End Evaluation of Community Cohesion Project in Cox's Bazar

Submitted by:
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PROJECT INFORMATION	
Project title	Community Cohesion in Cox's Bazar (CCP)
Atlas ID	00113358
Corporate outcome and output	(CPD outcome 2) Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups
Country	Bangladesh
Region	Asia Pacific
Date project document signed	18 Dec 2018

Project dates	Start	Planned end
	18 Dec 2018	30 Jun 2022

Project budget	CAD 6 Million (US$ 4.45 Million)	
Project expenditure at the time of evaluation	US$ 4 Million	
Funding source	Global Affairs Canada	
Implementing party	Implementing UN Agencies: UNDP and UN Women NGO partners: UTTARAN, ESDO, ACLAB, Government: DC Office, Cox's Bazar	

Evaluation information	
Evaluation type (project/ outcome/thematic/country programme, etc.)	Project Evaluation
Final/midterm review/ other	Final Evaluation

Period under evaluation	Start	End
	December 2018	March 2022

Evaluators	AKM Masud Ali	
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Evaluation dates	Start	Completion
	May 2022	August 2022

a2i	Aspire to Innovate (UNDP project with government)
AAB	Action Aid Bangladesh
APBN	Airport Armed Police Battalion
ARRRC	Additional Refugee Relief and Repatriation Commissioner
ASK	Ain O Shalish Kendro
BRTA	Bangladesh Road Transport Authority
BTEB	Bangladesh Technical Education Board
CCP	Community Cohesion in Cox's Bazar Project
CDA	Conflict and Development Analysis
LVMN	Local Volunteers Mediator Network
CfW	Cash for work
CiC	Camp-in-charge
CSO	Civil Society Organization
DC	Deputy Commissioner
DWA	District Women's Affairs
ESDO	Eco Social Development Organization
FAO	Food and Agriculture Organization
GBV	Gender-based violence
GiHA WG	Gender in Humanitarian Action Working Group
INGO	International non-governmental organization
ILO	International Labour Organization
IOM	International Organization for Migration
ISCG	Inter-Sector Coordination Group
JNUS	Jago Nari Unnayan Shangstha
MoHA	Ministry of Home Affairs
MoWCA	Ministry of Women and Children Affairs
MPWC	Multi-Purpose Women's Centres
NGO	Non-governmental organization
PFA	Psychological first aid
PSEA	Prevention of sexual exploitation and abuse
RRRC	Refugee, Relief and Repatriation Commissioner
UNDP	United Nations Development Programme
UNDAF	United Nation Development Assistance Framework
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commission for Refugees

UNO	Upazila Nirbahi Officer
UNRCO	UN Resident Coordinator's Office
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence against women
WEE	Women's Economic Empowerment
WFP	World Food Programme

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Community Cohesion in Cox's Bazar project (CCP) was granted to the United Nations Development Programme by the Global Affairs Canada in December 2018. The overall goal of the CCP project is to enhance economic resilience in Host and Rohingya communities as well as building sustainable social cohesion among and between communities in Cox's Bazar. The CCP project is a response of UNDP to Rohingya refugee crisis. According to the Inter Sector Coordination Group (ISCG) Situation Report (November 2019), 914,998 Rohingya refugees were staying in Cox's Bazar[1].

The CCP project outlines UNDP's host community engagement strategy to improve social cohesion and reduce the drivers of conflict and violence in Bangladesh's Cox's Bazar District. The project has two outputs; 1. Improve Economic Resilience and 2. Build Social Cohesion. The project was implemented in five unions of two upazillas (Teknaf and Ukhia) of Cox's Bazar district. In these locations, 3000 community members were engaged in cash for work schemes, while more than 2500 youths were provided with skills training on demanding trades; while 1500 Rohingya women at the camps were provided with skills training. With the support of Global Affairs Canada, UNDP implemented the project with UN Women as its partner. While UNDP worked among the host communities, UN Women extended services to the Rohingya refugees in the Camps. The end evaluation was commission by UNDP, as the project reached its conclusion on March, 2022.

Methodology:

The end evaluation utilizes the OECD-DAC criteria for evaluation. The key questions are tagged with four clusters of evaluation criteria, while the sub-questions covers the entire range of OECD criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability with special consideration on gender and human rights based approaches) to present a comprehensive assessment of the project experience. The evaluation utilized both qualitative and quantitative data as well as primary and secondary data sources. To create a quantitative database with primary data the evaluation conducted a sample survey with a sample of 140 host community members (men and women) and 35 Rohingya refugee women. As such the total sample size of the short survey amounts to 175. It conducted key informant interviews (with 10) and in-depth interviews (with 10) along with FGD (with 80 beneficiaries) to formulate a qualitative database. The evaluation followed a gender disaggregated and disadvantaged group-responsive analysis.

Key findings and Lessons Learnt:

The end evaluation notes that the CCP project have successfully achieved its outputs. However, lack of facilitation (such as follow up on social cohesion related interactions and follow-up on the graduated trainees in self-employment) undermined the potentialities of the outputs in achieving the outcomes. COVID-19 related delays also affected the project's ability to deliver outputs on preset time. As such the project managed to deliver a set of critical outputs at its last years. This did not allow adequate time for the outputs to mature into expected outcomes. This aspect is a quality concern over outputs, emphasizing on keeping adequate focus on ability of the outputs in re-adjusting time-plan to meet backlogs. This reveals a gap in ensuring the quality of the outputs while the project timeline was revised. To this flexibility and shared priority of the development partners is an essential pre-condition. Following are some of the key findings and lessons learnt:

- **Facilitating economic resilience:** A majority of the project participants mentioned of access to increased income and hence an improvement of the household poverty situation. It does not however indicate eradication of poverty. The experience of the host community on

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[1] ISCG, Situation Report Rohingya Refugee Crisis, November 2019, Retrieved from:
https://reliefweb.int/report/bangladesh/iscg-situation-report-rohingya-crisis-coxs-bazar-november-2019

collapse of the wage market, as a consequence of Rohingya refugee crisis, is the broader area in which the economic resilience needs to impact. This does not mean the outcome of reduction of household poverty is redundant – but without access to secured and sustainable livelihood, the increase in income is not significantly valued by the beneficiaries. Withstanding the limitations the experience of CCP project clearly reflects, a common ground of mutual economic benefits, can motivate host communities in favour of Rohingya response.

- **Skilling the marginalized:** Under the skilling of the host community, the CCP project reached 2512 beneficiaries with skills and leadership development training among which 1206 were women. The success of the skilling efforts lies in offering multiple options to the trainees and in selection of the options in consultation with the community actors based on market assessment. In terms of quality, the appropriate trainee selection is a critical factor. Under the skilling of the Rohingya women, the CCP project reached 2057 refugee women living in camps with resilience and life skills training. The project could reach the Rohingya women with training, withstanding the initial unwillingness of the Rohingya men, as the project focused on creating access of the women to multi-purpose center not just to training (a single component). Working with the men was another critical inputs to expand the access of the women to the center and its activities. The experience of self-employed beneficiaries reveals, skill alone cannot help the beneficiaries to make a headway with production or service-based livelihoods. The women and indigenous communities at large reflect poor access to market and marketing skills.

- **Promoting the Youth:** The CCP project had reached a substantial proportion of youth. The average age of host communities is 27 while it is 29 for Rohingya refugees. This reflects appropriateness in selecting the project beneficiaries, namely the trainees who constitute the bulk of its beneficiary composition. In Rohingya camp, the center-based approach suited the needs of comparatively younger women and girls (such as component on basic literacy and access to psychosocial counsellor) – which once again reflect on the strength of a center-based approach.

- **Employment Promotion**: Around a quarter of the men and women beneficiaries and a majority of the Rohingya women participating in CCP project, mentioned of acquiring new occupations. The ability of the project to inspire the graduated trainees by extending raw materials and financial supports (in form of start-up kits for host and Rohingya participants and cash grant for host community participants) were key in promoting initial success with employment (largely self-employment). The job-fairs also linked a portion of the job-seekers with potential employers. However, placement and employment promotion activities required greater engagement with employers and business, than the scope of the project had offered.

- **Cash for work:** Involvement of local government and local community representatives in selection of schemes developed greater ownership. CCP project included the schemes in local level development plans or provided the project with opportunities to select the schemes associated with local development plans and needs. The project also reached the remote communities, the habitats of the indigenous people, with the cash for work activities. The project implementation committees included women representatives and the workforce included significant proportion of women under the activities. Importantly, the schemes were prioritized in developing or repairing rural road infrastructure. The project adopted the cash for work not merely as a relief and rehabilitation tool, rather as a development intervention having far reaching implications. This is because, by building better road communication the project helped to expand access of the communities to services and market opportunities.

- **Promoting Social Cohesion:** The project beneficiaries welcomed the women peacebuilders and groups, mediator training and intra and inter-faith dialogues facilitated by the PCC project. The project could also formed women's help groups within the Rohingya camps. The project promoted awareness and skills on peace building to strengthen the capacity to counter gender

based violence communal violence and violent extremism both at individual and institutional levels. However, its performance was much better at individual level compared to its achievement vis-à-vis the organizations. The approach of initiating social dialogue under CCP project is a critical success to promote peacebuilding. However, the project adopted an event-based approach whereas there is a need of having a space and process of continual dialogue.

- **COVID-19 Response:** The project successfully implemented COVID-19 response. It mobilized resource by readjusting its budget in a short span of time. The intervention was highly valued by the beneficiaries. The host community appreciated the project, for not being limited to the concerns of Rohingya related emergencies. The experience of CCP project reveals, a project having a social commitment needs to have flexibility in handling humanitarian disasters or emergencies even when it does not included into its initial plan.

- **Gender and Inclusion:** The project included indigenous community and people with disability in its target group. The project also chose to work in remote locations in the spirit of "no one is left behind". Gender mainstreaming was an explicit focus of the CCP project. The project emphasized on promoting participation of women in project activities. In the Rohingya refugee camp it exclusively worked with women. The experience of the project indicates, employment promotion under the project (through cash for work and support for graduated trainees) has led to a novel role of women as "bread winner". This has challenged the gender stereotype image of women as "home-maker". The project context being conservative towards women empowerment both in the camp and at the host community, the success of the project strategy in increasing visibility and engagement of women (both at community and wage market) cannot be over emphasized. However, the special needs of promoting women's participation and achievement in skill training for alternative livelihood requires additional attention. The project had limited scope to work with men and boys in the context of host and refugee communities to promote gender equity and reduction of gender based violence. The choice of skills for women is highly biased towards sectors of gender comfort and social conformity.

Conclusions:

The end evaluations draws conclusions on key criteria applied for analysis. In general it finds the overall implementation of the project as satisfactory and indicative of contributing towards achievements of outcomes and goal. However, the contribution at outcome level was lower than optimal due to time-pressed implementation process due to the backlog caused by COVID-19 pandemic.

- **Relevance and Coherence:** The CCP project is firmly placed within the development priority of UNDAF and priority of 8th FYP on Rohingya refugee. The project contributed in achievement of Joint Response Plan on Rohingya refugee in Cox's Bazar in the field of social cohesion and assistance to host and refugee communities. The project did not lead to duplicity in its implementation, rather it complemented contemporary projects in expanding geographical and demographic coverages. The outputs achieved through the project implementation can be further strengthened in future as no existing intervention completely meets the needs identified and addressed by CCP project. Its priorities also remain valid as per the reflection of the beneficiaries, project partners and key informants. Similar validation is found in relevant policies, plans and analysis of academia.

- **Effectiveness :** The project effectively delivered the two outputs – economic resilience and social cohesion. The outputs of the project reflect a qualitative gap when matched against the expected outcomes. Largely this shortfall is caused by delay due to COVID-19. The evaluation

further concludes that the project design also provided inadequate space to community level actions and organizational pathways (sustained linkage building and expanding access to local government institution).

- **Efficiency :** The social cost benefit analysis reveals a clear efficiency of UNDP in implementing the CCP project. The monetary gains of the project through cash for work and livelihood promotion is evident in wage payment, asset transfer and income earned through new opportunities. Moreover, the investment in skilling and improvement of road communication hold potential and realized benefits from expanded access to essential services and market opening. One critical gap remained in the allocation of fund for capacity building of women, as the project displayed no special variance to accommodate the special needs of women in skilling.

- **Impact :** COVID-19 pandemic disrupted and delayed the project in generating expected outputs on stipulated time. This also limited the impact of the project at outcome and goal level. Nevertheless, the evaluation noted changes at immediate areas of intervention (at respective communities and at personal/household level of the beneficiaries). Significant progress is registered in terms of economic wellbeing of the households and in increased participation on men and women in economic activities. Due to inadequate follow-up provisions and resource for peacebuilding, the social impact is less than optimal. The community is aware and has actors trained to counter conflicts and violence. However, in absence of follow-up and institutional linkages, these ideas and actors are not having effective roles as change agents. The economic resilience related interventions transformed the horizon of employment and created novel roles of the beneficiaries at personal level (inclusive of women, indigenous people and persons with disabilities). However, the project did not display any effort to transform and communicate these individual experiences to broader agenda of role transformation. Within its limitations, the project contributed in increasing the household income of the host communities and refugee communities. Which in turn, worked as an economic rationale to counter the extremist narratives prevailing in these communities. It also motivated the host community members to rethink on their negative perception on Rohingya response. However, individuals, who could narrate these new realizations, did not have any space or pathway of communicating their ideas at community level.

- **Sustainability :** The governance and institutional sustainability of the project is high in relation to its policy and planning relevance. The partnership with NGOs and government institutions related to skilling, hold the prospect of continuity. The engagement of local elected bodies with project activities, holds prospect of sustainability in two ways. Firstly, the constructions, carried out under the project, are integrated within the development plans of the local government bodies. Secondly, the relationship built between the community members and the local elected bodies, can continue to work for the marginalized sections of the communities as avenues of voicing concerns and accessing services. Social and cultural sustainability of the peacebuilding efforts, reveal need of a process-based approach and promotion of institutional linkage building. The achievements and strategic importance of the project indicate high demand of continuity of investment in CCP project. The current phase of Rohingya refugee crisis is characterized by the escalation of hostility across the landscape of host and refugee community. Hence, the existing policies of the development partners and the government continues to emphasize on neutralizing the actors and factors provoking conflict. To this end, the PCC project has demonstrated, economic resilience and peacebuilding initiatives among the host communities are essential to mobilize their supports in favour of ongoing Rohingya response. This works the strategic sustainability of PCC project.

Recommendations:

The lessons learnt and conclusions clearly indicates some changes in the approach of the project while it highlights on continuity of the process initiated by the project.

1. **Mainstreaming Gender in Project Design:** CCP project has demonstrated a good practice in mainstreaming gender concerns in all training modules. The evaluation highly recommends this to continue in any future programing. At the same time, the evaluation observes the project has not adequately attended the special needs of women in training. It recommends special attention in selection of location of the training center, timing of the sessions and length of the courses to match the learning ability and social challenges limiting the scope of women to participate in mainstream training course. The evaluation highlights, conformity with local gender norms should not be taken as the key guiding principles while selecting the skill-set for women. This can work as a means of promoting changed role of women and dent the social perception on women. All these are critical in addressing gender based violence and discrimination against women; hence, extremely relevant for a project addressing social cohesion and peace.

2. **Promoting process documentations and community role models:** The evaluation highly recommends rigorous and in-built documentation of process to guide any future intervention related to community cohesion in Cox's Bazar. As, only through this, the elements of an alternative narrative of peace and harmony can be identified and nurtured. Similarly, the project beneficiaries experienced how interventions targeting Rohingyas can benefit the host communities. Their personal stories need to be shared at a broader community space (through group discussions or community events). This is also another approach of promoting the discourse of peace and harmony countering the dominant discourse of violence and division. The promotion of community role models can also serve this purpose.

3. **Promotion of marketing skills and access to markets:** The evaluation recognizes that women and indigenous people, specially those who are self-employed, face greater challenges in accessing markets with their skills and products. As such, any skilling program for women and indigenous people need to focus on building marketing skills and facilitating access of the new service providers/producers to markets. To this end, a separate channel for marketing their products can be established or they can be linked with existing marketing networks or both.

4. **Promoting Skilling and Livelihood in harmony:** As the PCC project attempts to promote peace through promoting skills and livelihood opportunities of host and refugee communities, care needs to be taken to avoid competition between the two groups.. Livelihood promotion needs to address the looming uncertainty and psyche of fatalism prevailing in the host communities by informing them on existing opportunities offered by the government and the development partners. The skilling programs therefore needs to be at par with these opportunities.

5. **Institutional linkage building with peacemakers and peace building process:** The evaluation observes, if the individuals skilled under the project (such as mediators) are not recognized by the local authorities (such as the Union Parishad or Upazilla Parishad, they are unable to perform the intended role or continue in their role beyond the project. The evaluation recommends an organic linkage of the peace-building process with the local elected bodies and local institutions (inclusive of educational and religious institutions).

6. **Focusing on the rights of the excluded /minority communities:** The evaluation recognizes the approach of reaching the marginalized under the CCP project as a good practice and recommends to follow this composition of beneficiaries in any future intervention or continuation of present project to address the issue of community cohesion and peace in Cox's Bazar. The evaluation recommends inclusion of a rights' literacy and mass awareness campaign on rights of the women,

persons with disabilities and minorities. This will contribute in promoting a better understanding on the importance of the inclusive policy in community peace building process and the agenda of accountability of government and public representatives to the cause. The campaign can also create better awareness among the beneficiaries on rights based approach; leading to reshape their demands and relationships with the peacebuilding process.

7. **Facilitating a Process of Transformation:** Promoting a process of transformation at community level would require moving away from event-based approach. The evaluation recommends continuity of dialogues /meetings/ orientations on peacebuilding at community level based on a module which does not only narrate contents and methods of facilitation but the frequency of any such interaction and approach of following up on decisions taken through these discussions. This would also require a higher priority in resource allocation.

8. **Deepening the Sustainability of the Project:** To sustain the community level consultative and capacity building process on community cohesion and peace building, the project will require an organizational space with linkage and recognition of existing institutions. To this end, the Union Parishad and Upazilla Parishad members can be better engaged in promoting the community level capacity building process.

9. **Strengthening the capacity of the Local NGOs:** The evaluation recommends building partnership with local NGOs and CBOs as a broader approach of building capacities of host community. Through, this partnership, local NGOs and CBOs can take part in community level interactions and enjoy capacity-building supports from the project.

