilient and low-carbon livelihood option.
3	Kantha sewing	Production	0.72	0.35	0.63	Strong environmentally sustainable and climate-resilient business.
4	Fishing net making	Production	0.57	0.28	0.62	Moderate resilience with comparatively high low-carbon performance.
5	Handicrafts	Production	0.56	0.29	0.58	Balanced performance across all three indicators.
6	Home-based food products	Production	0.72	0.34	0.53	Highly resilient but lower low-carbon performance due to fuel dependency.
7	Tailoring and dress making	Production	0.63	0.31	0.56	Moderate climate-resilient and low-carbon option.
8	Other production businesses	Production	0.60	0.26	0.44	Lower environmental and low-carbon performance due to higher energy use.
9	Small cloth shop	Trading	0.66	0.29	0.69	Strongest trading business option with high low-carbon potential.
10	Animal products	Trading	0.72	0.27	0.64	Highly resilient trading business with good low-carbon performance.
11	Hawker	Trading	0.45	0.25	0.62	Flexible low-carbon trading option with moderate resilience.
12	Small cosmetic shop	Trading	0.53	0.31	0.61	Moderate resilience with relatively strong low-carbon score.
13	Fruit or vegetable seller	Trading	0.43	0.25	0.59	Moderate performance with comparatively higher climatic exposure.
14	Other trading businesses	Trading	0.69	0.30	0.58	High resilience but moderate environmental performance.
15	Small shop	Trading	0.46	0.29	0.55	Moderate resilience with lower eco-friendly performance.
16	Cigarette/betel leaf shop	Trading	0.50	0.28	0.55	Moderate resilience but weaker environmental sustainability.
17	Snacks shop	Trading	0.47	0.28	0.50	Higher carbon-emitting trading business due to fuel and electricity use.
18	Beautification	Service	0.50	0.26	0.50	Comparatively better service-based low-carbon option.
19	Other service businesses	Service	0.45	0.27	0.40	Lower resilience and low-carbon performance.
20	Auto garage	Service	0.51	0.27	0.21	Lowest low-carbon performance due to heavy electricity dependency.

Higher is better. Ranking reflects combined performance across the three indicators.

Key Finding: Strongest Livelihood Options

Which businesses are commercially viable, climate-friendly and why

Main interpretation

Home-based, low-energy and flexible businesses are the strongest entry points for climate-smart livelihood programming.

They combine local demand, low operational exposure, lower energy dependence, higher environment friendliness and stronger potential for women-led production.



PROMOTE NOW

Strongest options

- Bamboo craft
- Prayer cap making
- Kantha sewing
- Fishing net making
- Handicrafts
- Small cloth shop
- Animal-product trading



PROMOTE WITH IMPROVEMENTS

Viable but needs risk mitigation

- Home-based food products
- Tailoring and dress making
- Fruit/vegetable selling
- Hawking and small shops
- Beautification services



TRANSITION BEFORE SCALE-UP

Needs greener or safer model

- Auto garages
- Energy-intensive services
- Snacks shops
- Selected higher-energy production

Why the top options stand out

Low climate exposure

Flexible / home-based

Lower energy use

Market + women-led potential

Climate Shocks Affecting the Businesses

What threatens business continuity in the Cox's Bazar context

Heavy rainfall • flooding and waterlogging • cyclones and strong wind

Threats to business continuity in the Cox's Bazar context



Home-based production

- Raw materials damaged by rain/floodwater
- Weak protected storage
- Disrupted logistics and deliveries



Food and dry fish

- Moisture and spoilage risk
- Drying/preservation disruption
- Higher packaging and storage needs



Roadside / perishable trading

- Product damage or spoilage
- Reduced customer movement
- Market and transport access problems



Service businesses

- Electricity interruptions
- Fixed-location dependency
- Lower customer access during disasters

- Production: 73 affected, 55 stopped work
- Trading: 65 affected, 41 damage
- Service: 22 affected, 18 stopped work

Overall Challenges Associated with Climate-Resilient Businesses in Cox's Bazar:

What prevents microbusinesses from becoming stronger and greener

1

Limited climate finance

No structured disaster-recovery financing; heavy dependence on savings and informal credit.

2

Weak preparedness

Limited disaster planning, low training coverage and inconsistent early-warning action. Training: production-24%, trading-11%, service -9%

3

Poor storage / infrastructure

Raw materials, equipment and products remain exposed to rain, flood and waterlogging.

4

Informality

Low registration, weak association membership and limited links with institutions. Association membership: production-12%, trading-15%, service-28%

5

Weak environmental practice

Plastic/polythene use, limited recycling and weak waste-management systems.

6

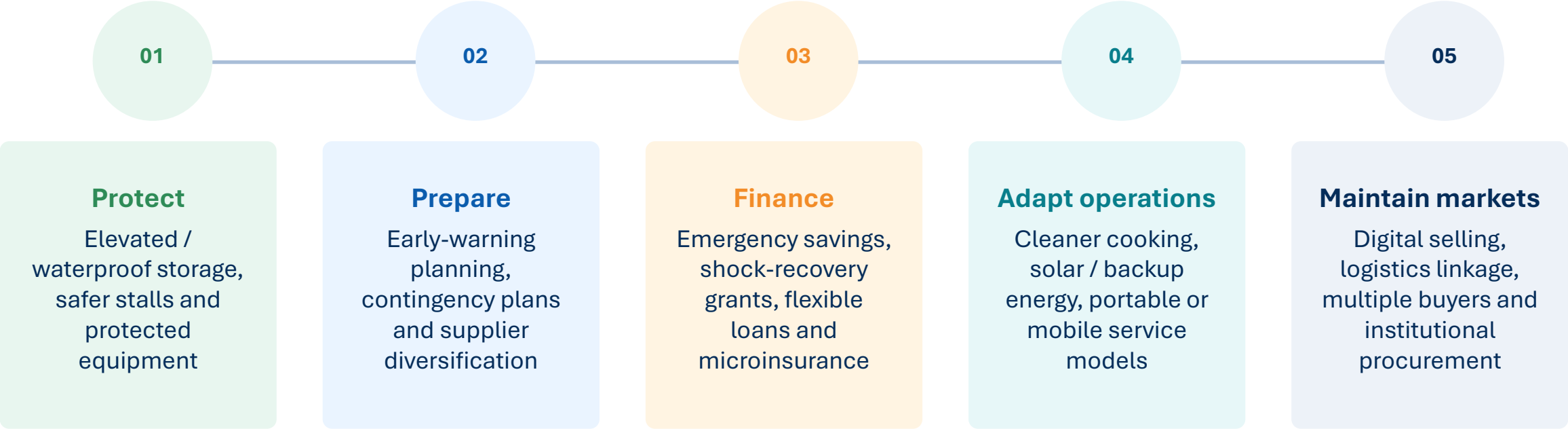
Weak market connectivity

Limited digital selling, unstable buyers, weak logistics and low bargaining power.

- Around 51% production, 47% trading, 53% service take protective action only sometimes after early warning.
- Current online use remains low: 21%–36% across business categories.

Recommended Adaptive Strategies

What partners can do to reduce loss and keep businesses operating



Programming shift

Move beyond one-off training. Combine skills, climate protection, finance, market linkage and follow-up mentoring in one integrated support package.