10. **Continuation of CCP project**: The evaluation finds the CCP project relevant in relation to UNDAF, 8th FYP of the country, Rohingya Joint Response Plan and the Sustainable Development Goals. Therefore, the evaluation recommends continuing the CCP project for another phase. In the next phase, project needs incorporating the recommended changes in design and approach to make the project more efficient and sustain its impacts. The experience and linkages developed under the CCP project have established a landing pad for further progress and can contribute in achieving value for money.

Chapter-1 INTRODUCTION

The chapter provides information on the context in which the project was conceived and implemented along with an overview of the project components and strategies. It outlines the purpose of the evaluation with an introduction to the evaluation criteria and key questions.

1.1 Background of the CCP Project

Community Cohesion in Cox's Bazar project (CCP) was granted to the United Nations Development Programme by the Global Affairs Canada in December 2018. The overall goal of the CCP project is to enhance economic resilience in Host and Rohingya communities as well as building sustainable social cohesion among and between communities in Cox's Bazar. The CCP project is a response of UNDP to Rohingya refugee crisis. According to the Inter Sector Coordination Group (ISCG) Situation Report (November 2019), 914,998 Rohingya refugees were staying in Cox's Bazar[2].The rapid influx of refugees into districts which already face significant levels of poverty and environmental fragility has put immense strain on infrastructure, the local economy, and contributed to a rise in tensions in the region.[3]

The recent Rohingya refugee crisis in Cox's Bazar can be segmented into three phases. The first phase commenced with an unprecedented influx of Rohingya refugees making it a humanitarian emergency. Solidarity of local was the key characteristics of this phase spanning from August 2017 until the end of November 2017. The second phase began in beginning of December 2017 with the local and international organisations' taking over the management of the refugee situation and lasted till the first attempt of repatriating the Rohingyas failed in November 15, 2018. By then the locals were facing major livelihood crisis. More so for the households depending on the wage market. The third phase began in mid-November 2018. With no solution at hand, local since then lost solidarity with the Rohingyas and they started to accuse the national and international aid agencies for ignoring the plights of the locals who were themselves in poverty. They became critical of the Rohigya response initiatives as their attention and resources skewed towards the camps.4 The third phase is also characterized with increase violence within the Rohingya camps. At the backdrop of repeated failure in repatriation, no third country solution or any hope of change in policy of Myanmar, the Rohingya refugees also be frustrated. Restriction on mobility and wage-income also added to this frustration. Camps are reported an increase in conflict due to increasingly tense environments.[5] The CCP project is and attempt of UNDP to address the Rohingya crisis on its third phase.

Many Bangladeshi host communities remain nearly as poor and open to exploitation as the refugees themselves. Pervious researches inform of a mixed impact of Rohingya crisis in Bangladesh. The impact of Rohingya influx upon the lives of the host communities can be the depletion of natural resources, increased social conflicts and the deterioration of the infrastructure or benefiting the host country's economy. A study further informs the annual income of the host communities has significantly

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[2] ISCG, Situation Report Rohingya Refugee Crisis, November 2019, Retrieved from:
https://reliefweb.int/report/bangladesh/iscg-situation-report-rohingya-crisis-coxs-bazar-november-2019

[3] Kudrat-E-Khuda (Babu) | Michael William Scott (Reviewing editor) (2020) The impacts and challenges to host country Bangladesh due to sheltering the Rohingya refugees, Retrieved from:
https://www.tandfonline.com/doi/full/10.1080/23311886.2020.1770943

[4] Ansar and Md. Khaled, From solidarity to resistance: host communities' evolving response to the Rohingya refugees in Bangladesh, Journal of International Humanitarian Action (2021) 6:16, Retrieved from:
https://doi.org/10.1186/s41018-021-00104-9

[5] Puapattanakajorn, N, Investigating Host Countries' Refugee-Related Policies and Its Effect on Lived Experiences of Rohingya Refugees, Penn Journal of Philosophy Politics and Economics, Volume 16, Spring 2021. Retrieved from: https://repository.upenn.edu/spice/vol17/iss1/4/

decreased with the exception of farming households. Households dependent upon Labor and service were the most affected among the host communities in Cox's Bazar, Teknaf and Ukhia districts.[6] Community cohesion focused project are now of high importance to ensure a social and political environment allowing the government and aid agencies to carry out Rohingya response. To this end, review of a project of UNHCR informs, key stakeholders finds it relevant that activities aiming at building social cohesion continued. They highlighted on the need of building social cohesion at backdrop of looking risk of increased conflict among and between both the communities.[7] One of the approaches to promote social cohesion is to counter the existing and emerging narratives of conflict and violence. Peacebuilding actors can support and implement initiatives that aim to counter harmful narratives and prejudice, create new narratives, and build trust between different groups in a society, as a means to prevent escalation of tensions and break cycles of violence.[8] The CCP project was one such initiative to meet the dual demand of addressing real issues of inequality and the perceived sense of being deprived.

This environment gave rise to a sense of injustice and frustration among the host communities – specially among the marginalized youth. In the context of rising religious extremism in the region, Cox's Bazar has become a hotspot of recruitment for the violent extremist groups. At the same time, as the communities are divided across the ethnic lines, a sense of mounting insecurity and distrust often explodes into violent outbursts. At the same time, individuals living in extreme poverty, and those who face other forms of social disadvantage (women, youth, the disabled, minorities) have been worst affected by the economic impact of this crisis. This calls for peacebuilding and human rights based approach address the concerns of the host communities and refugee communities within the principle of "no one will be left behind" (NOLB).

The 8th Five Year Plan (2020-2025) clearly states, "Bangladesh is looking forward to the successful repatriation of the Rohingya to Myanmar and enable them to have access to different dimensions of human security. Considering the issues of overcrowding, congestion, and security in Cox's Bazar, the government of Bangladesh has been developing a relocation site in Bhasan Char island to rehabilate the Rohingya refugees. Efforts will be continued to ensure peaceful stay of these forcibly displaced Myanmar citizens until repatriation in Myanmar."[9] The three-fold goal of Bangladesh becomes clear through this statement. The country is welcoming initiatives for repatriation of the Rohingya refugees, relocation of Rohingya refugees and peaceful stay of the Rohingya refugees until repatriation can be organized. Although the CCP project was conceived and initiated before the endorsement of the 8th Five Year Plan (FYP) in 2020, the project remained relevant in the context of this new FYP.

[6] Ullah, SMA.; Asahiro, K.; Moriyama, M.; Tani, M. Socioeconomic Status Changes of the Host Communities after the Rohingya Refugee Influx in the Southern Coastal Area of Bangladesh. Sustainability **2021**, 13, 4240. https://doi.org/10.3390/su13084240

[7] COAST, (Draft) Review of Social Cohesion among Rohingya and Host Community, Improving Social Cohesion Among Rohingyas and Host Community Project, December, 2020. Retrieved from: http://coastbd.net › wp-content › uploads › 2021/09

[8] Swiss Peace; Social cohesion and peacebuilding in the Rohingya refugee crisis in Cox's Bazar, Bangladesh, Retrieved from: https://www.swisspeace.ch/news/toolbox-addressing-migration-in-peace-policy-and-practice

[9] General Economics Division (GED, Bangladesh Planning Commission, Government of the People's Republic of Bangladesh, Eighth Five Year Plan (July2020-June2025), 2020, Retrieved from: http://plancomm.gov.bd/site/files/8ec347dc-4926-4802-a839-7569897e1a7a/8th-Five-Year-Plan

1.2   The key Strategic Components of UNDP's Response under CCP Project

The CCP project outlines UNDP's host community engagement strategy to improve social cohesion and reduce the drivers of conflict and violence in Bangladesh's Cox's Bazar District. The project has two outputs:

1. **Improve Economic Resilience:** Addressing economic tensions at their source, UNDP and UN Women will provide skills development, comprehensive employment support, and sustainable economic opportunities to vulnerable communities;

2. **Build Social Cohesion:** To dispel narrative myths which perpetuate perceptions of inequality and misinformation between groups, UNDP and UN Women will work with social activists, local media (radio), interfaith leadership and women's groups to implement a series of quick-impact confidence and social cohesion activities in Cox's Bazar. These activities will have both a Prevention of Violent Extremism (PVE) and a peacebuilding focus.

This strategy is in line with and is expected to contribute in achievement of –

- **Rohingya Joint Response Plan: Objective 4:** Building confidence and resilience of Rohingya refugees and the affected host communities.
- **Bangladesh UNDAF Outcome No 2**: Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups.
- **Applicable Outcome from the UNDP Strategic Plan:** Outcome 2: Citizen expectations for voice, development, rule of law, and accountability are met by stronger systems of democratic governance.
- **Country Project Document: OUTPUT 2.1:** Civil society, interest groups, relevant government agencies and political parties have tools and knowledge to set agendas and to develop platforms for building consensus on national issues.

1.3   Types of Project Interventions

The project intends to support the strengthening of economic resilience through cash for work and build a skilled community in the region by providing skills training to youths in the host and Rohingya communities. It also engaged positive social elements to increase cohesion among the communities. Cash for work: The fastest and most visible means of improving the goodwill of the host community towards the international response is to provide them with concrete and highly-visible improvements to their communities. UNDP started a series of cash-for-work projects in host communities that have been particularly affected negatively by the Rohingya influx, to provide on-the-job training and employment opportunities and demonstrate that the Rohingya response has the capacity to benefit everyone. The activities were identified through the government's development plan, those are swift, positive, and highly cost-effective.

Skills training: UNDP started a participatory planning process to understand the skills scarcity in the region and how to fill the gaps through skills development and short and long-term income generation opportunities. An assessment of demanding trades was carried out and skills training courses were arranged based on the finding through utilizing government and non-government training facilities. UN Women is arranging skills training for the Rohingya women at camps.

Strengthen community cohesion: Utilizing its significant experience in promoting peace and dialogue among vulnerable groups, UNDP is working with youth groups, social leaders, Union Parishads and cultural organizations to promote peace and strengthen the bondage among the communities. UN Women has a global mandate to support the implementation of UN Security Council resolutions on Women's Peace and Security, including SCR 1325 and SCR 2242, which refer to women's participation in preventing violent extremism. UN Women is working at the camps to build women's participation and influence in decision-making to prevent and resolve conflicts. Under this project, elements of conflict and positive cultural components were identified, which lead to developing a holistic plan for reinforcing and nurturing community cohesion.

To achieve the set objectives the project undertook the following activities:

(i)   Host Community Skills Development.
(ii)   Rohingya Community Skills Development
(iii) Quick impact public infrastructure rehabilitation (cash for work).
(iv)   Sustainable long term employment opportunity for host communities
(vi)   Develop a comprehensive plan for strengthening community cohesion in Cox's Bazar District
(v)   Enhance community cohesion within host and Rohingya communities

1.4   Project Implementation Area and Beneficiaries:

Implementation locations for activities are in Cox's Bazar District. The working areas are as follows:

Map of Working Areas of CCP Project
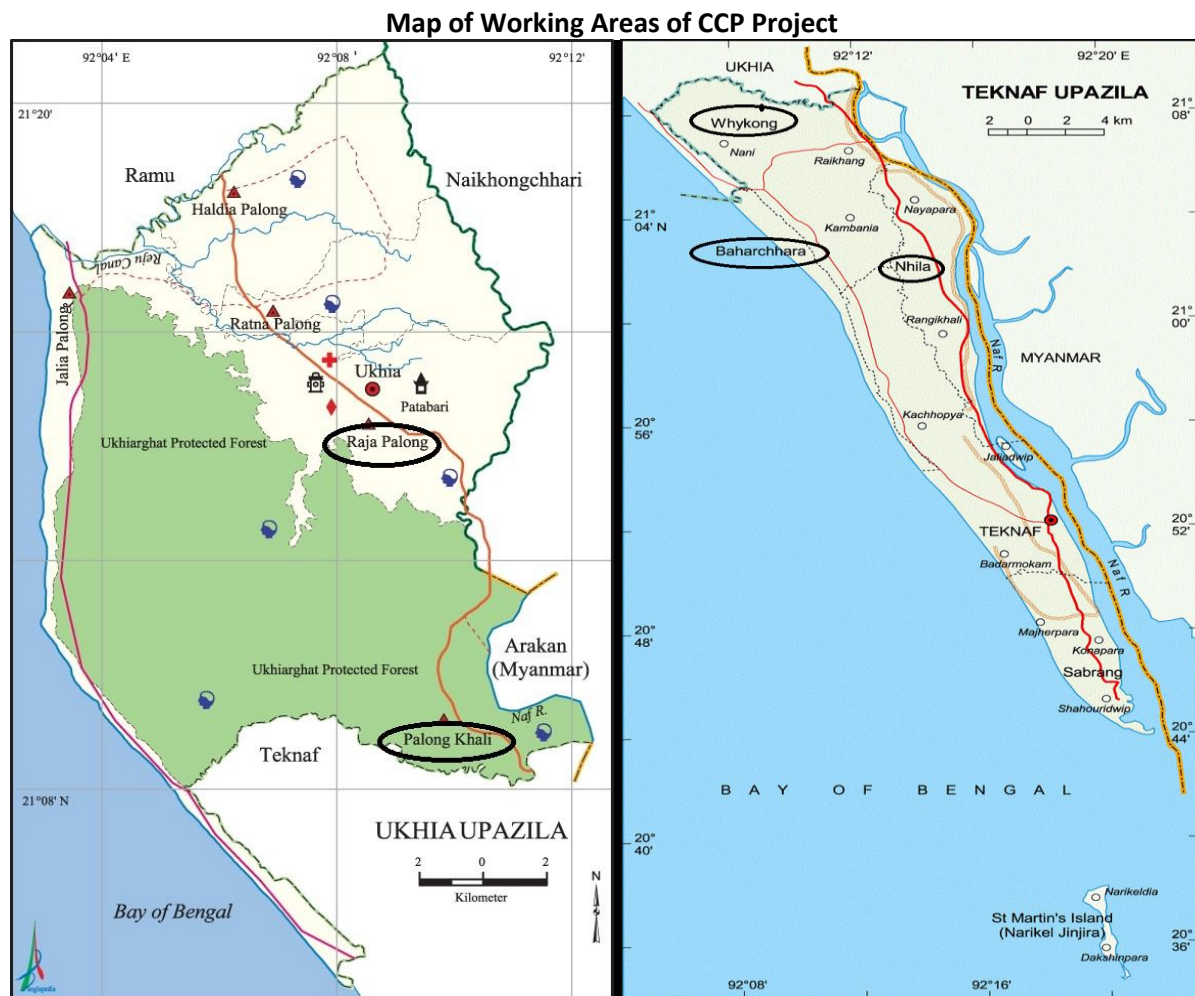
Working Areas of CCP Project in Cox's Bazar

Upazila	Union
Teknaf	Baharchara
	Whykhong
	Nhila
Ukhia	Raja Palong
	Palongkhali

In these locations, 3000 community members were engaged in cash for work schemes, while more than 2500 youths were provided with skills training on demanding trades; while 1500 Rohingya women at the camps were provided with skills training.

1.5   Theory of Change:

In summary the theory of change of CCP project can be presented as follows-
- If vulnerable local communities, including women, are provided with tangible and sustainable economic options, and a better understanding of peacebuilding, leadership, mediation and social cohesion concepts;
- Then narratives exploiting inequality and injustice between groups in Cox's Bazar will be less attractive, as local people have both the skills and incentives to support peace;
- Resulting in improved economic stability, women's empowerment, and local capacity to address and defuse conflicts as they arise;
- This will in turn contribute to increased stability, social cohesion and economic well-being for the most vulnerable in the region, including women, helping Bangladesh to meet its international commitments in support of the Rohingya Joint Response Plan and the Sustainable Development Goals.

This project was designed around addressing the driver which UNDP believes poses the most significant threat to peace and stability in the affected districts. UNDP believes this threat to be the widespread prejudice against Rohingya, and **perception of unjust economic or social inequality between groups.** However, UNDP has not made any claim that perceived inequality is the only necessary or sufficient cause of violence, but has proposed that activities addressing this concern are likely to have a net-positive impact and fill an important gap in the current international response.

1.6   CCP Project Stakeholders

The project has different stakeholders at three different tiers, namely; local, national and international.

Level	Stakeholder	Linkage with the project
Local	• DC Office	Implementation partner
	• Relief and Repatriation Commissioner (RRRC)	Coordination with other stakeholders and oversight authority
	• Camp authorities	Access to camps
	• Local Government bodies	Cooperation and coordination at host communities
	• Partner NGOs of UNDP- EKLAB, ESDO and Uttaran	Implementation of interventions involving host communities
	• Partner NGOs of UN Women - Action Aid Bangladesh (AAB) and BRAC	Implementation of camp based interventions with Rohingya women

National	• UNDP	Overall implementation of the project and lead in host community related interventions
	• UN Women	Project implementation partner with Rohingya women
	• Government of Bangladesh	Accountability and policy guidelines
International	Global Affairs Canada	Development partner

1.7 Purpose, Objectives and Scope of the End Evaluation

The end of project evaluation of CCP project does not only look into the results and process of the project but aims to build a pathway for future interventions based on the lessons learnt.

1.7.1 Purpose

The purpose of the End Evaluation is to review the overall performance of the project, assess the achievements to date, document lessons learned. The outcome of the Evaluation will also enable CCP to engage in discussion to form an opinion on future interventions and potential expansion of the programme with a renewed scope of work, by taking into consideration changed contexts considering the host community and Rohingya People in the post COVID-19 environment.

1.7.2 Objectives

The main objective of the End of Project Evaluation is to undertake a *Performance Evaluation* and *Process Evaluation* of CCP as it reaches its 4th year of programme implementation since its start in Dec 2018. The evaluation will primarily be an independent assessment of the CCP project to track the performance against the Results Framework, will review the programme and operational processes which contribute to achieving the programme results.

More specifically, the objectives of the Evaluation will be to assess:

- **Programme Performance**: Assess the progress made towards achieving the expected results and since the programme started in December 2018 against the Results Framework and its contribution to the UNSDF/CPD outcomes.
- **Evaluability**: Assess the relevance, effectiveness, efficiency, impact (measuring processes towards the impact), coherence and sustainability of the programme within the country context.
- **Programme Design**: Assess the relevance of the Theory of Change and Programme Strategies in the evolving context of changing socioeconomic developments due to COVID -19 impact.
- **Sustainability**: Review and recommend the sustainability of the Output wise strategies.
- **Partnership and Coordination**: Assess the quality and effectiveness of the existing Partnerships arrangements across the Output areas, operations and Cities and recommend potential partnerships to strengthen coordination and sustainability of the activities once CCP starts phasing out.
- **Scalability/Replication of Good Practices**: Assess the innovative practices across output areas in 19 Cities/Towns for wider scale-up and replication.
- **Risk Mitigation**: Assess the risks mitigation measures undertaken during project implementation, particularly regarding COVID 19.
- **Governance, Operational and Quality Assurance Mechanisms:** Review the existing management, operational and quality assurance mechanism at the HQ/City level to

strengthen the internal processes and recommend measures to reduce the operational costs to respond to the overall Budget revision.

- **Lessons Learned, Challenges, New Opportunities:** Review and document the emerging lessons, challenges and opportunities within the COVID context.
- **Recommendations:** Suggest strategies to address the needs of the Rohingya and the Host Community to strengthen community strengthen utilizing the learnings and results of the project.

1.7.3   Scope

The End Evaluation will follow the revised OECD DAC's Criteria outlined in the Evaluation Framework - *Relevance, Effectiveness, Coherence, Efficiency, Impact and Sustainability*. Human Rights, Gender equality, disability, social inclusion, will be added as cross-cutting criteria. Based on a set of Evaluation Questions covering each of these criteria as described in the evaluation matrix.

The geographical scope of this review includes 5 Unions (Rajapalong, Palongkhali) in Ukhiya and (Hnila, Baharchara and Whykhong) in Teknaf Upazilas. The evaluation will cover the project implementation of the project from **18th December 2018** (the beginning of the CCP) to **March 2022**.

1.7.4   OECD-DAC Evaluation criteria and questions

The end evaluation utilizes the OECD-DAF criteria for evaluation. The key questions are tagged with four clusters of evaluation criteria, while the sub-questions covers the entire range of OECD criteria to present a comprehensive assessment of the project experience.

Matrix of Evaluation criteria and Questions

Relevant evaluation criteria *	Key Questions	Specific Sub-Questions *
Relevance: The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change	• To what extent was the CCP design relevant in supporting balanced, sustainable development in the host community and Rohingya communities? • To what extent was the design and strategy of the CCP aligned with CPD (2017-2020) and UNDAF (2017-2020) and skills development frameworks? • To what extent was the theory of change applied in the CCP relevant to strengthen the community cohesion in the project locations? • To what extent the COVID 19 emergency response was relevant in containing the transmission of COVID	**Evaluability**: • What is the overall relevance of CCP in the context of its intervention areas and what is its particular value-addition? • Is the project approach coherent with the project's objectives and how does it support effectiveness and sustainability of results achievement? **Programme Performance**: • What are the activities and strategies for achievement of project results (at output, outcome and impact level) and in achieving targets set in the Project Document between from 18th December 2018 (the beginning of the CCP) to March 2022? • What are the activities and strategies in relation to poor and disadvantaged groups (male and female/Rohingya and Host community) and the likelihood of sustainability of these results?

	19 infection and coping with socio-economic stress in the host and Rohingya communities with project presence?	• What are the activities and strategies towards contributions to the UNSDF/CPD outcomes? **Programme Design**: • How did assumptions, activities, outputs, objectives and goal of CCP project interacted during implementation (within the context of COVID-19)
Effectiveness: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.	• To what extent has the programme achieved the objectives and targets of the Results Framework in the Programme Document? • What factors contributed to the achievement or non-achievement of the CCP outcomes and outputs? • To what extent have the marginalised and vulnerable populations (Women, indigenous people, People with Disabilities, Religious & Caste-based minorities, elderly) have been able to exercise their rights through the programme interventions? Have the programme interventions contributed to bringing about transformative change in power relations? • To what extent CCP was able to support the livelihood of the host community during the COVID 19 emergency response.	**Programme Performance**: • What is the evidence for achievement of project results (at output, outcome and impact level) and in achieving targets set in the Project Document between from 18th December 2018 (the beginning of the CCP) to March 2022? • What is evidence for results achievement in relation to poor and disadvantaged groups (male and female/Rohingya and Host community) and the likelihood of sustainability of these results? • What are its contributions to the UNSDF/CPD outcomes? • Could the plan for Host Community Engagement developed and operationalised? **Risk Mitigation**: • What were the key challenges faced by CCP team during COVID-19, how were they addressed and whether these led to a deviation/ innovation from the original plan? • What are the key impacts of COVID-19 at activity and output level of the project?
Efficiency: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.	• To what extent has CCP ensured value for money? • To what extent has funding impacted the programme implementation? Was funding sufficient for the achievement of results? (Funding analysis) • To what extent synergies were developed between UNDP initiatives/programmes	• Governance, Operational and Quality Assurance Mechanisms: • What helped to reduce/ maintain low operational costs? • Could the operational cost of the project could be further reduced? • Recommendations: • What can work to increase value for money? • What more to do to extend coverage and sharpen impacts?

	that contributed to reducing costs while supporting results? • How well did programme management work to achieve targeted results?	
Sustainability: *The extent to which the net benefits of the intervention continue or are likely to continue.*	• What are the NGO partner's resources, motivation and ability to continue implementing the programme till the end? • To what extent will the CCP achievements be sustained? What are the indicators of sustainability for these achievements? What are the challenges and opportunities? • To what extent are the institutional mechanisms and policies in place to sustain the impact of CCP's interventions? • What is the level and range of partnerships established at all levels which contributed to scaling up and sustaining the programme interventions? • To what extent the capacities have been strengthened at the local and municipal governance levels?	**Sustainability:** • To what extent does the project set-up and organisational structure support project sustainability? • What are the key components of sustainability of CCP project with respect to its output wise strategies? • To what extent the GoB, local government, host community and Rohingya population own the project outputs (value and commitment to carry-forward) **Partnership and Coordination:** • How is the role of the different project stakeholders (partner NGOs, communities and their facilitators, private and public service providers, local government actors, aid agencies and RRRC) to be judged with regards to efficiency and sustainability? • How does the project's approach to partnership management impact mandate, motivation, strategy and capacity of partners to continue work initiated under CCP project? **Scalability/Replication of Good Practices:** • What worked under the current project approach and whether these are relevant for the broader context of Rohingya response and peace building. **Lessons Learned, Challenges, New Opportunities:** • What are the key lessons (emerging good practice, challenges and opportunities) of the CCP project?

CHAPTER 2: METHODOLOGY

The evaluation applied a mixed method. The evaluation utilized quantitative and qualitative data based on a set of indicators in-built within the result framework of the project and as per requirement of the evaluation framework.

2.1 Evaluation Framework

The evaluation adopted the OECD-DAC criteria for data analysis. As per the principle of using the OECD-DAC criteria, the evaluation contextualized the criteria and applied the criteria guided by the purpose of the evaluation. The main elements of the context of CCP project involved conflict between host and refugee population. The key purpose of the evaluation was to assess the end-results and lessons learnt for future interventions.

2.1.1 Definitions of Criteria of Evaluation:

A set of definitions (of criteria) guided the analysis process.

The OECD-DAC analysis framework of evaluation adopts the following four criteria[10]-

- **Relevance:** The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
- **Coherence: Internal coherence** addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. **External coherence** considers the consistency of the intervention with other actors' interventions in the same context. This includes complementary, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.
- **Effectiveness:** The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. Note: Also used as an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with positive institutional development impact.
- **Efficiency**: A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
- **Impact:** Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

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[10] OECD/DAC Network on Development Evaluation, Better Criteria for Better Evaluation, Revised Evaluation Criteria Definitions and Principle for Use, Retrieved from https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwj09YDfpMr5AhWR4T gGHb8VBPcQFnoECAIQAQ&url=https%3A%2F%2Fwww.oecd.org%2Fdac%2Fevaluation%2Frevised-evaluation-criteria-dec-2019.pdf&usg=AOvVaw0F1Lql34cKjXVdazk-m0f1

> • **Sustainability:** "The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

2.1.2   Conflict Sensitive approach

While adopting the main framework of analysis as per OECD-DAC criteria of evaluation (namely; relevance, coherence, effectiveness, impact and sustainability), a conflict sensitive lens is applied. This involves among others, acknowledgement of fragility of the context of Rohingya crisis (leading to a social conflict between the host and refugee communities) while evaluating relevance and assessment of impact of the intervention on the key factor of conflict while analysing impact.[11] In this context unintended impacts and theory of change required special attention.

2.2   Study Area

Implementation locations for CCP project activities are in Cox's Bazar District. The working areas of the project are as follows:

Upazila	Union
Teknaf	Baharchara
	Whykhong
	Nhila
Ukhia	Raja Palong
	Palongkhali

According the evaluation covered all the three upazillas of Cox's Bazar falling under the working areas of the CCP project.

2.3   Approach of Evaluation

The evaluation utilizes a mixed method. It carries out a quantitative analysis and a qualitative appraisal. The quantitative analysis provides evidence of incidence and trends while qualitative analysis helps to understand strategic coherence and implications of implementation of the planned activities and approaches. A short survey tool is designed to capture information in a structured manner. The evaluation creates primary data from a sample of 275 (involving a cross section of project stakeholders and experts).

The evaluation further utilizes secondary data as represented in project documents, reports and monitoring database. The desk-review help to generate a broader understanding on the project and its purpose. It also helps to assess the value addition of the project. The secondary data sources help to create both qualitative and quantitative database and analysis.

2.3.1 Quantitative Survey

The project carried out three key sets of activities with three key segments of target groups from amongst the Rohingya and host communities. As such the evaluation identifies three sets of sample for conducting quantitative survey. These are-

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[11] OECD (2012), *Evaluating Peacebuilding Activities in Settings of Conflict and Fragility: Improving Learning for Results*, DAC Guidelines and Reference Series, OECD Publishing, Paris, Retrieved from https://doi.org/10.1787/9789264106802-en

Segment-1:
- Under the project a population of 3000 community members were engaged in cash for work schemes

Segment-2
- Under the project a population of 2500 youths were provided skills training on demanding trades

Segment-3
- Under the project a population of 1500 Rohingya women at the camps were provided skills training

Estimation of quantitative sample utilized the following formula-

$$\text{Sample size, n} = N * \frac{\frac{Z^2 * p * (1-p)}{e^2}}{[N - 1 + \frac{Z^2 * p * (1-p)}{e^2}]}$$

For the end evaluation of CCP project the values of the above equation are as follows-

Particular	Value
Population size (N)	7000
Critical Value (95% confidence level (Z)	1.96
Margin of error €	0.05
a) Sample Proportion (uncertain) (p)	0.5
b) Sample Proportion (p)	0.05
Sample size (n)	145

As the distribution of target group is unequal, to determine activity wise sample for the survey, the total sample needs to be broken into three parts in accordance to the weight of the targets across the activities.

Target of different activities under CCP	% of total target group	Sample size for survey
cash for work (3000)	43	62
Skill training (2500)	36	52
Rohingya (1500)	21	31

During planning, the sample of determined as follows: as for the first two activities are participated by both women and men, if the samples are split into halves they fall short of 33 (size of minimum /large sample for statistical analysis). As such, the samples for first two activities are increased to 35 women and 35 men (total 70 for each activities). Similarly, the sample of Rohingya women was adjusted to 35 for statistical convenience. As such the total sample size of the short survey was planned at 175.

Sample beneficiaries of different activities under CCP	Sample of women	Sample of men	Total Sample
cash for work	35	35	70
Skill training	35	35	70
Rohingya	35	0	35
Total	105	70	175

During project implementation the composition of the sample varied based on the availability of beneficiaries at study locations and access permitted due to COVID-19 related barriers. More importantly, through discussion with UNDP team in Dhaka and Cox's Bazar, the evaluation adopted a sample composition reflective of the project priorities in terms of ethnicity and gender. The final sample of the short survey was as follows:

Table – A   Final sample of the quantitative survey:

Samples	Host Communities (%)									Rohingya Community (%)			Total		
	Bengali			Indigenous			Total								
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Teknaf	7	5	12		25	25	7	30	37				7	30	37
Ukhia	4	35	39	19	51	70	23	86	109		33	33	23	119	142
Total	**11**	**40**	**51**	**19**	**76**	**95**	**30**	**116**	**146**		**33**	**33**	**30**	**149**	**179**

The total number of respondent slightly increased from 175 to 179. The composition of the ethnic of the respondents and the gender of the respondents also reflects purposive bias towards indigenous people within the host communities and women in overall sample respectively.

2.3.2 Qualitative Survey

The study uses three approaches of qualitative data collection, namely, a) Focus Group Discussion (FGD), b) In-depth interviewing and c) Key Informant Interviewing.

a) In-depth Interviewing: One to one discussion guided by semi-structured interviewing guide. The questions are set to keep discussion on track – not to limit its scope. Some of the sensitive and critical issues (such as analysis of project's weakness) can be raised in this approach. Respondents are also given space to set their own priorities within the scope of the evaluation. The evaluation involves 10 in-depth interviews.

b) Key Informant Interviewing (KII): Provides opportunity of gathering expert opinions. Broader policy and strategic issues are placed for discussion in one to one basis. These involve government representatives, NGO and INGO representatives, UN representatives, local government representatives, representatives of CBOs, academia and activists. They are also encourage to assess project performance, relevance, value addition and sustainability. The evaluation involves 10 KIIs.

c) Focus Group Discussion: These involve 7 to 10 homogenous participants. In other words, women and men beneficiaries are separately engaged in discussion to ensure non-hierarchic structure. Similarly, host community and Rohingya community members are separately organized for discussion. In FGD sessions some of the recurrent comments, opinions and perspectives of different stakeholders (registered in survey or Key informant interviewing or In-depth interviewing) are placed for vetting and further clarifications. The evaluation facilitates 8 FGD sessions.

Table: B   Sample of Qualitative Data Collection

Method of data Collection and units	Sample of Women	Sample of Men	Total
FGD (10 x 8)	40	40	80
KII (1 x 10)	07	16	23
In-depth Interviewing (1 x 10)	06	04	10
Total	**51**	**49**	**113**

2.4 Data Collection Method

The study mainly utilized in-person data collection. The data were recorded by using pen and paper. Adequate measures were taken to ensure safety of the evaluator and interviewees / participants of focus group discussions keeping in mind the COVID-19 pandemic. Masks, hand sanitization and social distancing were practices with the consent of the participants. On-sight data collection was carried out when situation allowed for such activities. In few occasions, zoom-based consultations were carried out with UNDP and phone interviews were conducted with project beneficiaries.

2.5   Tools Development

The quantitative and qualitative tools were developed based on the research questions and guideline of evaluation as per the ToR. The Research Matrix developed by the evaluation helped to categorize and cluster the questions. Tools were pre-tested with dummy participants and required changes were made to make the questions comprehendible, concise and sequential. The gender appropriateness and conflict sensitivity worked as key filters. The tools were finalized with the feedback from CCP project/UNDP.

2.6   Field Plan

A detailed filed plan was prepared in consultation of CCP project team and CCP project partners to ensure effective timing and convenience of the beneficiaries. Locations and timing were finalized considering the gender considerations. COVID-19 related travel barriers were considered prior to setting any appointment.

2.7 Data Analysis

The evaluation adopts gender segregated analysis and data representation. The short survey mainly generates perceptions and opinions on the implementation, assumptions, outcome and implication of the CCP project. Therefor caution is maintained to interpret data and in drawing conclusions. Quantitative data analysis was not a standalone process, it is linked with the qualitative interpretations for further insights and triangulation. The quantitative analysis also provided interpretation of the project through the indicators of the result framework.
Qualitative data are clustered for analysis. As per need networking is used to promote insights. The qualitative data collection being is a participatory process also provides analysis as it proceeds. The data analysis use these multiple inputs and perspectives to draw conclusions. The patterns and trends identified through quantitative analysis are qualified through the qualitative analysis.

2.7.1   Assessing Program Theory:

To explain how stakeholders believe a programme will achieve its desired goals, theories draw from stakeholders' experience and prior evaluation research findings.[12] To assess the contribution story, the evaluation analysed data gathered through key informant interviews, focus groups and case

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[12] EEN; CAPTURING THE SUCCESS OF YOUR RDP: GUIDELINES FOR THE EX POST EVALUATION OF 2007-2013 RDPS, June 2014; Retrieved from https://enrd.ec.europa.eu/enrd-static/app_templates/enrd_assets/pdf/evaluation/epe_master.pdf

studies. It reviewed the project management data[13] and a prior research[14] on the topic along with the data available under the surveys (both qualitative and quantitative.

2.7.2   Statistical Analysis:

Quantitative data are sorted, edited and coded before data entry (on SPSS) for statistical analysis. A general statistical analysis was carried out for each of the questions usually by location and gender. Cross tabulation was conducted to compare between different sub-groups.

2.7.3   Participatory Approach to assess impacts:

The evaluation adopted an approach of looking beyond the result framework to identify unintended outcomes. In the context of conflict the unintended outcomes are often significant. Within it small scope, the evaluation promoted participation through focus group discussion to identify and assess unintended effects.[15] To this end content and narrative analysis are carried out.

2.7.4   Gender and Disadvantaged group responsive analysis

Gender lens is an integral part of analysis. The evaluation applied the approach of gender mainstreaming and human rights to ensure – a) none of the marginalized groups (women, indigenous community, disable persons, economic poor and refugee) are excluded from the scope of evaluation. The evaluation adopts participatory methods for data collection and analysis by ensuring presence of disadvantaged group within its sample (purposive sampling). The focus group discussions are separately organized for women and men to ensure equal space and voice of the women and men (specifically ensuring a level playing field for the women). Data collection tools are designed to register information collected from women and men separately. These help to ensure that data collected is disaggregated by sex. Purposive sampling further helps to ensure inclusion of other relevant categories. The study applies a mixed method of data collection and analysis in which in-depth interviewing provided opportunity of the most vulnerable to register her/his voice. Collection of data from cross section of population helped triangulate data to eliminate bias.