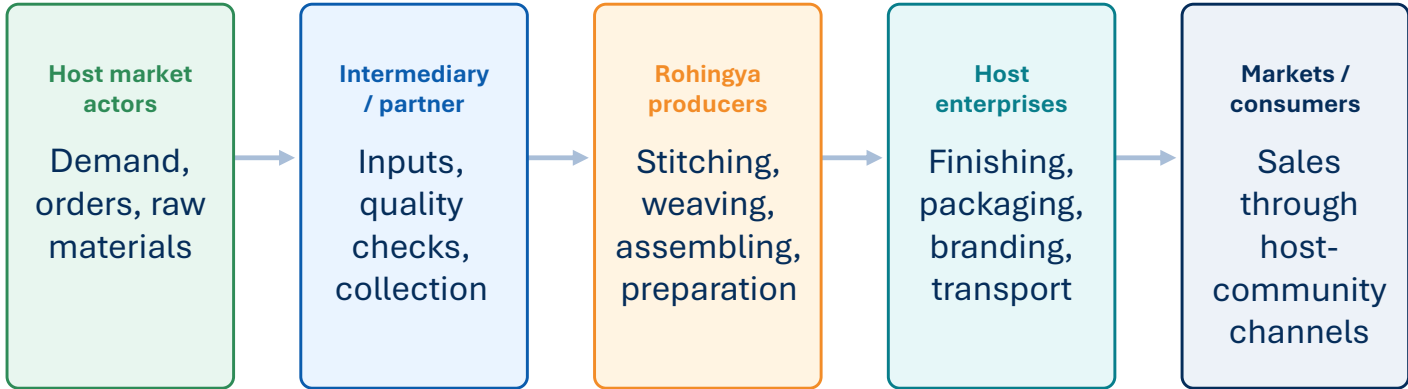
Social Cohesion Opportunity

How livelihood value chains can connect host and Rohingya communities

Core finding

Indirect economic collaboration is more acceptable than direct labour-market competition.

A partial contribution model can assign different stages of the same value chain to each community, creating shared economic benefit while reducing visible competition.



Complementary roles

Communities contribute to different stages, not the same jobs.

Women-led entry point

Home-based tailoring, embroidery and crafts are comparatively acceptable.

Repeat interaction

Raw materials, quality checks and payment systems can build business trust.

Social Cohesion Barriers and Way Forward

What may limit social cohesion outcomes and how to manage the risk

Barriers to manage

- Direct competition for labor may create tension
- Movement and market-access restrictions limit Rohingya participation
- Limited knowledge of host-market demand, design and packaging
- Irregular raw-material access and price fluctuation
- Delayed payments and weak working capital
- Inconsistent quality and difficulty meeting bulk orders
- Limited negotiation, customer dealing and marketing skills

Proposed way forward

Move from informal individual transactions to a structured, intermediary-supported value chain.



- Awareness creation on contemporary demand, design and packaging style by generating evidence through market study.
- Provide aggregation support and facilitation in bulk order placement.
- Secure payment method development considering context
- Seed funding
- Quality control support of products
- Training on customer handling, negotiation and marketing strategy

Critical safeguard

Ensure transparent host-inclusive participation so that market linkage creates shared benefit rather than perceived displacement.

Good Practices Observed

Existing practices that partners can build on

1

Home-based low-energy production

Kantha, prayer cap, bamboo craft and similar activities reduce exposure and energy needs.

2

Resource reuse

Tailoring and craft producers reuse fabric, thread and off-cuts for patching or smaller products.

3

Flexible coping

Some entrepreneurs protect or relocate products/materials and continue from alternative locations.

4

Partial market linkage

Some products are partially produced inside camps (handicrafts and soap) and linked with host-community finishing or market functions.

5

Partner-supported models

LSDS partners such as BRAC, ILO, AMAN and Prottiyashi have experience in partial linkage mechanisms.

6

Shared training / supply chain

The IOM soap factory experience shows how shared production and supply arrangements can support cohesion.

Women were involved in 85% of surveyed production businesses

Recommendations: Livelihood Options to Promote

What partners can promote, improve or transition

01 Promote

Ready for livelihood promotion

- Bamboo craft
- Prayer cap making
- Kantha sewing
- Fishing net making
- Handicrafts
- Small cloth shops
- Animal-product trading

02 Promote with improvements

Needs climate / green risk mitigation

- Home-based food products
- Tailoring and dress making
- Fruit and vegetable selling
- Hawking and small shops
- Cosmetics and beautification

03 Transition before scale-up

Needs cleaner or safer business model

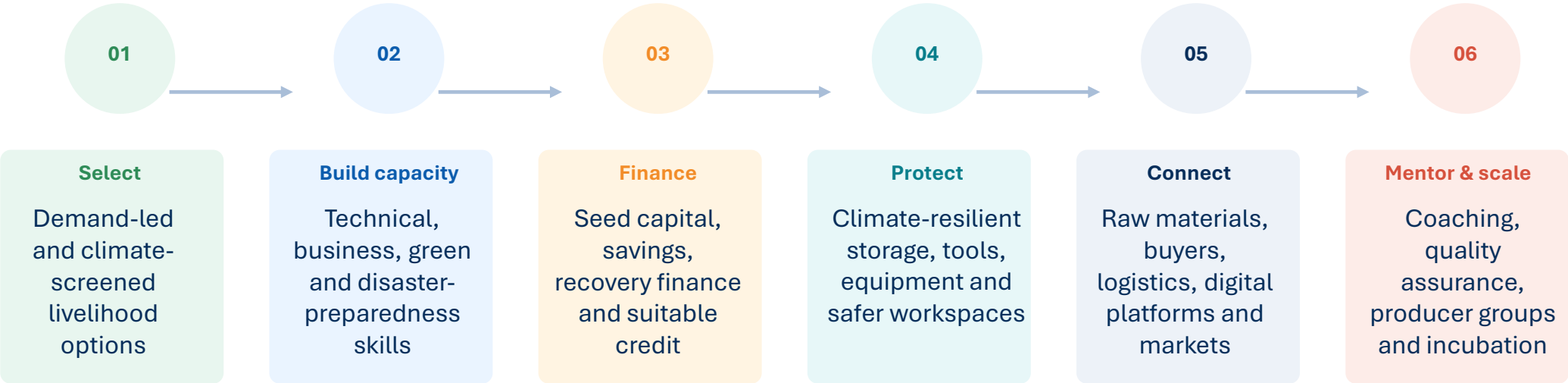
- Auto garages
- Other energy-intensive services
- Snacks shops
- Selected higher-energy production businesses

Recommendations: Implementation Modality

How partners should implement the recommendations

Integrated Business Support Model

Move beyond one-off training and seed grants. Use a package that combines selection, skills, finance, protection, market linkage and mentoring.



Recommendations: Required Partnerships and Market Linkages

Who needs to work together to make the recommendations feasible

Government / public institutions

- Union Parishad
- DYD and DDM/MODMR
- FSCD/CPP
- Bangladesh Tourism Board
- Tourism-related authorities

Finance actors

- MFIs and cooperatives
- Banks and mobile finance
- Microinsurance providers
- Flexible recovery finance

Private sector / markets

- Wholesalers and suppliers
- Hotels, tourism outlets and super shops
- Digital marketers and logistics providers
- Renewable-energy companies

UN / development partners

- IOM and UNHCR
- LDSDS partners
- Donors and technical agencies

Formalization remains uneven: trade licence/registration ranges from 4% among production businesses to 42% among services

Market pathways to develop

Local fairs • tourism markets • hotel / airport craft corners • online markets • wholesalers • institutional procurement • product kiosks • host-linked aggregation

Recommendation Roadmap

Short-, mid- and long-term actions for climate-resilient livelihood programming

SHORT-TERM 0–1 year

Immediate livelihood support and risk reduction

- Select priority businesses
- Provide seed / recovery finance
- Deliver practical adaptation training
- Improve storage and digital selling
- Demand-side market study to identify product for host–Rohingya partial-contribution model.
- Pilot host–Rohingya production sharing

MID-TERM 1–3 years

Market systems and green enterprise development

- Create tourism-linked craft corners
- Develop entrepreneur incubation
- Support recycling and compost businesses
- Build structured production groups
- Introduce green certification systems

LONG-TERM 3–7 years

Resilient infrastructure, finance and ecosystem support

- Invest in elevated markets and drainage
- Develop microinsurance and climate finance
- Create integrated support ecosystem
- Coordinate long-term partner support
- Use demand-side market studies

Cross-cutting: women entrepreneurs • persons with disabilities • eco-packaging • digital marketing • private-sector linkage

Thank you

LSDS PARTNER COORDINATION AND COLLABORATION GUIDELINE

Minimum standards for meaningful, timely and accountable engagement

CORE MESSAGE Communication is not automatically coordination. Attendance at LSDS meetings, telephone calls or occasional exchanges are useful, but meaningful coordination requires partners to share relevant information and documents, consult LSDS before key decisions are finalized, follow agreed sector standards, participate in sector monitoring, and close agreed actions.

1. Purpose

This guideline establishes a common and practical standard for coordination between the Livelihoods and Skills Development Sector (LSDS) and all sector partners. It aims to improve complementarity, technical quality, geographical coherence, accountability, evidence-based decision-making and collective results for refugees and host communities.

It applies throughout the project cycle—from concept development and location selection to implementation, monitoring, reporting, learning, modification and closure—and complements applicable Government requirements, donor conditions, organizational procedures and LSDS technical guidance.

2. What Meaningful Coordination Means

Meaningful coordination is a continuous, two-way and documented process through which partners:

- engage LSDS early enough for technical advice to influence decisions;
- share relevant project information and documents in a timely manner;
- align activities with agreed sector strategies, frameworks, standards and reporting requirements;
- coordinate locations, participant groups, trades, events and implementation schedules to reduce gaps and duplication;
- facilitate sector monitoring, quality assurance and joint learning; and
- track, implement and communicate follow-up on agreed actions.

Routine communication	Meaningful coordination
Attending a sector meeting	Attending, contributing evidence, acting on decisions and reporting progress on agreed actions
Calling or messaging an LSDS team member	Holding a structured consultation with relevant information, clear questions, decisions and documented follow-up
Informing LSDS after an activity is finalized	Consulting LSDS during planning, before location, participant, trade, event or major implementation decisions are confirmed
Submitting figures only when requested	Sharing accurate, timely and disaggregated data through agreed tools and explaining significant changes or gaps

Routine communication	Meaningful coordination
Receiving sector guidance	Applying the guidance, orienting project teams and documenting justified exceptions with prior consultation

3. Minimum Coordination Standards

3.1 Project documentation and transparency

- Share approved or near-final concept notes, proposals, results frameworks, implementation plans and relevant budgets or activity cost assumptions where appropriate.
- Share subsequent revisions, no-cost extensions, major budget reallocations, changes in targets, modality, trades, locations or delivery partners that may affect sector planning.
- Provide LSDS with final assessments, evaluations, learning products, curricula, SOPs and other knowledge products relevant to collective sector learning.
- Protect personal and sensitive information. Share documents through secure and authorized channels, with appropriate redaction where required.

3.2 Early consultation on plans and design

- Consult LSDS before finalizing new projects, major revisions, implementation modalities or technically significant activities.
- Present the problem, proposed approach, target group, location, selection criteria, expected results, risks and links with other sector interventions.
- Allow sufficient time for review. Coordination should not be treated as retrospective endorsement or a last-minute clearance process.

3.3 Location, coverage and duplication management

- Discuss proposed camps, blocks, unions, upazilas and facilities with LSDS before confirmation.
- Review available 5W/coverage information and coordinate with relevant actors to identify gaps, overlaps, saturation and referral opportunities.
- Inform LSDS promptly when an activity starts, pauses, relocates, closes or materially changes its coverage.

3.4 Events, missions and external engagement

- Discuss major trainings, fairs, exhibitions, launches, assessments, donor missions, workshops and advocacy events with LSDS during planning.
- Share the objective, agenda, proposed date, location, participants and expected sector contribution with reasonable notice.
- Coordinate public messages and claims related to collective LSDS priorities, standards or results, while respecting each organization's communications procedures.

3.5 Technical alignment and sector guidance

- Apply the Skills Development Framework, LSDS-endorsed guidance, relevant SOPs, curricula, indicator definitions and agreed technical standards.

- Orient programme, field, MEAL/M&E, information-management and partner staff on applicable sector requirements.
- Raise feasibility concerns early. Any necessary deviation should be discussed, technically justified and documented rather than silently applied.

3.6 Sector M&E, reporting and quality assurance

- Submit complete, accurate and timely 5W and other agreed reporting, using sector definitions and required disaggregation.
- Maintain verifiable supporting records and conduct internal quality checks before submission.
- Facilitate reasonable LSDS monitoring visits, verification, technical review and learning exercises, subject to access, protection, consent and data-protection requirements.
- Respond to feedback with a corrective-action plan and provide updates until agreed actions are closed.

3.7 Quarterly structured consultation

- Each active partner should hold at least one structured consultation of approximately 30 minutes with the LSDS team every quarter; higher-risk, larger or rapidly changing projects may require more frequent engagement.
- The consultation should cover progress, implementation challenges, changes, locations, results, reporting quality, upcoming activities, coordination needs, risks, learning and required decisions.
- Partners should send a concise update or agenda in advance and retain a brief action record with responsible persons and deadlines.

4. Coordination Across the Project Cycle

Stage	Minimum partner action	Indicative timing
Concept / proposal	Share the concept and consult on strategic fit, target groups, modality, indicators, geography and complementarity.	Before submission or final approval
Start-up	Share final project summary, workplan, locations, targets, focal points and reporting arrangements.	Within 10 working days of approval/start
Implementation	Coordinate changes, events, technical issues and emerging risks; submit agreed data.	Continuously / reporting cycle
Quarterly review	Hold a structured consultation and update the action tracker.	At least once each quarter
Major modification	Consult on material changes to scope, location, targets, modality, timeline or delivery arrangement.	Before the change is finalized
Monitoring / learning	Facilitate monitoring, share findings and implement agreed corrective actions.	As scheduled / promptly
Closure / transition	Share final results, lessons, outstanding risks, referral/continuity arrangements and relevant products.	Before closure and within 30 days after

5. Roles and Responsibilities

5.1 Partner organization

- Nominate a primary and alternate LSDS focal point and keep contact details current.
- Ensure senior programme, technical, field, MEAL/M&E and IM colleagues engage as relevant; coordination should not rest on one focal person alone.
- Share accurate information, seek consultation early, implement agreed actions and escalate unresolved issues internally.
- Cascade LSDS decisions and guidance to implementing partners, sub-partners and field teams.