2.8   Triangulation of Qualitative and Quantitative Data

Triangulation is an invaluable way to confirm findings of one particular source or method of data collection with findings from other sources, methods, investigators and theories. It helps to compare and contrast different findings and perspectives on the same situation and/or phenomenon to find inconsistencies in data and opportunities for further investigation. Data and methods triangulation help to promote validity and credibility of a finding and provide a more complete and comprehensive perspective on a given situation and generate new insights into that situation.[16]

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[13] As available in Narrative Reports of UNDP and progress reporting as per the result framework of the CCP project

[14] BRAC University; Social Cohesion, Resilience and Peace Building Between Host Population and Rohingya Refugee Community in Cox's Bazar, Bangladesh, C2RP-UNDP Bangladesh, 2019

[15] Lemon A, Pinet M, Measuring unintended effects in peacebuilding: What the field of international cooperation can learn from innovative approaches shaped by complex contexts; Evaluation and Program Planning, Volume 68, June 2018, Pages 253-261. Retrieved from https://www.sciencedirect.com/science/article/abs/pii/S0149718917302938#!

[16] UNAIDS; An Introduction to Triangulation, Retrieved from http://www.unaids.org/sites/default/files/sub_landing/files/10_4-Intro-to-triangulation-MEF.pdf

For a specific research question, the triangulation process followed a four-tier approach. First, during data analysis primarily critical observation on a finding in relation to the study questions is made. Second, the data sources and methods are observed to identify if there is any trend regarding the finding associated with any specific source (such as male and female or host community and refugee community) or method (such as quantitative or qualitative). Third, working hypothesis(s) is made to asses if any change is associated (directly or indirectly) with the intervention (CCP project). Lastly if there are competing hypothesis, then based on vigorousness of data sources and methods one is prioritized above the other(s).

2.9   Phases of Evaluation and Quality Assurance

The evaluation had three distinct phases. First, the inception phase – which involved literature review, inception report and study tools finalization. Second, field implementation phase - which involved collection of data through quantitative and qualitative surveys. Third, analysis and reporting phase- which involved cleaning, editing, coding for developing database for data analysis, conducting data analysis and preparation of draft report, feedback sessions to finalize the report and finally submission of final report and signing off.

At each phase a two-prong quality assurance approach was adopted. Initially the evaluator prepared drafts and finalization took place with feedback from UNDP.

The initial literature review provided inputs to prepare the research questions, selection of methods and draft the tools. Which were fine-tuned and finalized with feedback from UNDP.

The field plan was finalized with field level feedback. All interactions were guided by research ethics and COVID safety. The tools were applied as per plan and context. All responses duly recorded.

The data analysis process followed a pre-set structure and key questions of the evaluation. Gender and other marginalized group responsive approaches are prioritized within a conflict sensitive framework. Draft was finalized with feedback from UNDP. feedbnack

The quality assurance was based on the competency and commitment of the evaluator within a pre-agreed framework of assignment (shaped by the ToR and detailed in the Inception Report).

2.10   Ethical Framework:

The evaluation process was guided by UNDP ethical directives. In general it ensured anonymity and confidentiality of individual informants. The evaluation provides maximum notice, minimize demands on time and respect people's right not to engage. Through appropriate measures and environment the evaluation ensured the right to provide information in confidence. Through data protection, sensitive information cannot be traced to its source. The evaluation holds participation as a value not merely as a tool. To this end timing, location, language and approach are set to ensure no one is excluded and those willing to participate have a safe environment to voice their opinions, concerns and information. To ensure safety of women in data collection process was ensured through selection of appropriate time, location and questions.

Among others the key elements of ensuring ethical concerns are presented in below:

Ethical issue identified	How these will be addressed
Obtaining participation consent	**Informed consent** is the most effective way to recognize agency of the study participants. It allows people the freedom to talk to (or not to talk to) researcher whenever they wish to do so, and allows people to ask questions (to the researcher) and to thus renegotiate their consent if needed. This involves: • Consent from project beneficiaries might be obtained directly in contexts where they are accessing services. • Participants are also asked to provide verbal consent to **being photographed** and for the photos to be recorded and shared. • Informed verbal consent is recorded by the researcher on a signed and dated format (data collection tool).
Maintaining participant anonymity and confidentiality	• All data (written and visual) is coded to protect the identity of individuals their families and communities. All photos and names of study locations are kept confidential. • The anonymity and privacy of all households and locations is ensured and researchers are obligated not to disclose locations even to family and friends. Special measures are taken to avoid inadvertent disclosure on social media. • All data is coded and archived, and no identifiers retained in the archive.
Participant compensation	• Tthe participants are kept informed that they will receive no material benefits for participation.
Use of Interpreter	• Consent of the Rohingya respondents were sought regarding using interpreter while interviewing and focus group discussion. The interpreters were directed to translate without adding any extra comment of their own to ensure proper communication and respect.

In a conflict situation the key approach is "do no harm". As such, extreme caution is taken to avoid conversations and exploration that may lead to harm the fragile context of the study. Similarly, adequate protective measures were observed in relation to COVID-19 related safety.

2.11   COVID-19 related Concerns and Measures

The field level data collection was carried out during a period of low prevalence of COVID-19 infection. During on-sight interaction, the evaluator ensured that basic safety measures are observed by wearing mask, applying hand sanitizer and maintaining social distance as much as possible within the rural context of Bangladesh. Whenever possible online discussion was given priority (for UNDP). Few tele-interview of respondents were conducted to minimize travel and to match the timing of the respondents.

2.12   Limitations:

The evaluation was carried out within a very steep timeframe. This left little room to explore beyond the set list of respondents on one hand and very little time to revisit or to accommodate request of the respondents to reschedule appointments. To this end the evaluation adopted purposive sampling to ensure reflection of all categories of stakeholders of CCP as much as sample. Another limitation of the evaluation lies in its timing. The evaluation took place right after the conclusion of field interventions. As such, the impacts of the outputs were too soon to be assessed.

This chapter presents the key findings of the evaluation. The findings are clustered in categories in line with the OECD-DAC criteria.

3.1 Background of the Respondents

This section presents a brief socio-economic and demographic background of the respondents. The findings provides an overview of the beneficiaries of the CCP project.

3.1.1 Size of the Households of the Respondents

Households of the Bengali and Indigenous communities have on average five members, while it is six for the households of the Rohingya community. The household size of the host community is within the national average.

Chart-1 Average household size of Respondents
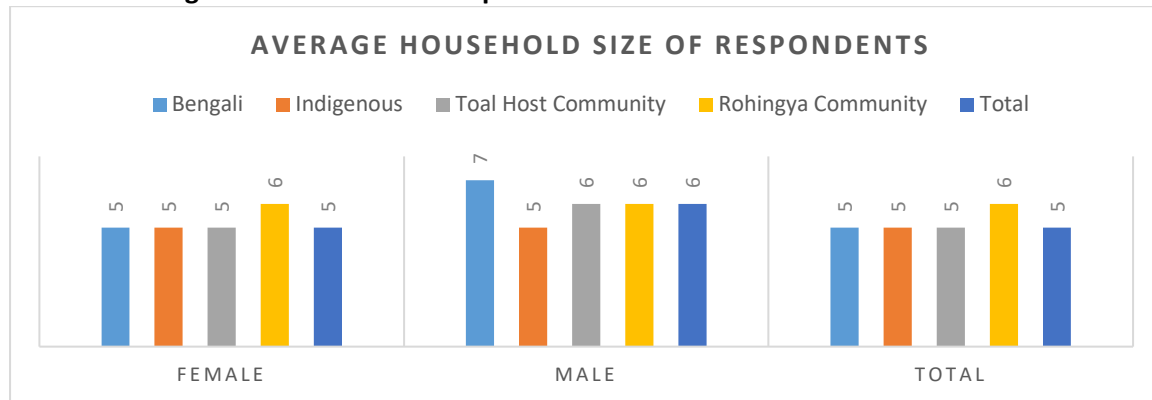
Compared to Bengali community (18 %), a larger proportions of the households of indigenous community (30%) and Rohingya community (30%) have more than six members in their households. In most cases, the participants of the focus group discussions explained this as an outcome of increased popularity of family planning methods and dominance of unit structure of families among the Bengali community.

Table: 1 Distribution of household members of the female and male respondents

Number Household Member	Host Communities (%)									Rohingya Community (%)			Total (%)		
	Bengali			Indigenous			Total								
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
1 - 3		17.5	13.7	5.3	15.8	13.7	3.3	16.4	13.7		24.2	24.2	3.3	18.1	15.6
4 - 6	63.6	70.0	68.6	68.4	55.3	57.9	66.7	60.3	61.6		42.4	42.4	66.7	56.4	58.1
6 +	36.4	12.5	17.6	26.3	28.9	28.4	30.0	23.3	24.7		33.3	33.3	30.0	25.5	26.3
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

3.1.2 Household Economy of the Respondents

The monthly income based analysis of the respondents reveals around 84 percent of the Bengali respondents and 96 percent of indigenous respondents have a monthly household income between BDT 1000 and BDT 15,000. With an average family-size at five, these households fall below the international poverty line (set at USD 1.9 per capita per-day at 2011 international prices). As such, 98 percent respondents of the host communities are economic poor. With average monthly income at BDT 8,286 and 7278 the per-capita per day household income clearly falls short of the poverty line

both for the Bengali and the indigenous households. The CCP project therefore worked with marginalized households among the host communities.

Table: 2 Monthly average household income of the female and male respondents

House of Beneficiaries	Monthly average Income of Bengali Beneficiaries (BDT)	Monthly average Income of Indigenous Beneficiaries (BDT)	Monthly household income of Toal Host Community	Monthly household income of Rohingya Community
Female	8,462	7,500	8,125	3,208
Male	6,000	6,500	6,333	
Total	8,286	7,278	7,891	3,208

The Rohingya respondents living in the Camps, have access to free housing, food and other daily necessities. The responded informed that although not legally approved some of their male family members earned through informal economic activities beyond the camps (as daily wage workers in agricultural sector). The project have created some opportunity of earning for the Rohingya women living in the camps. Based on these two sources, the average monthly income of these households is currently BDT 3,208. Although it is less than a halve of the monthly average income of the host communities (which stand at BDT 8,428), when the supports provided to the Rohingya refugees within the camps are taken into consideration, their economic situation does not fall much below of that of the host communities.

Chart-2 Average Per-Capita Per-Day household income of Respondents
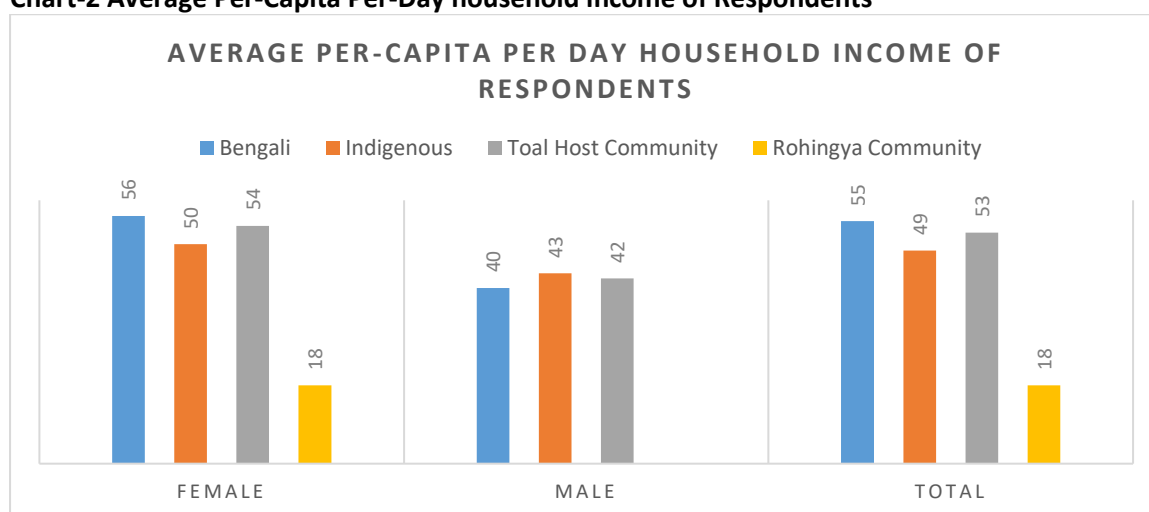
The economic situation of the respondents reveals, the host communities may have made economic progress, but in general have not yet been able to cross the poverty line with the limited inputs of the CCP project.

3.1.3   Marital Status of the respondents

The majority of the respondents were married (66.5 percent). Among the Bengali respondents 45.5 percent of men and 77.5 percent of respondents were married while among the indigenous communities 68 percent men and 71 percent of women were married. Although, the average age of the men in the sample was higher, a higher proportion of men (54.4 percent) were single, compared to women (20%) women among the Bengali community. Similar feature is found for the indigenous

communities (26% men and 18% women are single). This implies the women marry early compared to the men in the host communities.

Table 3   Distribution of the female and male respondents by marital status

Status	Host Communities (%)									Rohingya Community (%)			Total (%)		
	Bengali			Indigenous			Total								
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Single /Never married	54.5	20.0	27.5	26.3	18.4	20.0	36.7	19.0	22.6		39.4	39.4	36.7	23.5	25.7
Married	45.5	77.5	70.6	68.4	71.1	70.5	60.0	73.3	70.5		48.5	48.5	60.0	67.8	66.5
Widow					1.3	1.1		0.9	0.7		6.1	6.1		2.0	1.7
Widower				5.3	1.3	2.1	3.3	0.9	1.4				3.3	0.7	1.1
Divorcee											3.0	3.0		0.7	0.6
Separated		2.5	2.0		7.9	6.3		6.0	4.8					4.7	3.9
Abandoned											3.0	3.0		0.7	0.6
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

All the Rohingya respondents were women. Nearly a half of these women (48.5%) were married and 39 percent of them were single. Although, the Rohingya women and the host community women among the respondents have same average age (27 years), compared to host community women a higher proportion of Rohingya women were single (39%). Around 2.5 percent of Bengali women, 10.5 percent of Indigenous women and 12 percent of Rohingya women were either widowed, divorced, separated or abandoned. During focus group discussions, early marriage, domestic violence, sexual abuse and polygamy were reported as major forms of gender based violence against women – which sometimes led to divorced, separated or abandoned status of women.

3.1.4   Educational Status of the Respondents

In general around a fifth of the respondents (19%) were illiterate. Compared to Rohingya population (6%), illiteracy is higher among Bengali women (10%) and indigenous women (30%). Compared to indigenous men (16%), a larger proportion of Bengali men are illiterate (27%). 13 percent of the respondents could only sign and nine percent of them could either only read or count. Importantly, 30 percent of surveyed Rohingya women mentioned that they could only sign and that they had learnt from the basic educational program run under the project. Thus in aggregate around 41 percent of the surveyed beneficiaries of the CCP project didn't have basic literacy and around 36 percent of the CCP project beneficiaries only had basic literacy. These reveal the beneficiaries of the CCP project were largely of very low educational status, reflecting extremely vulnerable sections of marginalized population. To this end the project has rightly selected its target groups.

Table-4   Distribution of the female and male respondents by educational status

Status	Host Communities (%)									Rohingya Community (%)			Total (%)		
	Bengali			Indigenous			Total								
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Illiterate	27.3	10	13.7	15.8	30.2	27.4	20	23.3	22.6	0	6.1	6.1	20	18.8	19
Can Sign*		7.5	5.9	5.3	11.8	10.5	3.3	10.3	8.9		30.3	30.3	3.3	14.8	12.8
Can only read	18.2	2.5	5.9	15.8	7.9	9.5	16.7	6	8.2	0	0	0	16.7	4.7	6.7
Can only count					5.3	4.2		3.4	2.7					2.7	2.2
Basic literacy	45.5	40	41.2	63.1	39.5	44.2	56.6	39.7	43.1	0	3	3	56.6	31.6	35.8
Class 1-5	0	5	4	0	2.6	2.1	0	3.5	2.8	0	54.5	54.5	0	14.8	12.2
Class 6-10	9.1	30	25.5	0	2.6	2.1	3.3	12.1	10.4	0	6	6	3.3	10.7	9.5
SSC Pass		2.5	2.0					0.9	0.7					0.7	0.6
Gradation		2.5	2.0					0.9	0.7					0.7	0.6
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

* Rohingya respondents acquired this skill with help of the project

Less than one percent of the project beneficiaries had either passed SSC examination or reached graduation while around 12 percent dropped out before passing the fifth grade (54% of surveyed Rohingya women were in this category); while another 9.5 percent dropped out at tenth grade (30% of Bengali respondents were in this category). Presence of large proportion of illiterate, ill-literate and school dropouts within the target groups of the project, among others, posed an extreme challenge in identifying appropriate marketable skills for the group.

3.2.   Relevance

Galtung J, the principle founder of peace and conflict studies, defines "positive peace" as absence of structural violence and links it with social justice.[17] CCP project is one such initiative which goes on to address the concerns over positive peace by addressing the gaps between the host and refugee communities in the context of Cox's Bazar. The project works with the host communities along with the Rohingya refugee communities in the camps. This is in line with the protection pillar 2 of 2021 ISCG Joint Response Plan: Rohingya Humanitarian Crisis. This protection pillar focuses on coordination with Bangladesh government which among others includes mitigating potential tensions between the Rohingya refugees and the host communities.[18] The CCP project through its interventions on peace-building directly contributes within this thematic focus.

SDG Goal 16 (Peace, Justice and Strong Institutions) directly links the agenda of sustainable development with peace.[19] To this end, the CCP project contributes in sustainable development through working on peace and social harmony across the host communities (both Bengalies and Indigenous) and Rohingya refugee communities.

Target 4.3 (equal access for all women and men to affordable quality technical, vocational and tertiary education), and 4.4 (number of youth and adults who have relevant skills for employment, decent jobs and entrepreneurship) of SDG 4 on education hold a clear focus on skilling of youth and adults for effective employment. Skill development is also critical for achievement of target 8.6 (by 2020 substantially reduce the proportion of youth not in employment, education or training) and 8.b (youth employment). Skills development is also crucial for the achievement of SDG 5 (gender equality), as well as SDG target 4.5 (gender disparities in education). Through its livelihood training components the host community members received training on 21 trades. CCP project provided skill training to more than 2500 youths on demanding trades. It also promoted self-employment of the graduated trainees through start-up kit (financial and material support package to set up small economic ventures).

SDG 4 will "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all" by 2030. To this end, special measures to reach the most marginalized children and youth in crisis contexts, including refugees, are essential to achieve SDG 4.[20] Under the CCP project UN Women promoted basic education for Rohingya women in the camps and also provided skills training to 1500 Rohingya women. The CCP project strategy of promoting peace and social cohesion through economic and social engagement across the host and refugee community is at par with the SDG 16 that aim to promote peaceful and inclusive societies for sustainable development.

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[17] Galtung J (1969) Violence, peace, and peace research. J Peace Res 6(3):167–19, Retrieved from: https://journals.sagepub.com/doi/abs/10.1177/002234336900600301?journalCode=jpra

[18] ISCG, 2021 Joint Response Plan: Rohingya Humanitarian Crisis (January - December 2021), Retrieved from: https://reliefweb.int/report/bangladesh/2021-joint-response-plan-rohingya-humanitarian-crisis-january-december-2021

[19] UN (2015) Transforming our world: the 2030 agenda for sustainable development. Resolution adopted by the General Assembly on 25 September 2015. Retrieved from; https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_R ES_70_1_E.pdf

[20] UNHCR Education Brief 8, Sustainable Development Goal 4 and Refugee Education, Retrieve from: https://www.unhcr.org/publications/education/5a1ecd067/education-brief-8-sustainable-development-goal-4-refugee-education.html

The project document expressed the commitment of the CCP project in contribution of the achievement of Bangladesh UNDAF Outcome No 2: Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups. The selection of target groups under the CCP project critically ensured the inclusion of the marginalized section of the host communities in Cox's Bazar, Teknaf and Ukhia. A clear focus was on women, indigenous people and economic poor along with the women among the Rohingya refugees. CCP project promoted good examples in trainee selection process and in COVID-19 responses (both relief and cash for work schemes) by involving local government representatives along with civil society representatives in the selection and assessment processes. This ensured proper selection of target population and appropriate schemes to aid the vulnerable groups. This was in line with outcome-2 of UNDP Strategic Plan (Citizen expectations for voice, development, rule of law, and accountability are met by stronger systems of democratic governance).

CCP project further contributed in achievement of output 2.1 of **Country Project Document** (Civil society, interest groups, relevant government agencies and political parties have tools and knowledge to set agendas and to develop platforms for building consensus on national issues) by promoting leadership training, mediation training and inter-faith groups among its project beneficiaries. Moreover, the project also contributed in achievement of protection pillar 3 of ISCG, 2021 Joint Response Plan: Rohingya Humanitarian Crisis (January - December 2021), which focuses on addressing the living conditions in the Rohingya refugee camps through promoting alternatives to negative coping mechanisms such as dangerous onward movements by sea, child marriage, and domestic violence, and mitigating potential tensions between the Rohingya refugees and the host communities.[21] While UN women within the camps worked to promote life-skills, education and livelihood skills with opportunities of economic empowerment of the Rohingya women, UNDP promote similar opportunities for the host communities. This two-prong approach helped to promote a common interest among the host and refugee communities in Rohigya response by aid agencies. Apart from that social cohesion build awareness inputs also contributed in reducing conflict by providing alternatives to the existing opinions and choices promoting divisions across ethnicity, religion and gender.

As per the national priority or goal in line with the sustainable development goals (SDGs) 1, 5, 6, 8, 10 and 11 and 7th five year plan (7FYP) OS2, OS13 and OS10 [22] , UNDP is working together with Bangladesh Government[23] to achieve gender equitable and pro-poor poverty alleviation, CCP project with its skilling and economic empowerment activities is one such initiative.

The United Nations Development Programme (UNDP) together with United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) implemented the "Community Cohesion in Cox's Bazar" project since December 2018 with the financial assistance of Global Affairs Canada (GAC). Peace, security and humanitarian actions are the three critical areas of attention for the project. The

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[21] ISCG, 2021 Joint Response Plan: Rohingya Humanitarian Crisis (January - December 2021), Retrieved from: https://reliefweb.int/report/bangladesh/2021-joint-response-plan-rohingya-humanitarian-crisis-january-december-2021

[22] General Economics Division of Bangladesh; Seventh Five Year Plan

[23] United Nations (2021), Country programme document for Bangladesh (2017-2020), Executive Board of the United
Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project
Services: New York. Retrieved 16 February 2021, from https://undocs.org/DP/DCP/BGD/3.

project aims to enhance the economic resilience of host community youths and Rohingya women and adolescent girls, and build strong and sustainable social cohesion, both within the Rohingya community and the host community in Cox's Bazar. The overall goal of CCP Project is to enhance economic resilience in Host and Rohingya communities as well as to build sustainable social cohesion among and between communities in Cox's Bazar. Economic resilience under CCP project includes skill building, short term employment opportunity through infrastructure rehabilitation and conditional cash grants through livelihoods/self-reliance skills training, and finally, capacitating leaders from host communities and camp governance to contribute to strengthening social cohesion.[24] Some of its key outputs include-

- Rohingya community women and girls have strengthened their income generation capacities through livelihood training
- Participants (mostly youth) completed skills development training in 21 different trades ensuring 48% of women participation cumulatively
- Up to December 2021 CCP project engaged about 3806 (male 2450 & female-1356) participants who worked for 70339 person-days (male-44743, female- 25596). Moreover, CCP project disbursed BDT 24852600 cash for work payment among 3806 Project participant for 70339 (male-44743, female- 25596) person days.[25] At the conclusion of the project the total person-day reached, 75482.[26]
- Self-organized Rohingya women's groups that work to promote social coexistence were established
- 5 Union level and 2 Upazilla level Local Volunteers' Forum were established for mediation at the host community
- Community people were engaged in the discussion of strengthening community cohesion.
- COVID-19 response delivered cash and hygienic kits to 5562 households. This also included awareness and handing over participant card, safety and security materials at workplace.[27]

Livelihood training was a key component of the CCP Project. The training programs are good example of linkage building and cooperation. The training courses were initially planned for youths and mostly with the accredited courses from the Bangladesh Technical Education Board (BTEB). However, some courses were later designed for different age groups and also those requiring lesser educational qualifications. The project also included some heritage skills that are very much connected with local livelihood and traditions along with demanding and emerging trades. The local Indigenous community had a traditional handloom, which was commonly known as *komor taat*. At present time, the tradition handloom was almost extinct. The project initiated to revive the tradition by training young Rakhine and other indigenous women in the project area considering the huge demand for traditional weaving by the visiting tourists. As instructors were not available, the project brought instructors from nearby district Bandarban to bring the traditional practice back. As the handloom of Rakhine was very complex and requires many years of experience to run properly, a simpler handloom was introduced following the designs of the indigenous community in the Hill Tracts. A temporary training centre was set up in the indigenous area to ensure the proper roll out of the training.[28] After training, the participants received material and financial supports (in selected trades and specially women) to set up self-employment. Both for Bengali and Indigenous women, these supports were critical inputs to put their newly acquired skills at work. The Rohingya women at camps through UN Women's interventions under CCP project had access to basic education and livelihood skills. For these refugee

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[24] UNDP, Annual Narrative Progress Report 2021, CCP Project
[25] UNDP/CCP Project, Quick Impact Public Infrastructure Rehabilitation Projects (CFW), Project Completion Summary Report
[26] Monitoring data provided by UNDP Cox's Bazar
[27] UNDP/CCP Project, nCOVID Response, Project Completion Summary Report
[28] UNDP, Annual Narrative Progress Report 2021, CCP Project

women these were life changing experiences. Within the camps they also had access (although at a limited scale) to earn through applying the newly acquired skills.

The host communities appreciated the engagement of the CCP Project beyond the Rohingya camps and its approach of reaching the host communities with supports and services. It worked to create a common ground surrounding the CCP project for the refugee and host communities. This was also a critical input in building community cohesion, along with awareness raising, support group formation and inter-faith engagements.

In September 2013, the Government of Bangladesh adopted for the first time a National Strategy on Myanmar Refugees and Undocumented Myanmar Nationals. The document acknowledges the presence of 'Undocumented Myanmar Nationals' within Bangladesh territory and provides measures to address their humanitarian needs, including limited services (health, sanitation, shelter and education) in refugee camps. The National Strategy also allows certain humanitarian actors, including from the UN organisations in the country (notably IOM and UNHCR), to implement actions in favour of Rohingya Refugees. As there is no clear policy and strategy of Bangladesh Government on Rohingya Refugee apart from this strategy[29] this strategy, the project innovated approaches with very little options at hand. Successfully, the project demonstrated an approach of capacity building and solidarity promotion as inputs for social cohesion, conflict resolution and addressing the emerging threats of violent extremism.

Bangladesh government has adopted a gender policy as an integral part of its National Social Security Strategy (NSSS). The country views, social security (SS) is one of the key element to attain the national targets of poverty reduction and social development. It is also considered as a key driver of reaching the Sustainable Development Goals (SDG). The SDG targets under Goal 1 for ending poverty; Goal 2 to end hunger and to achieve food security; goal 3 to ensure healthy lives and well-being; Goal 4 to ensure quality education; Goal 5 to achieve gender equality; Goal 8 to promote inclusive productive employment and decent work; Goal 11 to make cities and settlements inclusive, safe and resilient; and Goal 13 to combat climate change and its impacts, all require effective social security for all citizens.[30] To this end, the gender policy establishes a national priority on protection and empowerment of women. This also matches the priority of UNDAF. As, the NSSS, the National Women's Development Policy (NWDP), 2011 and the Seventh Five Year Plan (SFYP), 2016-2020 have integrated strategies and measures for social development, social security and promoting gender equality, it perfectly matches the priorities of UNDAF. As such, the CCP project is relevant for both NSSS and UNDAF as it contributes in helping women and girls in coming out of poverty and empower them by reducing their risk and vulnerability. To this end, NSSS calls to establish a transformative and gender responsive social security system.[31]

The Ministry of Religious Affairs and the National Committee on Militancy, Resistance, and Prevention work with imams and religious scholars to build public awareness against terrorism as a part of its campaign **countering violent extremism**.[32] In a similar manner the CCP project strategy promotes interfaith dialogue and cooperation to counter violent extremism by promoting social cohesion and peace in the context of Rohingya refugees.

[29] ASILE, Global Asylum Governance of European Union's Role, Country Note Bangladesh, April, 2021, Retrieved from: https://www.asileproject.eu › uploads › 2021/05

[30] General Economics Division, Bangladesh Planning Commission (2017), NSSS gender policy, The Cabinet Division & The General Economics Division (GED), Government of the People's Republic of Bangladesh: Dhaka.

[31] The goal of NSSS gender policy, ibid. Retrieved from: http://socialprotection.gov.bd › uploads › 2017/11

[32] US Department of States, Country Report on Terrorism 2019, Retrieved from: https://www.state.gov/reports/country-reports-on-terrorism-2019/bangladesh/

The result framework comprehensively addresses cross cutting issues such as the Human Rights-Based Approach (HRBA), and Leaving No One Behind (LNOB). Withstanding the delays and barriers imposed by the COVID-19 pandemic, the CCP project has largely achieved the desired results in according to the result framework regarding gender issue, rights-based approach, and ensuring the services for all regardless of their social, ethnic and economic status. To this end, inclusion of the indigenous communities within the scope of its interventions was exemplary. This also matched the priority set by the government on 7th FYP to work with the disadvantaged and backward communities.[33] Moreover, adjusting its activities to address the imminent needs of its beneficiaries was another strength of CCP Project which kept it relevant during the pandemic. COVID-19 related responses marched with the call of the government to assist the marginalized population through supporting their livelihoods. However, by strategically choosing to address these needs through Food for Work schemes the CCP project ensured not just a temporary relief, but pave a pathway of economic development through expanding access of the remote communities to market and essential services by promoting road-communication infrastructures.

Under the subsection (8.2.7) of Bangladesh Preparedness and Response Plan for COVID-19, components of multispectral actions and community participation are listed.[34] These include:

1. Community engagement and mobilization for awareness raising to promote healthy social behavior across all sections of society including the urban slums;
2. Activate various community platforms (CG, CSG, MSG, nutrition clubs) and engage volunteers at the community level (urban & rural) to serve the most vulnerable populations with essential health, population & nutrition services;
3. Establish and strengthen referral linkage between community to CC to increase the coverage of essential health, population & nutrition services and tracking for improved service utilization;
4. Create awareness on essential health, population and nutrition services through social media and SBCC engagement through different communication approaches, including innovative engagements PSA, theatre, all media platform (religious leaders, influential people etc);
5. Liaise with appropriate line ministries to ensure food safety and social security of poor & vulnerable groups through social safety nets;
6. Liaise with appropriate line ministries to reduce violence against women through provision of legal and social support.

CCP project organized awareness campaign, engaged NGOs and local government bodies along with community leaders to plan, implement and monitor its COVID responses. The project also selected the target groups in line with the government priorities (as mentioned above).

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[33] General Economics Division, 7th FYP, Ministry of Planning, Bangladesh
[34] Division of Health Services, Bangladesh Preparedness and Response Plan for COVID-19, Ministry of Health and Family Welfare, July 2020, Retrieved from: http://www.mohfw.gov.bd

3.3.   Effectiveness:

The end evaluation assessed the effectiveness of the CCP project by evaluating the achievements of the project from three perspectives. First, did the activities lead to expected outputs? Second, whether the led to the desired outcomes. Third, whether the outcomes contributed in the achievement of the goal? The end evaluation of CCP project reveals a clear achievement of the strategic outputs and some evidence of reaching the desired outcomes. The nature of the expected outcomes can be clustered into two sub-groups. First, outcomes involving structural changes towards economic resilience and second, changes in attitude and practice towards social cohesion. The outputs achieved under the project cannot instantaneously bring these desired changes among the beneficiaries. More time needs to pass, before any concrete judgment on the issue can be made. Delays caused by COVID-19 related backlash meant the project had to achieve a large proportion of its targets at the last two years. This means the real outcomes of the CCP project will come much later than the time when the end evaluation took place. The findings of the end evaluation needs to be conceptualized at the backdrop of these challenges in assessing achievements at outcomes and goal levels. As the baseline is set at zero, the comparative analysis is made between the target and achievement of the project.

3.3.1A Economic Resilience

The CCP project applied skilling as the key strategy of promoting economic resilience among the host communities and the Rohingya communities. The economic resilience is expected to be achieved through promoting three sets of actions. Firstly, skilling of the host community, secondly, skilling of the refugee community and lastly facilitation of short term and long term employment opportunities.

Skill development and employability Promotion

Under the skilling of the host community, the CCP project reached 2512 beneficiaries with skills and leadership development training among which 1206 were women. The total achievement was 151 percent higher than the target in aggregate. With skills and leadership development training, the project also reached women, 21 percent more than its target. Among the graduated trainees, 530 (21%) of the beneficiaries found employment six months after receiving skills development training. Among these 530 successful training graduates, 180 were women. In aggregate, the 21 percent of the trainees were successful in this regard, which was less than the target set at 40 percent. However, the project achieved to secure this result for 34 percent of the trainees, which was higher than the targeted 30 percent. The project reached 1206 host community women with livelihood and business development skills training to protect and start rebuilding livelihood assets, which was 21 percent more than the set target.

Under the skilling of the Rohingya women, the CCP project reached 2057 refugee women living in camps with resilience and life skills training. To this end the project overachieved the target of reaching 1500 Rohingya women by 37 percent. Similarly, in case refugee women and girls receiving basic literacy, leadership, life and livelihood skills training the project overachieved its targt by 37 percent. Under these activities, the project also reached 2057 Rohingya women ; surpassing the target of 1500. Under the project, 29 percent of beneficiaries found source of income in camps, this was 11 percent less than the targeted 40 percent.

The end evaluation looked in to the capacity building and employability promotion activities and the associated activities, beyond the narrow framework of performance monitoring. It assessed the implications of these actions and outputs at outcome level from multiple perspectives including inter-generational implications, gender, ethnicity and economic dimension. The economic resilience is expected to contribute in peace and social cohesion building within and between the host and refugee communities. From this perspective, the achievement of outputs is only the first step towards achieving the outcomes.

3.3.1b Youth at work:

The survey sample reflects a young population with an average age of 27. The average age of host communities is 27 while it is 29 for Rohingya refugees. In general the average age of men (29 years) is lower than that of the women (26 years). The age of the largest section of the CCP targets in the survey sample ranged within 18-35 years (87 % of host communities and 98 % of Rohingya refugees). The selection of CCP target groups reflects, the project reached the young members of host and refugee communities which who are better poised to receive skill development inputs. Moreover, this section of the population also has the opportunity of applying the newly acquired skills, awareness and productive assets for a longer period of time. The attitude of this age group towards social cohesion is important from two perspectives. Firstly, the people of this age groups are much more prone to organize community level mobilization across the lines of ethnicity and identity politics (Bengali vs. indigenous or host community vs. Rohingya refugee) as they are likely to influence the opinion of the next generation. As such, once they are motivated towards peace and harmony, the culture of conflict can be challenged. Secondly, the people of this age groups are the young parents who are important in shaping the outlook and attitude of the next generation. As such, the target selection open the opportunity of leaving an inter-generational impact.

Chart-3 Average Age of Respondents
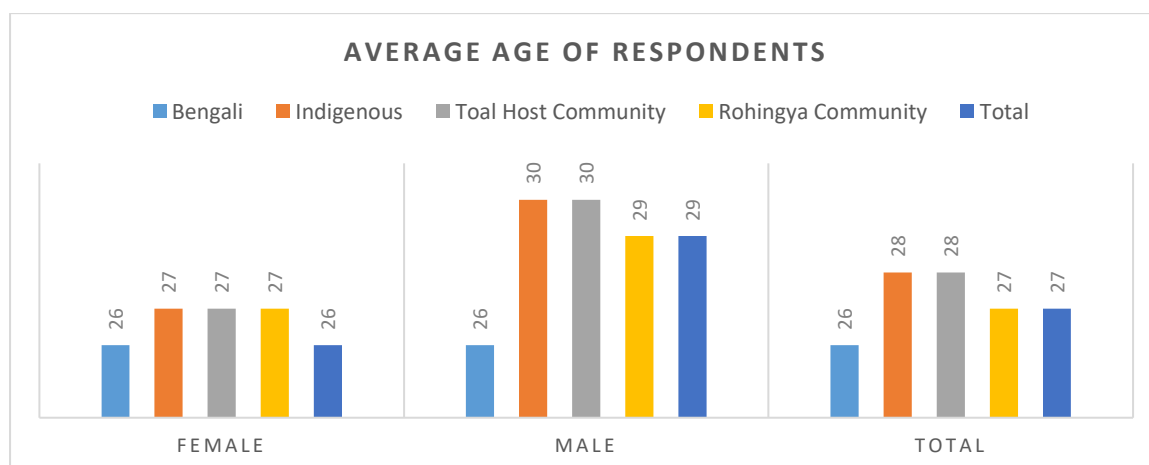
The survey identified a high appreciation of life-skill training and leadership training among the CCP project beneficiaries. They noted five key areas of impact of these training.