5.2 LSDS team

- Provide timely, proportionate and technically sound advice within the sector mandate.
- Maintain and disseminate relevant guidance, reporting tools, coverage analysis and coordination decisions.
- Convene consultations, facilitate linkages, identify duplication or gaps, and document key actions.
- Protect confidential or sensitive information and clarify when a request requires approval from another authority.

5.3 Shared responsibility

Both parties should communicate respectfully, respond within reasonable timelines, distinguish technical consultation from formal approval, and raise constraints early. LSDS consultation does not replace Government authorization, donor approval, internal organizational clearance or other mandatory processes.

6. Minimum Information for Quarterly Consultation

- Progress against targets and results, including significant variance;
- Current and planned locations, participant coverage and changes;
- Implementation quality, protection, inclusion, AAP/PSEA and safeguarding considerations;
- 5W/reporting status and data-quality issues;
- Upcoming events, assessments, missions, procurement-dependent activities or communications;
- Operational, technical, access, fiduciary or reputational risks;
- Coordination gaps, duplication concerns, referrals and partnership opportunities;
- Decisions or support required from LSDS; and
- Status of previous action points.

7. Recommended Communication and Documentation Practice

- Use official email or an agreed document platform for substantive submissions and decisions; messaging applications may support rapid communication but should not be the sole record.
- Use clear subject lines containing organization, project/activity, location and required action.
- State whether a document is for information, consultation, technical review or decision, and specify the response deadline.
- Avoid sending incomplete information immediately before an event or deadline and treating the absence of feedback as endorsement.

- Record key decisions, actions, responsible persons and deadlines. Confirm important verbal agreements in writing.
- Use one consolidated and current document version wherever possible.

8. Coordination Performance and Accountability

LSDS may periodically review coordination performance to support improvement, identify systemic gaps and inform sector planning. The review should be constructive, evidence-based and proportionate, considering the partner's operational scale and constraints.

Area	Evidence of effective coordination
Timeliness	LSDS is engaged before key decisions, deadlines and events.
Transparency	Relevant documents, changes, risks and limitations are shared.
Technical alignment	Sector standards are applied and deviations are discussed.
Reporting and M&E	Data are timely and reliable; monitoring and corrective actions are facilitated.
Follow-through	Agreed actions are completed or delays are explained and re-planned.
Collaboration	The partner contributes to collective problem-solving, learning and gap reduction.

ESCALATION Repeated non-sharing of essential information, late notification of material changes, persistent reporting gaps, refusal to facilitate agreed monitoring, or continued non-application of sector standards may be raised with the partner's management and, where appropriate, relevant coordination leadership—after reasonable efforts to resolve the issue directly.

9. Partner Self-Check Before Confirming Coordination

- ☐ Have we shared the relevant concept note, plan, location and target information?
- ☐ Did we consult LSDS before—not after—the important decision was finalized?
- ☐ Have we checked coverage, duplication, referrals and complementarity?
- ☐ Are our activities aligned with applicable LSDS guidance and indicator definitions?
- ☐ Are our 5W and other reporting submissions complete, timely and internally verified?
- ☐ Have we discussed upcoming events, assessments, missions or major changes?
- ☐ Have we facilitated required sector monitoring and responded to recommendations?
- ☐ Did we hold and document our quarterly structured consultation?
- ☐ Have previous action points been completed or formally updated?

10. Effective Date and Review

This guideline may be applied upon endorsement by the appropriate LSDS coordination mechanism. It should be reviewed periodically based on partner feedback, evolving operational requirements and changes to relevant Government, RCP, sector or donor frameworks.

EXPECTED PRACTICE Partners should treat LSDS coordination as part of programme quality and accountability—not as an additional administrative task. Early and consistent engagement protects project quality, reduces duplication, strengthens evidence and enables LSDS to represent partners’ needs and results more effectively.

EVENT REPORT

Rohingya Community Wellness, Dignity and Pathways to Self-Reliance

Panel Discussion and Exhibition Highlights

The Flow Fest | 21-22 August 2026 | Dhaka, Bangladesh



Panelists and organizers following the discussion on inclusive wellness, dignity and pathways to self-reliance.

Purpose of the report

To document the principal outcomes of the Flow Fest panel discussion and the participation of LSDS partners in the exhibition, using public-facing and policy-aligned messages. The report presents the messages delivered by key panelists how skills development opportunity for Rohingya community contributes to the well being and dignity.

Executive Summary

The Livelihoods and Skills Development Sector (LSDS) led by UNHCR, together with participating partners, contributed to The Flow Fest through a public exhibition of products developed under skills and livelihood initiatives and a panel discussion on community wellness, dignity and pathways to self-reliance. The event created a constructive space for humanitarian, development, private-sector and community perspectives, while maintaining the central importance of safe, voluntary, dignified and sustainable repatriation as the durable solution for Rohingya refugees.

The discussion emphasized that, within the applicable policies and frameworks of the Government of Bangladesh, purposeful engagement, skills development and appropriate livelihood activities can support psychosocial well-being, confidence, dignity and resilience during protracted displacement. Participants also highlighted the value of community participation, localization, women's leadership, youth engagement, responsible private-sector collaboration and sustained international solidarity.

Event at a Glance

Event	The Flow Fest 2026
Dates	21-22 August 2026
Location	Dhaka, Bangladesh
Focus	Inclusive wellness, dignity, skills development and policy-aligned pathways to self-reliance
Engagement	Panel discussion, partner exhibition and dialogue with visitors

Principal Outcomes

- The panel generated a well-articulated, constructive and forward-looking discussion that was positively received by the audience.
- The exhibition increased visibility of the creativity, skills and productive potential of Rohingya women and men engaged in partner-supported initiatives.
- Visitors from donor organizations, UN agencies, NGOs, INGOs, academia and the student community engaged with partners and expressed strong interest in the range and quality of products displayed.
- The event reinforced the importance of coordinated, policy-compliant programming that promotes dignity and well-being while supporting preparedness for future solutions.

LSDS Partner Exhibition

LSDS partners successfully participated in the Dhaka Flow exhibition and presented a diverse selection of colourful products made by Rohingya refugees through structured skills development and livelihood activities. Participating organizations included UNHCR, IOM, WFP, UNFPA, Mukti Cox's Bazar, AMAN Bangladesh, Protyashi, Cordaid and ActionAid Bangladesh.

The exhibition provided a respectful public platform to demonstrate craftsmanship, creativity and practical skills. It also enabled partners to explain how purposeful engagement can contribute to well-being, confidence and dignity, in accordance with the policies of the Government of Bangladesh and established humanitarian coordination arrangements.



Visitors engaging with textiles and handicrafts displayed by participating partners.



Partner representatives presenting refugee-made products and describing the skills behind them.

Visitor Engagement

Representatives of the donor community, national and international organizations, universities and the wider public showed considerable interest in the diversified products on display. Discussions focused on product quality, cultural creativity, responsible market exposure and the contribution of skills-based activities to community wellness and resilience.

A Notable Visit to the Exhibition

The exhibition was honoured by a visit from Juliette Murekeyisoni, Deputy Representative of UNHCR Bangladesh, accompanied by Lucky Karim, a Rohingya women leader and Founder and Executive Director of Refugee Women for Peace and Justice. Their engagement with partner representatives and displayed products underscored the value of women's leadership, refugee participation and community voices in shaping relevant and dignified programming.



Juliette Murekeyisoni, deputy representative UNHCR and Lucky Karim, Rohingya Women Activist visiting the partner exhibition and engaging with participating representatives.