Chart-4 Impact of Training
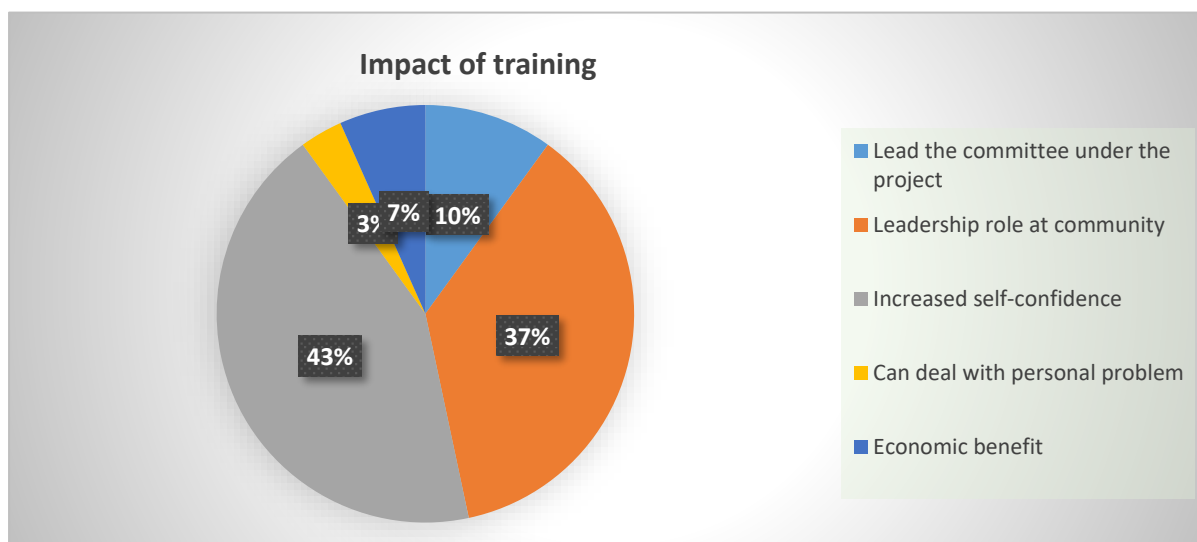
The largest proportion (43%) of respondents mentioned the training had boosted their self-confidence (93% respondent of host community had mentioned so). Apart from this, all the indigenous respondents and all the Bengali men respondents appreciated the training as it had promoted their leadership roles at community level.

Table 5   Transformations experienced by beneficiaries of life-skill and Leadership Training

Impact of training	Host Communities (%)								
	Bengali			**Indigenous**			**Total**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Lead the committee under the project	50.0	20.0	25.0				33.3	18.2	21.4
Leadership role at community	100	70.0	75.0	100	100	100	100	72.7	78.6
Increased self-confidence	50.0	100	91.7	100	100	100	66.7	100	92.9
Can deal with personal problem		10.0	8.3					9.1	7.1
Economic benefit		20.0	16.7					18.2	14.3

Although, the project beneficiaries appreciated the life-skill and leadership training, they were not sure what more could be done in this regard. More than a third of the survey respondents (36%) wanted these to continue without any change while majority (57%) wanted more training, although, they could not clearly mention what more the training should include.

Chart 5 Propositions of host communities on follow-up of life-skill and leadership training

PROPOSITIONS OF HOST COMMUNITIES ON FOLLOW-UP OF LIFE-SKILL AND LEADERSHIP TRAINING

■ Bengali ■ Indigenous ■ Toal Host Community

	MORE TRAINING	NO CHANGE IS REQUIRED	LIVELIHOOD TRAINING
Bengali	66.7	25	8.3
Indigenous	0	5	5
Toal Host Community	57.1	35.7	7.1

Livelihood and Business Development Skills Training for Women

Uttaran was designated NGO partner of UNDP to impart livelihood training to the project beneficiaries. The NGO organized livelihood training (technical training) on 21 trades. During the survey, information was provided by the participants of 15 such trades. Among the indigenous women the majority (55%) graduated from training on traditional handloom; while tailoring was mostly popular (23%) among the Bengali women. Among the Bengali male respondents, 29 percent completed driving and another 29 percent completed electrical training. The survey involved 11.5 percent Bengali women and 67 percent indigenous men who had received training on poultry rearing. The composition of trainees of different trade revealed a link between gender and ethnicity with the choice of trade. In general women are found to be drawn towards traditional skills (such as tailoring and handloom) while men are towards technical skills (such as driving and electrical) or towards production based trades such as candle-making (17% indigenous men acquired training on this trade).

Comparison of the trainees based on ethnicity, reveals, the indigenous communities have had fewer choices on livelihood training. During focus group discussions, traditional social outlook on business and alienation from mainstream market economy were mentioned by the indigenous community members as critical barriers in choosing trades. Along with that, poor educational status also worked as a barrier for them in selecting technical skills. Nevertheless, CCP project managed to introduce some new trades in the skill basket of the indigenous community, such as, block print (among indigenous women), poultry and candle making (among indigenous men). Similar challenges in participating in training are visible for the Bengali women. The Bengali women are also not equally habituated with market-oriented skills. However, CCP project could introduce skills on few non-conventional trades for Bengali women as well such as block print, beautician and candle making.

The CCP project offered a pre-set list of trades for skill training understanding the challenges of low or no formal education and cultural barriers (both ethnicity and gender induced). This helped the project participants to select trades which matched their learning capability and cultural comfort. During focus group discussion, both the Bengali and indigenous participants appreciated both the training allowance and training curricula. They noted that the allowance created an added motivation for the participants and household members. A group of women mentioned that their household members approved their participation to training only because of the training allowance- as it meant additional income of the household. The female trainees found the training venues appropriate for women and the opportunity of attending training session itself as rewarding. A young women mentioned, "Attending the training was a life time experience. It introduced issues which I have never heard of.

At the same time have enjoyed and learnt form out of class conversations no less". On the other hand, for the men, applicability of the acquired skills for earning was the key motivation.

Chart 6 Participation of Bengali respondents in livelihood training

PARTICIPATION OF BENGALI RESPONDENTS IN LIVELIHOOD TRAINING

Legend: Female, Male, Total
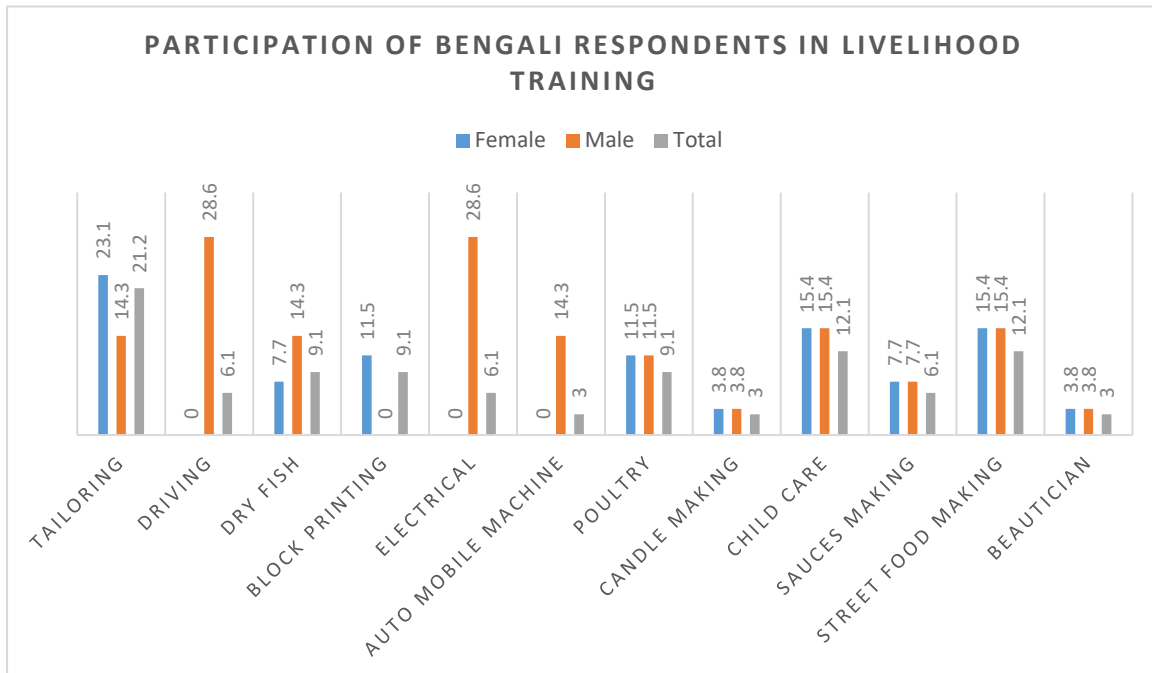
Chart 7   Participation of indigenous respondents in livelihood training

Factors motivating the CCP project beneficiaries towards application of training

PARTICIPATION OF INDIGENOUS RESPONDENTS IN LIVILIHOOD TRAINING

Legend: Female, Male, Total
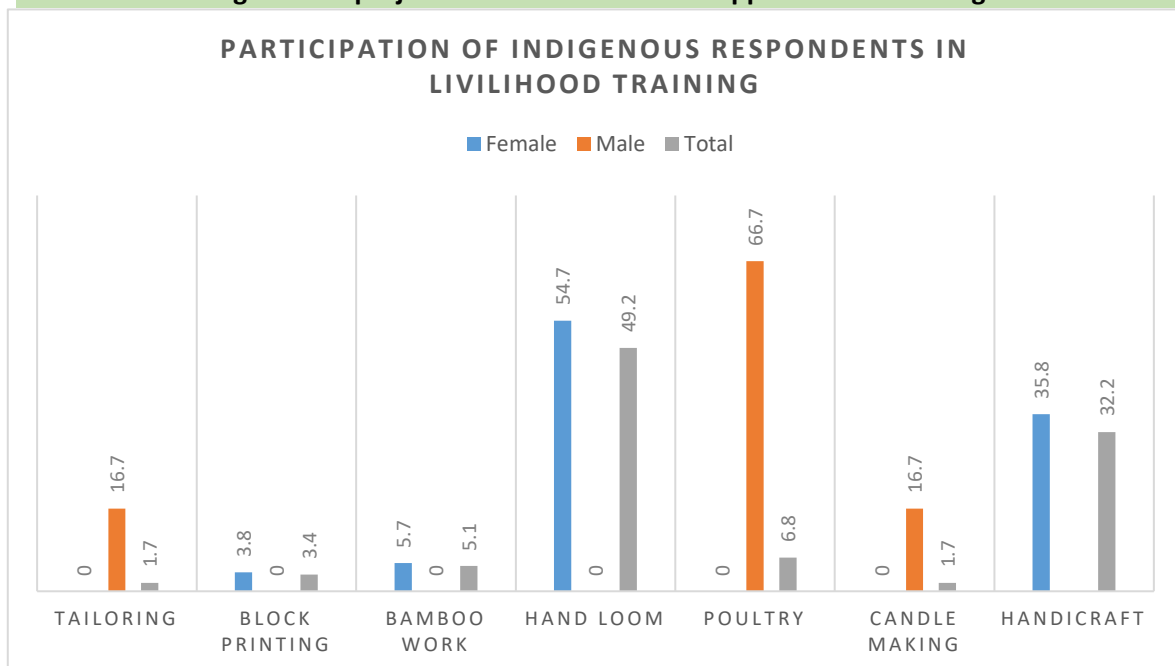
The respondents of the survey, who had applied the livelihood skills, revealed a set of motivational factors which enabled them to find employment in the intended sectors/trades. In general, the opportunity of starting own business (48%) and increasing the household income (24%) worked as two critical motivational factors for the trainees. A good proportion of the Bengali men (33%) were motivated by the goal of developing a stable employment.

Larger proportion of the Bengali women (59%) were motivated than the indegenous women (37.5%) by the prospect of starting own business. Another 14 percent of Bengali female trainees were motivated by the prospect of self-employment. While, the prospect of increasing the household income worked as the strongest motivational factor for the indigenous women. Thus data reflect comparativlye higher integration of Bengali women with the market.

Chart 8   **Motivation for applying training among the bengali respondents**

MOTIVATION FOR APPLYING TRAINING AMONG THE BENGALI RESPONDENTS

■ Female ■ Male ■ Total
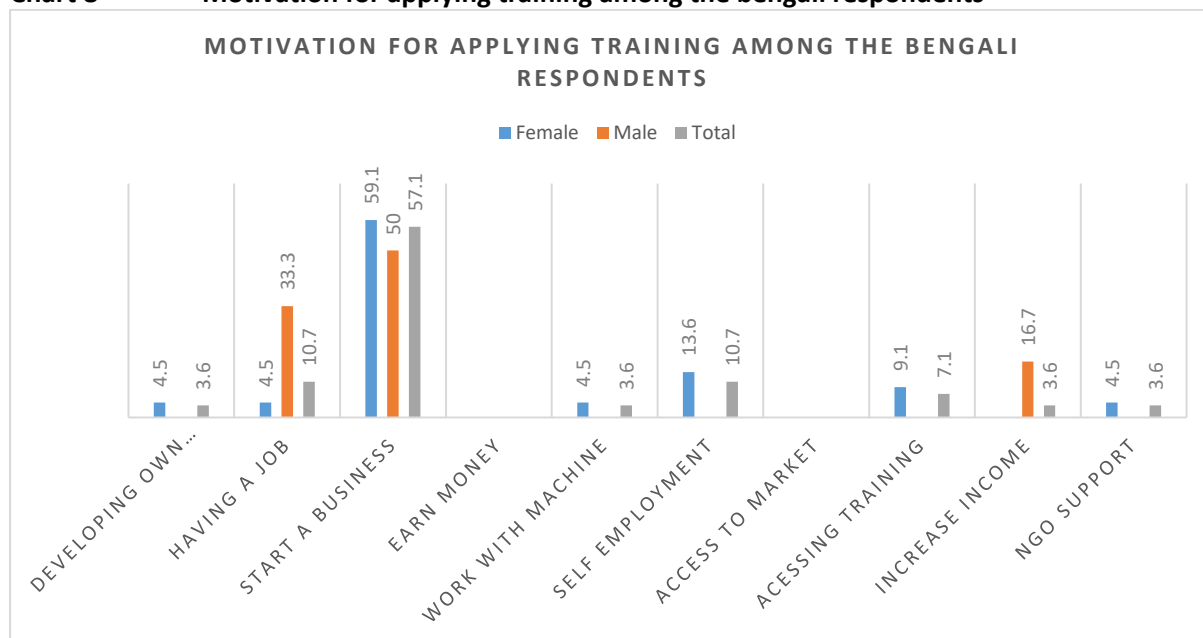
Chart 9   **Motivation for applying training among the indigenous respondents**

MOTIVATION FOR APPLYING TRAINING AMONG THE INDIGENOUS RESPONDENTS

■ Female ■ Male ■ Total
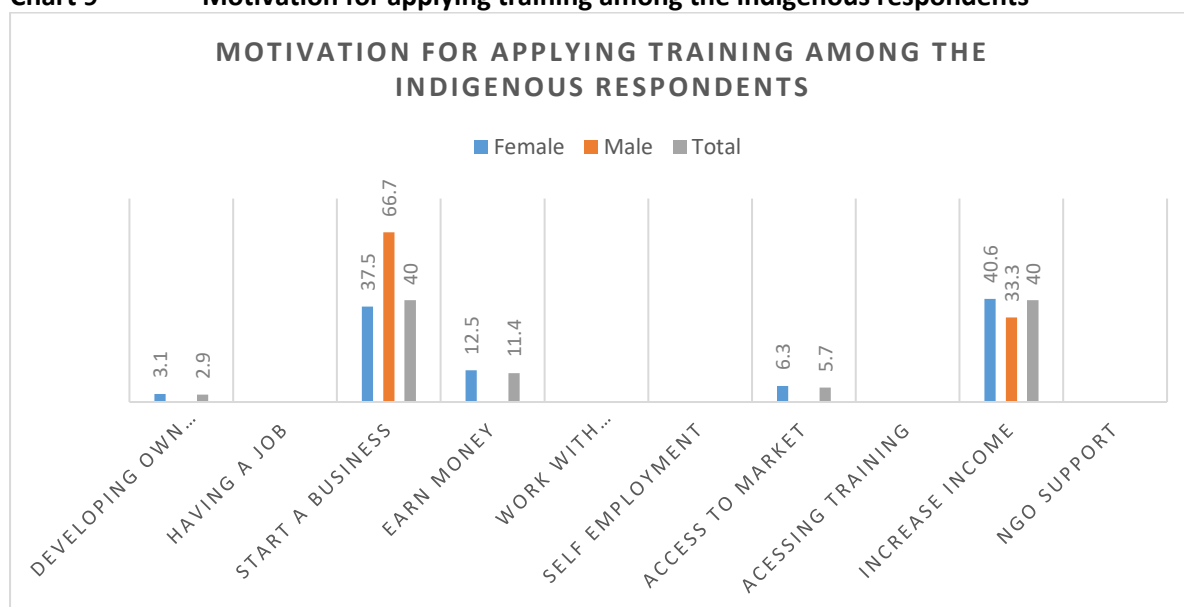
Reasons behind inability to apply training

Among the survey respondents, 31.5 percent could not appy the newly acquired skills to their desired sectors of trades. Compared to Bengali (15%), a larger proportion of the indigenous respondents (41%) fell in this category. A half of the indigenous men and 41 percent of the indigenous women could not apply the newly acquired livelihood skills.