Visitors and partner representatives at the exhibition area.



Audience members attending the public discussion at The Flow Fest.

Panel Discussion: Inclusive Wellness and Dignity

The panel brought together perspectives from UN agencies, national and international NGOs, the private sector, the banking community and a Rohingya community representative. The session was moderated by Ashik Kabir, Coordinator of the Livelihoods and Skills Development Sector. The discussion connected community wellness with dignity, protection, purposeful engagement, skills development and responsible pathways towards greater self-reliance.

Policy foundation

All livelihood and skills-development discussions were framed within the policies and guidance of the Government of Bangladesh. Panelists reaffirmed that safe, voluntary, dignified and sustainable repatriation to Myanmar remains the durable solution, while appropriate interim activities can help preserve dignity, resilience and preparedness.

Consolidated Key Messages

- **Wellness and dignity:** Community wellness encompasses psychosocial well-being, safety, confidence, social connection and the ability to engage in meaningful activities.
- **Skills as a protective asset:** Transferable skills can strengthen confidence, reduce harmful idleness and help individuals contribute positively to their families and communities.
- **Women's and youth participation:** Safe and inclusive opportunities for women and youth are essential to community resilience, leadership and constructive engagement.
- **Localization:** National and local organizations play a critical role in delivering context-sensitive programmes and sustaining community-level relationships.
- **Responsible private-sector engagement:** Carefully designed partnerships can contribute technical expertise, product development, financial literacy and appropriate market awareness, subject to Government policy and humanitarian safeguards.
- **International solidarity:** Sustained donor engagement remains important to protect essential services and support coordinated, evidence-informed programming.

Perspectives Shared During the Panel

The following points summarize the public, non-sensitive themes raised during the session. They are presented as a consolidated record rather than as verbatim quotations.

Perspective	Summary
UNHCR	Protection, dignity and self-reliance are closely connected. Skills and purposeful engagement can strengthen resilience and prepare refugees to apply their capabilities in future contexts, including following repatriation.
IOM	Livelihoods, social cohesion and climate-resilient initiatives can support well-being when designed with communities and implemented through coordinated partnerships.
ActionAid Bangladesh	Safe spaces, creative expression and meaningful participation are particularly important for women and girls affected by displacement and trauma.
Private-sector and local actor perspective	Humanitarian, local and private-sector stakeholders can explore responsible collaboration that supports skills, quality improvement and dignity while respecting the regulatory environment.
AMAN Bangladesh	National organizations can make strong contributions when provided with sustained capacity strengthening, coordination and appropriate partnership opportunities.
Banking and financial-literacy perspective	Women-focused capacity development, entrepreneurship awareness and financial literacy can contribute to inclusive well-being where permitted and appropriately designed.
Rohingya community perspective	Community members value opportunities to learn, contribute and demonstrate their abilities, while maintaining their aspiration for safe, voluntary, dignified and sustainable return to Myanmar.

Panel Discussion: Photo Highlights



Professor Dr. Abu Yousuf from AMAN a national NGO sharing reflections during the discussion.



Farah Kabir, Country Director, AAB contributing to the dialogue on Rohingya women wellness and dignity.



Abu Murshed Chowdhury highlights local and private-sector perspective on partnership and resilience.



Abul Osman, a Refugee youth how the Skills Development opportunity has empowered him providing hope for meaningful engagement in livelihoods upon returning to Myanmar

Conclusions and Forward Considerations

The Flow Fest engagement demonstrated the value of connecting humanitarian dialogue with a public exhibition of skills, creativity and community-led production. The positive response from visitors indicated strong interest in learning more about the capacities and aspirations of Rohingya refugees, as well as the work of LSDS partners supporting them.

The discussion also reaffirmed that wellness cannot be separated from dignity, participation and hope. Within Government of Bangladesh policies, coordinated skills development and appropriate livelihood initiatives can provide constructive engagement and strengthen resilience until safe, voluntary, dignified and sustainable repatriation becomes possible.

Suggested Follow-up

- Continue coordinated advocacy for adequate resources for policy-aligned skills development and community-wellness activities.
- Strengthen meaningful participation of Rohingya women, youth and community representatives in programme design and learning forums.
- Support the capacity and leadership of national and local organizations through equitable partnerships and technical accompaniment.
- Explore responsible engagement with private-sector and financial-service actors in areas permitted by Government policy and relevant safeguards.
- Document product quality, learning outcomes and well-being contributions through appropriate monitoring while protecting personal data and safeguarding participants.

Closing reflection

Community dignity is strengthened when people are recognized not only through their needs, but also through their skills, creativity, leadership and aspirations. The LSDS and its partners remain committed to advancing this approach through coordinated, accountable and policy-aligned action.



**COX'S BAZAR SUB-OFFICE: ROHINGYA CRISIS RESPONSE
MEETING WITH LSDS and SCCCM on Mosquito Net Production, 18 August 2026**

Photo: Hossain Ahammod Masum/IOM Bangladesh 2026.



CONTENTS

1. Project Design
2. Production Capacity
3. Approval and Compliance
4. Expansion and sustainability
5. Cost analysis
6. Quality analysis
7. Geographical coverage
8. Operational and market linkage

| 1. BACKGROUND

Project Design

More than 52% women
and girls are in the
Rohingya Camps



Target beneficiaries: 5000 HH
especially FHH/Persons with
Disability/Gender Diverse
Persons



Training: 52 women completed
vocational training course on
sewing machine operation



40 women will be engaged
in production

Production Capacity and Geographical coverage

Present area: MPWCs in camp 4 and 4ext

Industrial Sewing machine: 60

Each MPWC: 100 mosquito nets/per day





Approval and Compliance Requirements



All necessary government, technical, safety, quality, and other compliance requirements will be addressed and fulfilled by UN Women/AAB with the support from LSDS, RRRC and Civil Surgeon Office in accordance with applicable policies and regulations.

Expansion and sustainability

- **Expanded Area: MPWCs in camp 3, and Whykong in host community**
- The initiative can be scaled up based on camp-level needs and market/demand opportunities.
- Additional funding and market linkages may be required to increase production and ensure sustainability and income opportunities for Rohingya women.

Cost Analysis

Mosquito Size: Length 180cm, Width 160 cm and Height 150 cm

Cost: BDT 500 per mosquito net, including VAT/Tax. Have plan to review price with local market

Quality Analysis

- Will follow the specifications
- Using industrial sewing machine
- Ensure quality with the quality control officer to meet standards

Operational and Market Linkages

- SCCCM partners
- Women's Market
- Outlet of MPWCs in camp 4 and 4 ext
- Camp Level needs, Procurement and distribution channels





FOR ALL
WOMEN
AND GIRLS



DIGITAL SPACES MUST BE SAFE FOR ALL WOMEN AND GIRLS IN COX'S BAZAR

#16DAYS #NOEXCUSE

GAS STOVE REPAIR, REFURBISHMENT AND LED BULB PRODUCTION

Refugee-Led LPG Stove Service Business

8

SERVICE SHOPS

6 Ukhiya • 2 Teknaf

10

REFUGEE ENTREPRENEURS

Operating across 8 shops

BDT 208.8K

TOTAL SALES

First month of operation

What this means?

- Entrepreneurship support provided to Small Engine Mechanic skills graduates following the transition to a market-based LPG stove warranty service model.
- Essential services remain available - Refugee households can access stove repair and pressure cooker maintenance within the camps.
- Skills converted into enterprise - Trained Small Engine Mechanic graduates are now operating market-based service businesses.
- Service continuity strengthened - 8 trained volunteers support new stove assembly and EVI services at LPG distribution points.