Chart 10   **Linkage between training and employment in the desired sector**

LINKAGE BETWEEN TRAINING AND EMPLOYMENT FOR BENGALI RESPONDENTS

- Female
- Male
- Total

15.4   14.3   15.2

COULDN'T FIND EMPLOYMENT

LINKAGE BETWEEN TRAINING AND EMPLOYMENT FOR INDIGENOUS RESPONDENTS

- Female
- Male
- Total

39.6   50   40.7

COULDN'T FIND EMPLOYMENT

LINKAGE BETWEEN TRAINING AND EMPLOYMENT FOR TOTAL RESPONDENTS

- Female
- Male
- Total

31.6   30.8   31.5

COULDN'T FIND EMPLOYMENT
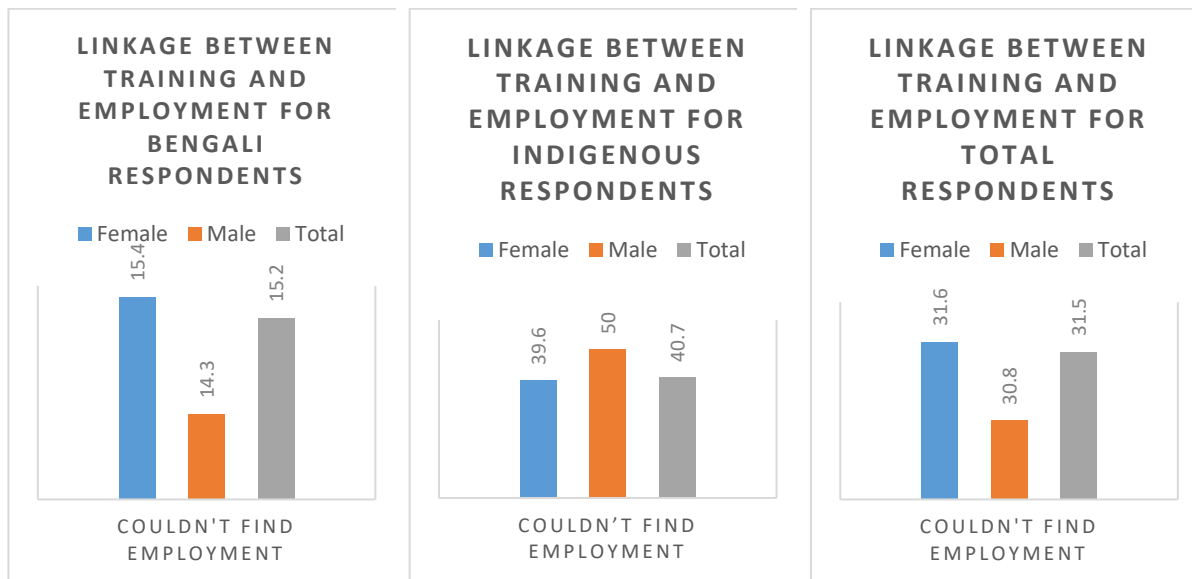
The survey respondents who could not apply the skills acquired through skills training in the chosen sectors noted low or no market opportunities as the key barrier (45% mentioned of this). A third (33%) of the indigenous women, all the indigenous men and 75 percent of Bengali women identified poor market access as a critical barrier in applying the livelihood skills.

Chart 11   **Bengali respondents' Reasons behind failing to utilize training**

BENGALI RESPONDENTS' REASONS BEHIND FAILING TO UTILIZE TRAINING

- Female
- Male
- Total

75   60

NO MARKET OPPORTUNITY /DEMAND

100   25   40
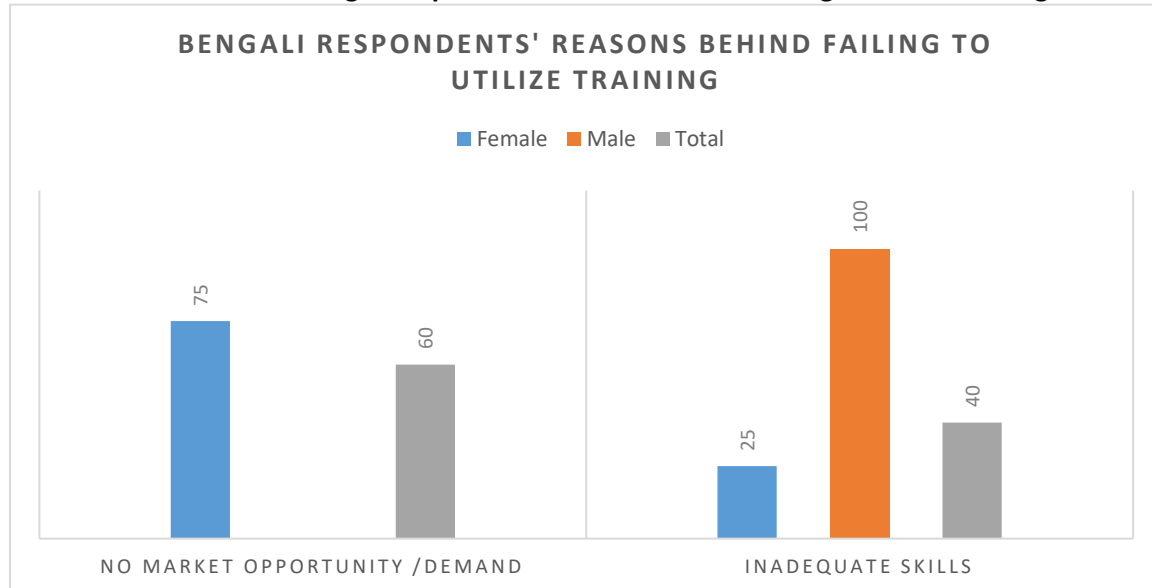
INADEQUATE SKILLS

Chart 12   **Indigenous respondents' Reasons behind failing to utilize training**

INDIGENOUS RESPONDENTS' REASONS BEHIND FAILING TO UTILIZE TRAINING

■ Female ■ Male ■ Total

	NO MONEY TO INVEST AND NO MARKET ACCESS	NO MARKET OPPORTUNITY /DEMAND	SKILLS ARE NOT	INADEQUATE CAPITAL AND LOGISTICS
Female	19	33.3	28.6	19
Male		100		
Total	16.7	41.7	25	16.7
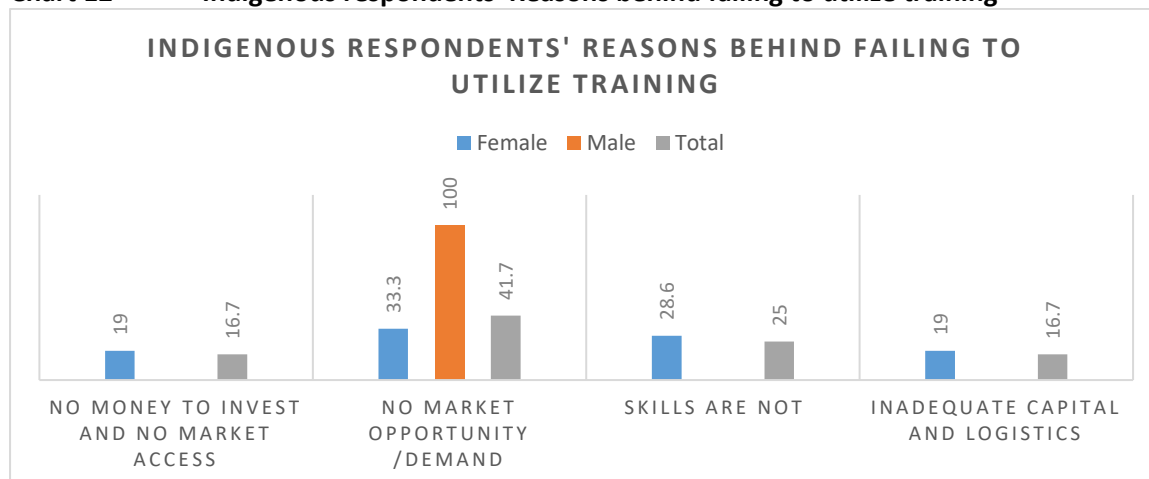
A quarter of the Bengali women, all the Bengali men and 29 percent of the indigenous women found the skills acquired through training as inadequate to find employment in the chosen sectors. Another 19 percent of the indegenous women identified limited access to investment capital and required logistics as barriers in applying the livelihood skills. One of the Tangchanga women during FGD session recalled, "Few of my neighbours and I tried to setup a poultry farm at our homestead after the training. However, it was not possible for us to arrange water for the poultry at that height.". The women reflected, "We did not think about these small things during the training".

Changing occupational spectrum

The occupational mapping of the CCP project participants reveals that the project has initiated a process of transformation in terms of livelihood and occupation both among the host communities and the Rohingya refugee communities. Among the survey respondents of host communities, 19 percent Bengali men and five percent women along with 53 percent indigenous men and 38 percent indigenous women are wage workers. In aggregate, among the host communities, 40 percent men and 27 percent women are wage workers. Within the host communities, another 13 percent men are involved in farming (18 percent Bengali and 11 percent Indigenous men are engaged in farming).

Around three percent of Bengali women and 27 percent of Rohingya women mentioned that they were either unemployed or engaged in unpaid work. Among the indigenous communities, 16 percent of men and 18 percent of women are either unemployed or engaged in unpaid work. This reveals, the project could not activate all the participants in the market of labour, services and commodities. To this end, Rohingya women and respondents of Indigenous communities at large have lower participation in monetized economic activities. For the Rohingya refugees, this is a direct result of the market and mobility restrictions specifically applicable for them within and outside the camps in Bangladesh. While for the indigenous communities, this results from the cultural and structural barriers restricting their participation in mainstream economic activities. From these perspective, although, not completely, the CCP project has significantly contributed in lowering some of the barriers restricting their participation to market-based activities.

Importantly, a significant proportion of respondents mentioned of a set of occupations that they have newly acquired through their engagement with CCP project (as reflected in the chart below).

Chart 13   Occupations acquired through engagement with the CCP project
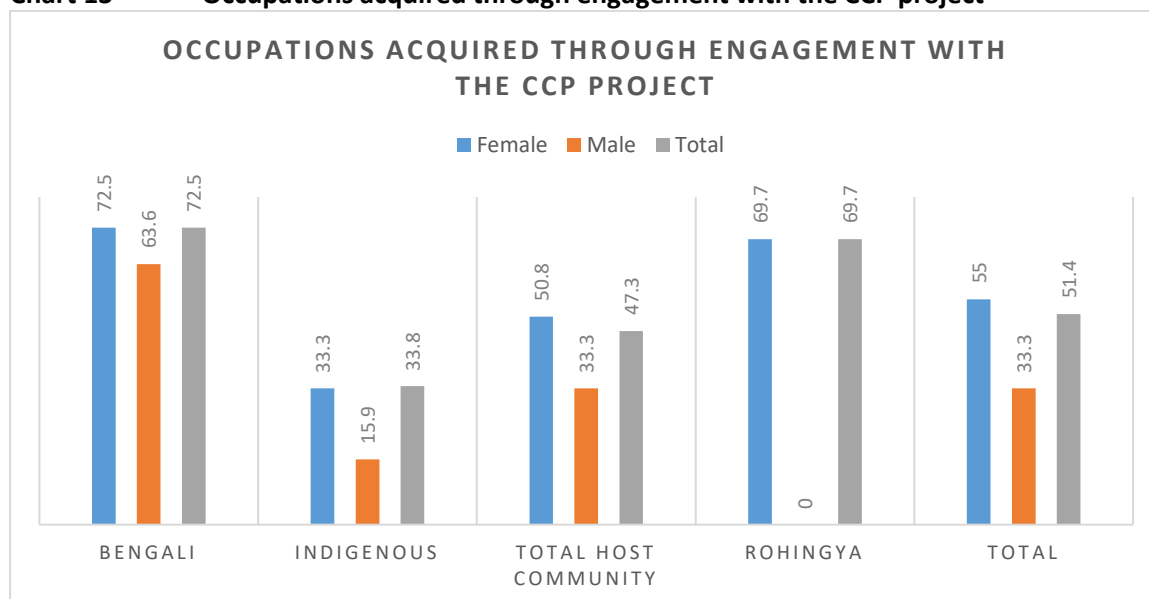
Table 6 Occupational Distribution of the Respondents

	Host Communities (%)									Rohingya Community (%)			Total (%)		
	Bengali			Indigenous			Total								
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Wage worker	18.2	5.0	7.8	52.6	38.2	41.1	40.0	26.7	29.5		3.0	3.0	40.0	21.5	24.6
Trained worker/ technician*	63.6	32.5	39.2	5.3	2.6	3.2	26.7	12.9	15.8		9.1	9.1	26.7	12.1	14.5
Farmer	18.2	2.5	5.9	10.5	1.3	3.2	13.3	1.7	4.1				13.3	1.3	3.4
Handicrafts*		15.0	11.8	5.3	32.9	27.4	3.3	26.7	21.9		30.3	30.3	3.3	27.5	23.5
Tailoring*		10.0	7.8		2.6	2.1		5.2	4.1		9.1	9.1		6.0	5.0
Housewife		5.0	3.9		2.6	2.1		3.4	2.7					2.7	2.2
Politics		2.5	2.0					0.9	0.7					0.7	0.6
Home Gardening				5.3		1.1	3.3		0.7				3.3		0.6
Small business/ Self-employed*		17.5	13.7	5.3	0	1.1	3.3	6	5.5	0	21.2	21.2	3.3	9.4	8.4
Beautician		2.5	2.0					0.9	0.7					0.7	0.6
Student		5.0	3.9		1.3	1.1		2.6	2.1					2.0	1.7
Unemployed or engaged in unpaid work	0	2.5	2	15.8	18.4	17.9	10s	12.9	12.3	0	27.3	27.3	10	16.1	15.1
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Occupations initiated with the support of the CCP project

As reflected on the chart, 26 percent of Bengali and 29 percent of Indigenous and in aggregate 28 percent of host community members have acquired new occupations through their participation in and facilitation of CCP project. Similarly, within the refugee camps, the 70 percent Rohingya women participating in CCP project have acquired new occupations (although this does not indicate regular earning rather ability of earning with few real incidences of earing by applying the new skills). The list of new occupations include, skilled work or trained technician such as mobile repair (64 percent men and 33 percent women of Bengali community mentioned of this), handicraft such as bamboo craft, weaving and nakshi kantha (15 percent Bengali women and 33 percent indigenous women mentioned of this), tailoring (10 percent Bengali women mentioned of this) and small business or self-employment (18 percent Bengali women and 21 percent Rohingya women mentioned of this). As

such, the CCP project has expanded the livelihood options of its target population both within the host community and the Rohingya community. The project to this end has prominently contributed in expanding the occupational horizon of the women – which is also recognized as one of the most significant contribution of CCP project by both the host and Rohingya communities.

Livelihood training of future:

The respondents of the survey displayed hessitance in moving away from their known trade while proposing for future livelihood training. Around 23 percent had no clear idea on the issue while others struggled to move away from their know formula for success. As for example, although only a small proportion of indigenous women, among the sample, received training on tailoring under the CCP project, they have learnt from their Bengali peers that it is easily to make a headway with tailoring. As such a large proportion of indigenous women (58.5%) proposed for training on tailoring. Based on their community experience, 23 percent of Bengali women also opted for this training. When enquired on market feasibility, they did not show much concern. "There will always be work for another tailor in the village" one of them promptly explained. This reflects firstly an affinity of the targeted women towards their gender defined roles. Secodly, it reflects a need of furthering the management and business skills of the women, before the actual selection of trade is made.

Table 7   **Proposition of future taining by the respondents of the host community**

| | Host Communities (%) | | | | | | | | |
| | Bengali | | | Indigenous | | | Total | | |
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Tailoring	14.3	23.1	21.2		58.5	52.5	7.7	46.8	41.3
Auto mobile	57.1		12.1				30.8		4.3
Dry fish		3.8	3.0					1.3	1.1
Business	14.3	7.7	9.1		3.8	3.4	7.7	5.1	5.4
Bamboo work					3.8	3.4		2.5	2.2
Candle making		3.8	3.0		5.7	5.1		5.1	4.3
Cap making		3.8	3.0					1.3	1.1
Farming		3.8	3.0	66.7	1.9	8.5	30.8	2.5	6.5
Advanced Training		3.8	3.0	33.3		3.4	15.4	1.3	3.3
Handicraft					1.9	1.7		1.3	1.1
Hand loom					1.9	1.7		1.3	1.1
Power loom					1.9	1.7		1.3	1.1
Photography		3.8	3.0					1.3	1.1
Block printing		7.7	6.1					2.5	2.2
Cooking		3.8	3.0					1.3	1.1
Don't know	14.3	34.6	30.3		20.8	18.6	7.7	25.3	22.8
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

Similar gender defined roles are also manifested through the propositions of men. While 67 percent of indigenous men proposed for training on farming 57 percent of Bengali men proposed Automobile training. Along with genered roles (image of farmer or technician) these propositions also reflect ethic diversity. The findings indicate a need of challenging both the gender defined roles and ethnic comfort zones based on market realities and prospect of building sustainable livelihood. However, this does not mean to undermine the aspect of social sustainability of economic ventures.

The respondents, although in small proportions, also proposed unconventional trades such as weaving by powerloom or photography. The CCP project beneficiaries have also expressed their urge to have employment in modern (technology based) larger ventures for stable wage and job security.

3.3.1B   Livelihood facilitation through employment and business promotion

The CCP project facilitated employment at short run through infrastructure rehabilitation and at long run through facilitation and support for employment/self-employment/business.

Under the infrastructure rehabilitation schemes, 222 of the trained skilled workers found employment. This fell short of the initial target of 300 by a small margin. Although the project targeted 33, it could not place any women in such position. 6909 wage-workers were employed through infrastructure rehabilitation schemes and 75482 person days of short term employment was created. The project surpassed the initial targets by a massive margin on both of these counts.