SKILLS → ENTREPRENEURSHIP → ESSENTIAL SERVICES → SUSTAINABLE LIVELIHOODS

GAS STOVE REPAIR, REFURBISHMENT AND LED BULB PRODUCTION

Gas stove refurbishment activities (planned)

- UNHCR is going to set up a separate centre in Camp 4 Ext for gas stove refurbishment activities.
- UNHCR will replace ~100k stoves that will be collected.
- Collected stoves will be assessed, repaired/refurbished, and repurposed based on their condition.
- Refurbished stoves will be handed over to UNHCR NFI team for redistribution to eligible households.
- Going forward, refurbished stoves may be considered as an alternative distribution option, particularly if funding constraints increase.

OLD & BROKEN GAS STOVES



REFURBISHED



GAS STOVE REPAIR, REFURBISHMENT AND LED BULB PRODUCTION

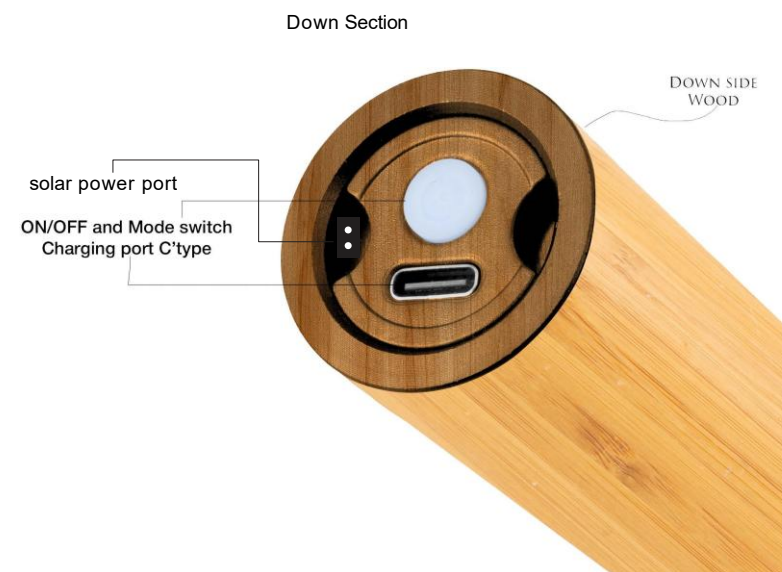
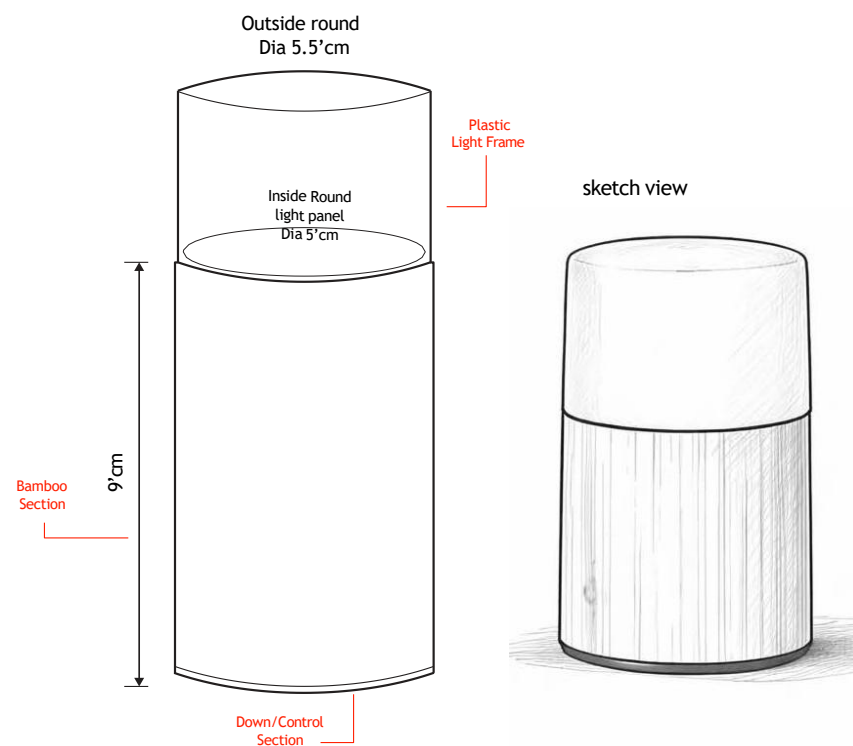
LED bulb production:

- Engaged skilled refugee men and women to produce LED bulbs in the two green innovation hubs, 1 in Camp 4Ext and 1 in Camp 27. Two more hubs will be opened this year in Camp 5 and Camp 15.
- Daily production: Based on demand.
- LED Bulbs from 5W to 30W, AC, DC, and AD/DC composite.



Solar Lamp Production

Bamboo Light Module With Measurement





Solar light Production Cost

Cost Head	Cost (BDT)	Remarks
7 Wat Solar Pannel	420	
Rechargeable Battery (1500 MHA)	460	Li-ion; 3.7 Volt (5 hours backup with current light/watt)
PCBA Circuit	280	
LED Light – 60 Super Bright	165	
USB Plug Cover	75	
Solar Out Plug Cover	70	
Power Button	50	
Bamboo Light Body	100	Main Structure/ Need to be processed
Plastic Shade Riser	40	
Wage/Labor Cost	40	
Total	1700	USD 13.78

Benefits:

- Use of locally available and environment friendly product (bamboo)
 - Engagement of skills Rohingya Refugees and marginalized host community adjacent to camp area
 - Less than half of cost with similar output of Sunbell solar powered lamp.
 - Battery, light, circuit, solar panel have similar capacity of Sun bell light
 - Solar powered – No additional cost.
 - Easily repairable, can be done within the camp.
 - 20 Rohingya Refugees and 5 host community will be directly engaged in production.
 - Existing Neela Production Center – Host Community (for bamboo processing) and GAC Skills Development Center at Camp 15 (assembling) will be utilized for the production.
 - Livelihood opportunities for both community that could enhance social cohesion.
 - Cost will be reduced by at least 20% if we go for bulk production.
-

Questions &

Recommendations!

FROM SKILLS TO PRODUCTION, MARKETS & LIVELIHOODS

Climate-Resilient Mat Production and Inclusive Market Systems Development for Rohingya Refugees and Host Communities in Cox's Bazar (2026-2027)

 270 PARTICIPANTS

 180 Women

 90 Men



STRATEGIC OBJECTIVE

To move participants beyond training completion into productive, market-oriented livelihood activity, while complementing existing humanitarian and livelihood interventions.

KEY MESSAGE

This is not a training-only intervention. It is a **training-to-production-to-market pathway**.

Implemented by



AMAN
Association for
Mass Advancement
Network

Fund Managed by



Funded by



3 PRODUCTION HUBS



Camp 15



Camp 19



Thainkhali

CORE PRODUCTION STREAMS



Jute



Bamboo



Cane



Shital Pati /
Madur / Reed-
Based Products

THE PROJECT MODEL



Skills Development



Production Capability



Quality Products



Enterprise Development



Market Linkages



Income & Livelihood Self-Reliance



Build Skills
Strengthening
skills for dignified
livelihoods



Enhance Production
Improving productivity
and quality of craft
products



Create Enterprises
Supporting individuals
and groups to build
sustainable businesses



Access Markets
Connecting to local,
national and
institutional markets



Ensure Sustainability
Driving long-term
income and
self-reliance

Skilled Hands • Quality Products • Strong Enterprises • Better Markets • Sustainable Livelihoods

AMAN seeks to complement the Rohingya response by converting skills investment into measurable production capacity, market-oriented products and sustainable livelihood pathways.

TARGET PARTICIPANTS, SELECTION & PRODUCTION PARTICIPATION



WHO WILL PARTICIPATE?

Participant Group	Number
 Rohingya Refugees	180
 Host Community	90
TOTAL	270



PARTICIPATION DOES NOT END AT TRAINING



SELECTION



TRAINING



COMPETENCY
ASSESSMENT



PRODUCTION



PRODUCER GROUP /
ENTERPRISE



MARKET
PARTICIPATION



SELECTION CRITERIA

Participants will be identified through transparent, vulnerability-sensitive criteria:

- Economically vulnerable households
- Limited livelihood opportunities
- Unemployment / underemployment
- Interest and aptitude for craft production
- Ability to participate
- Priority to women and vulnerable groups
- Consideration of disability and additional vulnerability
- Commitment to post-training production



PRODUCTION PARTICIPATION

Participants may engage through:



**Hub-Based
Production**

Supervised and
aggregated production



**Home-Based
Production**

Flexible production
where appropriate



Producer Groups

Collective production,
quality control and
market engagement



KEY MESSAGE



Participants are developed as **producers** and potential **economic actors**—not simply as training beneficiaries.

50-DAY TECHNICAL SKILLS DEVELOPMENT



FROM TRAINING TO PRODUCTION READINESS

TECHNICAL / BUSINESS COMPONENT	DURATION
 Jute Craft & Mat Production	15 days
 Bamboo Craft / Mat Production	15 days
 Cane / Shital Pati / Madur-Based Craft	10 days
 Entrepreneurship & Business Planning	4 days
 Financial Literacy & Budgeting	2 days
 Quality Assurance & Standardisation	2 days
 Value Transfer / Production Orientation	2 days
TOTAL	50 days



COMPETENCY MODEL



Demonstration



Practice



Supervised
Production



Quality
Assessment



Graduation



Participants graduate only when they demonstrate practical competence.

KEY MESSAGE



The training is designed around products that can be produced, quality-controlled and sold—not techniques without a production pathway.



PRODUCTION SYSTEM, FACILITIES & WORKFORCE



3 PRODUCTION HUBS

Each hub functions as:



TRAINING

Technical learning & practice



PRODUCTION

Supervised artisan production



QUALITY CONTROL

Inspection and standardisation



AGGREGATION

Collection and preparation for market



PRODUCTION STREAMS



JUTE

Fibre/Yarn Preparation

↓
Dyeing
↓
Weaving
↓
Finishing



BAMBOO

Selection
↓
Splitting
↓
Sizing
↓
Shaping
↓
Weaving



CANE

Selection
↓
Splitting
↓
Shaping
↓
Weaving
↓
Finishing



SHITAL PATI / MADUR / REED

Material Preparation
↓
Weaving
↓
Pattern Development
↓
Finishing



CORE FACILITIES

- ✓ Production/work areas
- ✓ Storage
- ✓ Work tables/frames
- ✓ Processing and weaving equipment
- ✓ Cutting/shaping tools
- ✓ Measuring tools
- ✓ Finishing equipment
- ✓ PPE and safety equipment
- ✓ Quality-control arrangements
- ✓ Packaging/storage arrangements



WORKFORCE



270
ARTISANS

Supported by:



Master Trainers



Technical Supervisors



Production/Quality Team



MEAL



Programme Management



KEY MESSAGE

The hub is designed as a production ecosystem—
not merely a classroom.



Skill to
Production



Quality
Assured



Market
Linked



Sustainable
Livelihoods

PRODUCTION CAPACITY, TIMEFRAME & TECHNICAL VALIDATION



PRODUCTION WORKFLOW



CONSERVATIVE CAPACITY BENCHMARK

10 sq.ft. / artisan / production day

Production workforce: 270 artisans

Production days: 24–25 days/month

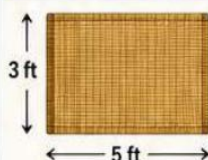
Therefore:

$$270 \times 10 \times 24 = 64,800 \text{ sq.ft./month}$$

$$270 \times 10 \times 25 = 67,500 \text{ sq.ft./month}$$

64,800–67,500
SQ.FT./MONTH

3 × 5 FT REFERENCE MAT



$$3 \times 5 = 15 \text{ sq.ft.}$$

Equivalent capacity:
4,320–4,500
mat-equivalents/month

BUT THIS IS NOT A GUARANTEED OUTPUT

Actual production will depend on:

- Product dimensions
- Product type
- Design complexity
- Artisan competency
- Working hours
- Raw-material availability
- Equipment/frame capacity
- Quality requirements
- Finishing time
- Packaging time
- Rejection/wastage



CAPACITY VALIDATION METHOD

1 PHASE 1

Prototype production



Produce sample products under supervised conditions.

2 PHASE 2

Measure actual artisan productivity



Record actual time and output for each artisan on regular production.

3 PHASE 3

Record actual sq.ft./artisan/day



Calculate actual square feet produced per artisan per day.

4 PHASE 4

Compare against 10 sq.ft. benchmark



Compare actual productivity with 10 sq.ft. benchmark and identify gaps.

5 PHASE 5

Set verified production target



Set realistic monthly production target based on verified data.



KEY MESSAGE

64,800–67,500 sq.ft. is an indicative planning capacity.
Actual capacity will be validated through supervised production data.



270
ARTISANS



3
PRODUCTION
HUBS



4
PRODUCTION
STREAMS



QUALITY
ASSURED



MARKET
LINKED



SUSTAINABLE
LIVELIHOODS

QUALITY, SAFETY & PRODUCT STANDARDISATION



WHAT DEFINES A MARKET-READY PRODUCT?

	MATERIAL QUALITY Correct material, grade and preparation	
	DIMENSIONAL ACCURACY Consistent size and specification	
	CONSTRUCTION QUALITY Strong, uniform and properly woven/assembled	
	FINISHING Clean edges, trimming, surface quality and presentation	
	DURABILITY Appropriate strength and functional performance	
	DESIGN Consistent pattern, colour and contemporary adaptation where applicable	
	PACKAGING Protection, identification and professional presentation	

QUALITY-CONTROL GATEWAY



SAFETY CONTROL

-  Safe tool use
-  PPE
-  Safe workspace
-  Equipment handling
-  Material handling
-  Ergonomic considerations
-  Fire/electrical safety where applicable
-  Safe storage



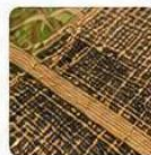
MARKET FEEDBACK LOOP



COMPLIANCE PRINCIPLE

No government, technical or product certification will be claimed as "obtained" unless formally documented.

Where applicable:



KEY MESSAGE

Quality is controlled **before** the product reaches the buyer—**not after** a complaint.



QUALITY ASSURED



SAFE PRODUCTION



STANDARDISED PRODUCTS



MARKET READY



BUYER CONFIDENCE

UNIT COST, MARKET PRICE & COMMERCIAL VIABILITY



HOW WILL ONE PRODUCT BE COSTED?



COSTING FORMULA

If:

$$R = \text{Raw-material cost}$$

Then the working planning model is:

$$R \times 1.15 \times 1.20 \times 1.20 \times 1.10 \\ = \text{Production cost before profit}$$

Then:

$$\text{Selling Price} = \\ \text{Production Cost} \div 0.80$$

MARKET VALIDATION

Current Bangladesh market evidence shows substantial price variation according to:



— Indicative benchmarks previously identified —

3×5 ft basic jute products:
approximately **Tk 1,400–2,100**

Designed/craft 3×5 ft jute products:
approximately **Tk 3,000–4,500+**

Shital Pati products:
wide range depending on size, material, workmanship and channel.

RAW-MATERIAL VALIDATION STATUS

Material	Costing Status
Jute	Market benchmark available
Jute Yarn	Market benchmark available
Bamboo	Specification-dependent
Cane	Market benchmark available
Murta	Market benchmark available
Hogla/Reed	Market benchmark available
Dye/Finishing	Market benchmark available
Packaging	Market benchmark available

IMPORTANT COSTING CONTROL

WE WILL NOT ASSUME:

“One 3×5 ft mat = Tk X”

until we establish:



PROTOTYPE BOM



KEY MESSAGE

The final price will be evidence-based, prototype-tested and market-benchmarked—not an arbitrary budget figure.



Evidence-Based Costing



Market-Validated Prices



Sustainable Profitability



Fair Returns for Producers



Competitive in the Market

ENTERPRISE, SEED CAPITAL & INCOME PATHWAY

FROM ARTISAN TO ECONOMIC ACTOR



THE ENTERPRISE PATHWAY



ENTERPRISE COMPETENCIES

- Costing
- Pricing
- Production planning
- Financial literacy
- Record keeping
- Inventory management
- Quality control
- Packaging
- Buyer communication
- Negotiation
- Savings
- Reinvestment



CATALYTIC START-UP SUPPORT

BDT 50,000

For eligible graduates, supporting:

- Raw materials
- Production inputs
- Basic equipment
- Packaging
- Enterprise start-up
- Initial working capital



INCOME MODEL



Production Volume
× Selling Price



Production Cost



**NET EARNING
POTENTIAL**



SUSTAINABILITY

- Skills remain
- Productive assets remain
- Producer relationships remain
- Market relationships remain
- Income supports reinvestment



**CONTINUING
LIVELIHOOD ACTIVITY**



**KEY
MESSAGE**

The exit strategy is **productive independence**,
not continued project dependency.



EMPOWERS
ARTISANS



BUILDS
ENTERPRISES



CREATES
INCOME



STRENGTHENS
COMMUNITIES



PROMOTES
LOCAL MARKETS



SUPPORTS
SUSTAINABLE
LIVELIHOODS

IMPLEMENTATION, MEAL, AAP, SAFEGUARDING & COMPLIANCE



IMPLEMENTATION RESPONSIBILITIES



- ✓ Community Engagement
- ✓ Training Delivery
- ✓ Production Supervision
- ✓ Hub Management
- ✓ Procurement
- ✓ Safeguarding
- ✓ Documentation



- ✓ Fund Management
- ✓ MEAL Oversight
- ✓ Reporting
- ✓ Compliance Monitoring
- ✓ Technical Quality Assurance



FCDO

- ✓ Funding / Donor Framework

MEAL CYCLE



6-MONTH TRANSITION MONITORING

Track:

- ⚙️ Continued production
- 👤 Producer activity
- 🏠 Market participation
- 💰 Income/earning pathway
- 📁 Enterprise status
- 📦 Use of productive assets
- ⚠️ Barriers to continuation



AAP

Participants receive:



SAFEGUARDING / PSEA

Mainstreamed across:



Including:

- ✓ PSEA
- ✓ Safeguarding
- ✓ Code of Conduct
- ✓ Non-discrimination
- ✓ Protection from exploitation and abuse
- ✓ Safe participation



COMPLIANCE CONTROL

- 🛒 Procurement
- 📦 Inventory
- 📊 Financial Controls
- 📁 Documentation
- ✅ Verification
- 📄 Reporting
- 🔍 Audit Readiness



KEY MESSAGE

Every production result is supported by a **traceable MEAL, safeguarding and compliance system.**



ACCOUNTABLE IMPLEMENTATION



SAFE PARTICIPATION FOR ALL



EVIDENCE-BASED DECISIONS



COMMUNITY OWNERSHIP & FEEDBACK



COMPLIANCE, TRANSPARENCY & TRUST

SCCCM & LSDS LINKAGE, MARKET ACCESS AND SCALE



HOW DOES THIS FIT INTO THE ROHINGYA RESPONSE?

SCCCM



- ✓ Camp coordination
- ✓ Operational alignment
- ✓ Protection-sensitive implementation
- ✓ Appropriate camp-level linkages

LSDS



- ✓ Skills development
- ✓ Production
- ✓ Producer development
- ✓ Market systems
- ✓ Livelihood transition

GEOGRAPHICAL COVERAGE



ROHINGYA

180 participants
Across the planned Rohingya production catchments/hubs.



HOST COMMUNITY

90 participants
Through the host-community production pathway.



**TOTAL
270 PARTICIPANTS**

OPERATIONAL & MARKET LINKAGES

Potential linkages with:



LOCAL BUYERS

Demand and retail



SOCIAL ENTERPRISES

Inclusive market channels



TRADERS

Aggregation and distribution



DIGITAL / ONLINE CHANNELS

Wider market reach



RETAILERS

Consumer markets



HUMANITARIAN / DEVELOPMENT PARTNERS

Where procurement rules, specifications and eligibility permit



INSTITUTIONAL BUYERS

Bulk purchasing opportunities



IMPORTANT PROCUREMENT PRINCIPLE

The project will **not** assume direct humanitarian procurement.

Any SCCC/partner procurement opportunity will be subject to:

- ✓ Product Specification
- ✓ Quality Requirements
- ✓ Procurement Rules
- ✓ Supplier Eligibility
- ✓ Pricing
- ✓ Safeguarding / Compliance
- ✓ Documentation



This is much safer and more credible than claiming that SCCC partners will automatically purchase the products.

SCALE-UP PATHWAY



PHASE 1

270 Participants + 3 Hubs



PHASE 2

Validated Production + Producer Groups



PHASE 3

More Buyers + Product Diversification



PHASE 4

Additional Production Capacity / Locations

WHAT IS REQUIRED FOR SCALE?



Working Capital



Raw Materials



Equipment



Technical Product Development



Quality Systems



Market Access



Buyer Commitments



Infrastructure



Continued Technical Support

THE LONG-TERM MODEL



SKILLS



PRODUCTION



QUALITY



MARKET ACCESS



ENTERPRISE



INCOME



LIVELIHOOD SELF-RELIANCE



FINAL MESSAGE TO SCCC & LSDS

AMAN seeks to complement the Rohingya response by converting skills investment into **measurable production capacity, market-oriented products and sustainable livelihood pathways**—while maintaining coordination, accountability, safeguarding and compliance.



COORDINATED
RESPONSE



ACCOUNTABLE
IMPLEMENTATION



SAFE & DIGNIFIED
PARTICIPATION



EVIDENCE-BASED
RESULTS



SUSTAINABLE
IMPACT



LEAVING NO ONE
BEHIND