Chart 14   Performance in wage employment
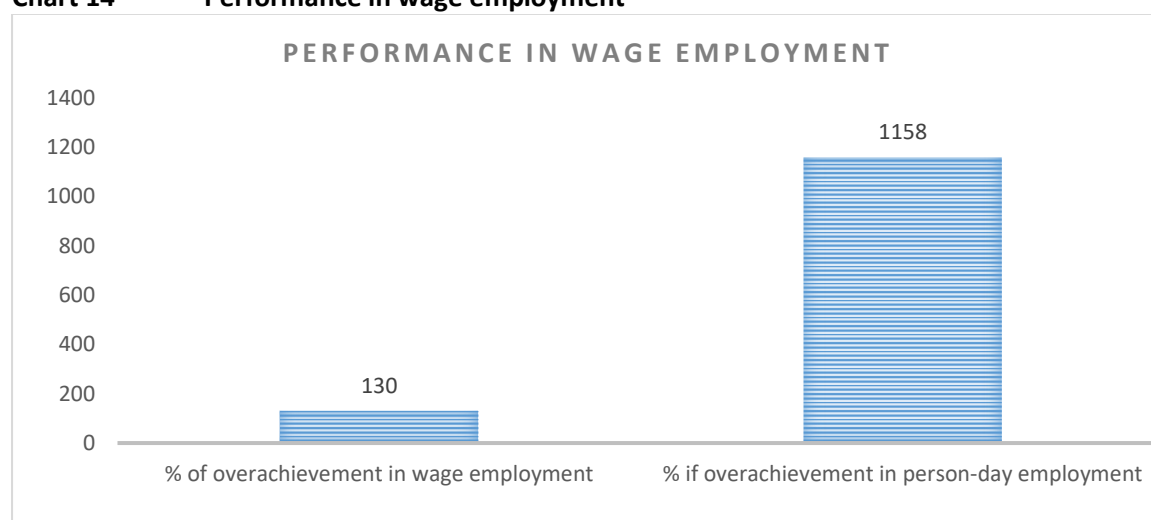
The project carried out apprenticeship for the beneficiaries receiving skills training. Under this provision, 997 trained skilled people completed apprenticeships. The achievement marginally fell short of the target of 1000. Under the job placement activities 169 people found jobs through job placement. The target was 500. The project fell short by 66 percent. CCP project envisioned that after receiving training, 300 people would find jobs themselves. However, only 46 persons could manage to find employment without further assistance from the project; which is 85 percent lower than the target. The project also had a proactive role is promoting self-employment and small business. Under this strategy, 700 people received start up kits and 450 people received cash grant. The project exactly matched the targets on both of these counts. The self-employment initiatives also had a trickledown effect as it created employment opportunities among the host communities. As a direct result of self-employment promotion, another 5116 wage workers found employment with self-employed beneficiaries. This massively surpassed the initial target set at 200 (a 2458 percent overachievement). To assess the long term implications of the small business the result framework proposed to measure the number of small businesses which has sustained for more than 6 months. At the conclusion of the project 479 such initiatives met the indicator, which surpassed the initial target of 400.

Gender dimension of Livelihood facilitation:

Number of women self-reported to benefit from capacity enhancement and skills development training	2057
Percentage of trained women started income generating/ entrepreneurial activities to reduce economic vulnerability and protection risks	18%
Number of host community women received livelihood and business development skills training to protect and start rebuilding livelihood assets	1206
Number of refugee women and girls received basic literacy, leadership, life and livelihood skills training	2057

Percentage of women who felt skills training or consultation was 'useful' or 'very useful' once session completed	100%
Percentage of trained Rohingya women started income generating/ entrepreneurial activities to reduce economic vulnerability and protection risks	18%

The performance assessment immediately reveals that in the short run the infrastructure rehabilitation schemes and in the long-run the self-employment promotion has been the most effective means of livelihood promotion. The gender-disaggregated data reveals greater participation of men in livelihood promotion activities. The end evaluation analysed different motivational and supportive financial and material inputs of CCP project, such as the start-up kits and cash grants , in promotion of livelihoods of its beneficiaries. It also assessed the nature, advantage and approaches of the livelihood promotion activities and outputs in achieving the project outcomes.

3.3.1C   Cash for Work

Women constituted 36 percent of the workforce under the cash for work schemes. The survey sample included CCP project's beneficiaries who took part in Cash for Work activities. However, all the respondents of the survey only had experience of earth work carried out under the cash for work activities. The experience of bamboo bridge making is captured through the focus group discussions. All the responded found their involvement in cash for work activities as rewarding.

Chart 15 Ways in which cash for work helped the Bengali respondents of host community in coping backlashes of covie-19

WAYS IN WHICH CASH FOR WORK HELPED THE BENGALI RESPONDENTS OF HOST COMMUNITY IN COPING BACKLASHES OF COVIE-19

Legend: Female, Male, Total

GENERATED INCOME: 100, 66.7, 75
FOOD SECURITY FOR FAMILY: 33.3, 25
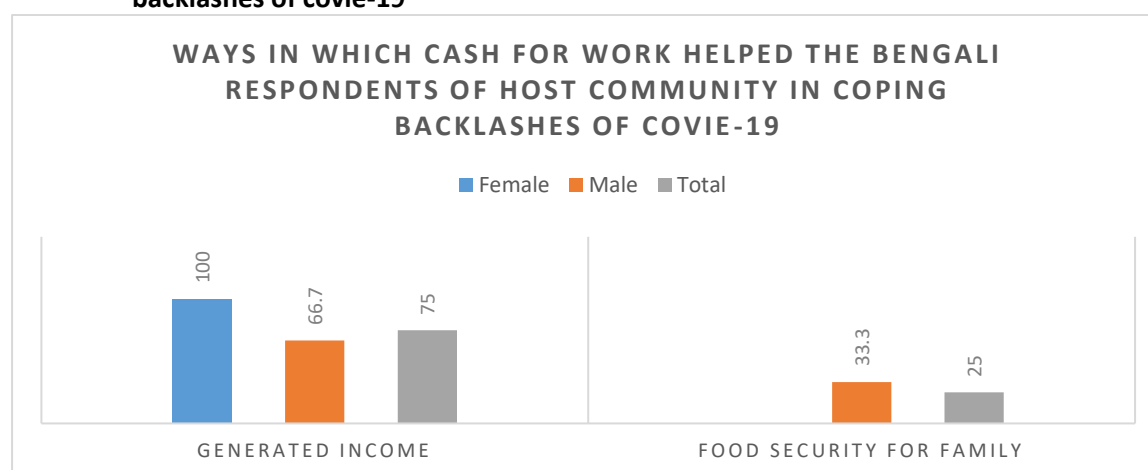
Chart   16 Ways in which cash for work helped the Indigenous respondents of host community in coping backlashes of covie-19

WAYS IN WHICH CASH FOR WORK HELPED THE INDIGENOUS RESPONDENTS OF HOST COMMUNITY IN COPING BACKLASHES OF COVIE-19

Female ■ Male ■ Total

	Female	Male	Total
GENERATED INCOME	56.4	76.9	63.9
THERE WAS NO OTHER WORK	13		8.3
FOOD SECURITY FOR FAMILY	26.1	15.4	22.2
INCREASED INCOME	4.3	7.7	5.6
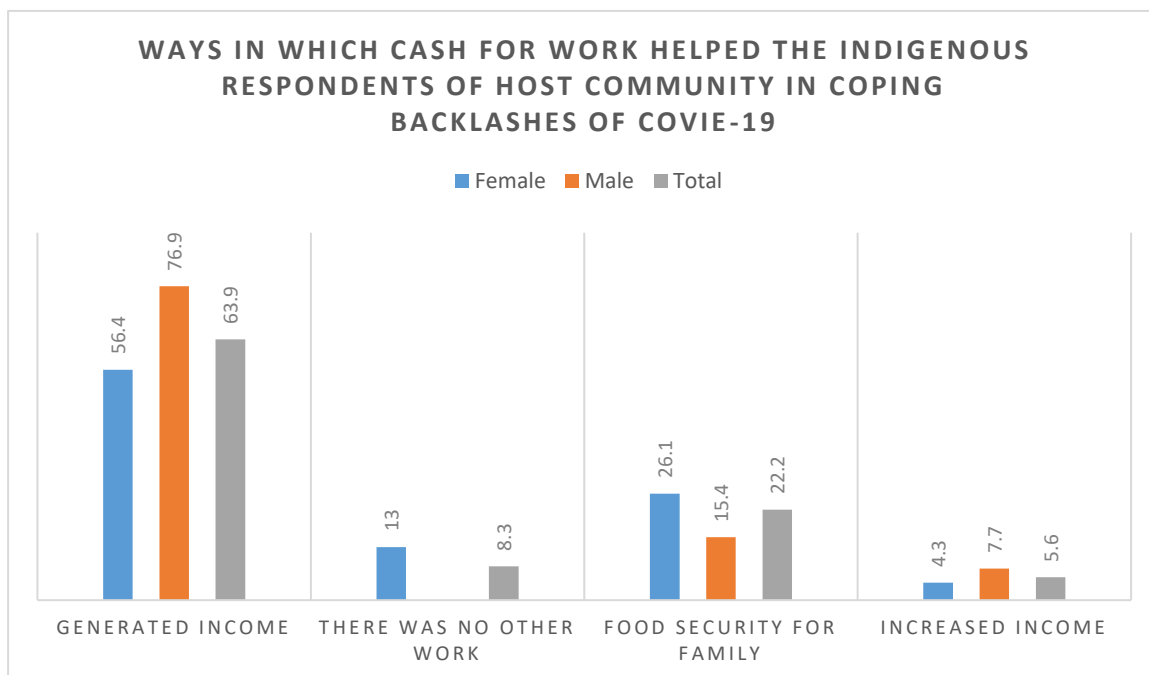
The cash for work activities were carried out during the COVID-19 pandemic and the respondents identified it as an effective component of nCOVID response under CCP project. The majority (70%) of respondents appreciated cash for work, as it generated income for the CCP project beneficiaries during COVID-19 induced lockdown and other barriers hampering usual livelihood activities of rural poor. Apart from that 22.5 percent of the respondents appreciated the role of cash for work because it contributed in ensuring food security during the pandemic. On average the respondents worked for 31 days (32 days for men and 31 days for women) under the cash for work schemes.

Chart 17   Distribution of the bengali respondents of host community by assessment of wage under cash for work

DISTRIBUTION OF THE BENGALI RESPONDENTS OF HOST COMMUNITY BY ASSESSMENT OF WAGE UNDER CASH FOR WORK

Female ■ Male ■ Total ■ Column1

	Female	Male	Total
FAIR WAGE		66.7	50
WAGE NEEDS TO INCREASE	100	33.3	50
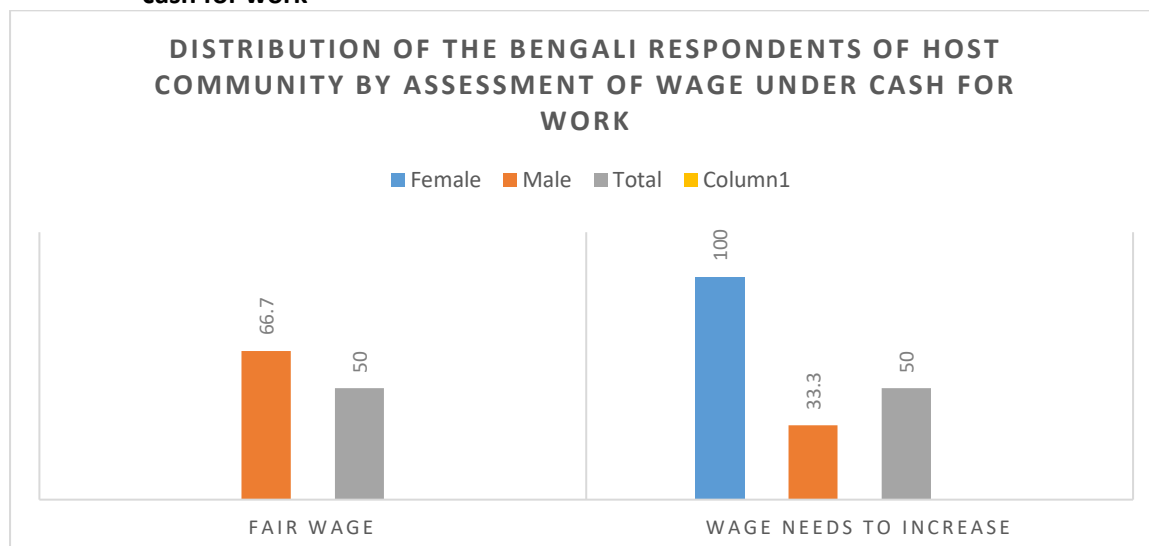
Chart 18   Distribution of the indigenous respondents of host community by assessment of wage under cash for work

DISTRIBUTION OF THE INDIGENOUS RESPONDENTS OF HOST COMMUNITY BY ASSESSMENT OF WAGE UNDER CASH FOR WORK

■ Female ■ Male ■ Total ■ Column1

	FAIR WAGE	WAGE NEEDS TO INCREASE
Female	26.1	73.9
Male	7.7	92.3
Total	19.4	80.6
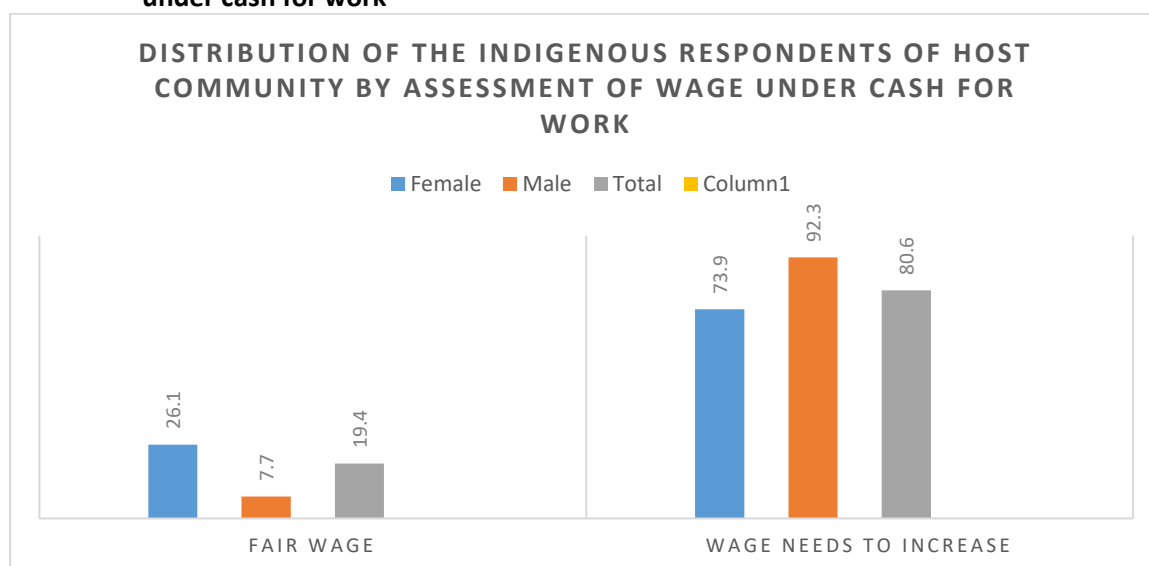
The wage rate under the cash for work program under CCP project was adjusted higher than the going government rate for such progtrams. Even then, a majority of the respondents (77.5%) found the wage rate adopted for cash for work as inadequate and opined that it should be raised. While all the Bengali women opined for a wage-raise, only a third (33%) of the Bengali male respondents held such opinion. In case of the indigenous respondents majoirty of men (92%) and women (74%) agreed on such a raise. A majority (67%) of Bengali men considered the wage paid under the cash for work schemes as "fair". During the focus group discussion in Tetkali bazar, it was explained that as the women and indigenous people in genral lack earning opportunities, they aspired higher wage under the food for work schems in which they had secured participation. "The money helped me to buy books and food for my girls", one of the women in the discussion session informed. "The more we could earn through these types of activities, the better it is for me and my family", she concluded. However, the CCP project beneficiaries also identified as set of non-monetary benefits of cash for work. The evaluation notes the participants of cash for work appreciated their enrolement in the schemes and expected these types of secured work arrangement to meet the entire wage-based employmnet requirement. This only reflects, the desparation of these commuties in finding meaningful wage-employment to meet their daily household expenses. Although, cash for work cannot be the solution for this, the end evaluation finds it to hold a very important role in meeting gaps prevailing at the households of the beneficiaries in food security and child development related expenseses.

Table 8 Non-monetary benefits of cash for work received by the respondents of host communities

	Host Communities (%)								
	Bengali			**Indigenous**			**Total**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Made myself useful	66.7	100	75.0	53.8	52.2	52.8	56.3	54.2	55.0
Could contribute for community	66.7		50.0	46.2	17.4	27.8	50.0	16.7	30.0
Social prestige				23.1	8.7	13.9	18.8	8.3	12.5
Mental strength	33.3		25.0	15.4	30.4	25.0	18.8	29.2	25.0
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

Along with the monetary benefits, the respondents noted some social benefits of cash for work. Through this activities a majority (55%) of the respondents found themselves useful during the lean period induced by COVID-19 pandemic. Working for the common cause of the community was also

another source of satisfaction for a significant portion (30%) of the respondents. The economic support through cash for work also woked as a source of mental strenght for the poor households during the COVID-19 pandemic (25% respondents mentioned of this).

During focus group discussion the CCP project beneficiaries stressed on the need of having access to cash for work activities throughout the year. However, they could not proposed what types of activities could be continued round the year under such schemes.

Table 9 Sectors proposed by the respondents of host community for future work under cash for work

| | Host Communities (%) | | | | | | | | |
| | Bengali | | | Indigenous | | | Total | | |
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Farming	33.3		25.0	23.1	17.4	19.4	25.0	16.7	20.0
Tailoring				15.4	34.8	27.8	12.5	33.3	25.0
Blocking Printing					8.7	5.6		8.3	5.0
Driving	33.3		25.0	38.5	17.4	25.0	37.5	16.7	25.0
Road Repair					17.4	11.1		16.7	10.0
Handcraft					13.0	8.3		12.5	7.5
Other income generating activities	33.3		25.0	15.4		5.6	18.8		7.5
Agriculture	33.3		25.0	15.4		5.6	18.8		7.5
Business		100	25.0	7.7		2.8	6.3	4.2	5.0
Poultry				15.4		5.6	12.5		5.0
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

The livelihood related work benefitted the host community members. The conditional cash transfer was planned with the active participation of the local government and communities. Most of the cash for work led to temporary structures such as earth road construction and expansion and bamboo bridge construction. CCP had the mandate of working with unskilled workers. This took the project to remote areas. As a result the cash for work led to an unintended positive result in form of better road connectivity. Secondly, other agencies later on worked to further improve the earth roads – which led to greater sustainability of the connectivity.

3.3.1D   Apprenticeships

All the participants of apprenticeship program expressed their statisfaction. They identified few non-monetary and a key moneytary gain (increase in income). Skill development was noted as a gain identified by the CCP beneficiaries (25%). They stressed that it is an indirect monetary gain, as it built a potitiality of earning higher income. Along with increase in income (27.5%), the beneficiaries appreciated the 100 Tk. per day training allowance (37.5%) as direct financial gains. Average monthly income was raised by BDT 2,313 for the participants of apprentice program. The participants listed the following as key non-monetary gains of apprenticeship-

Chart 19   Non-monetary gains of apprenticeship
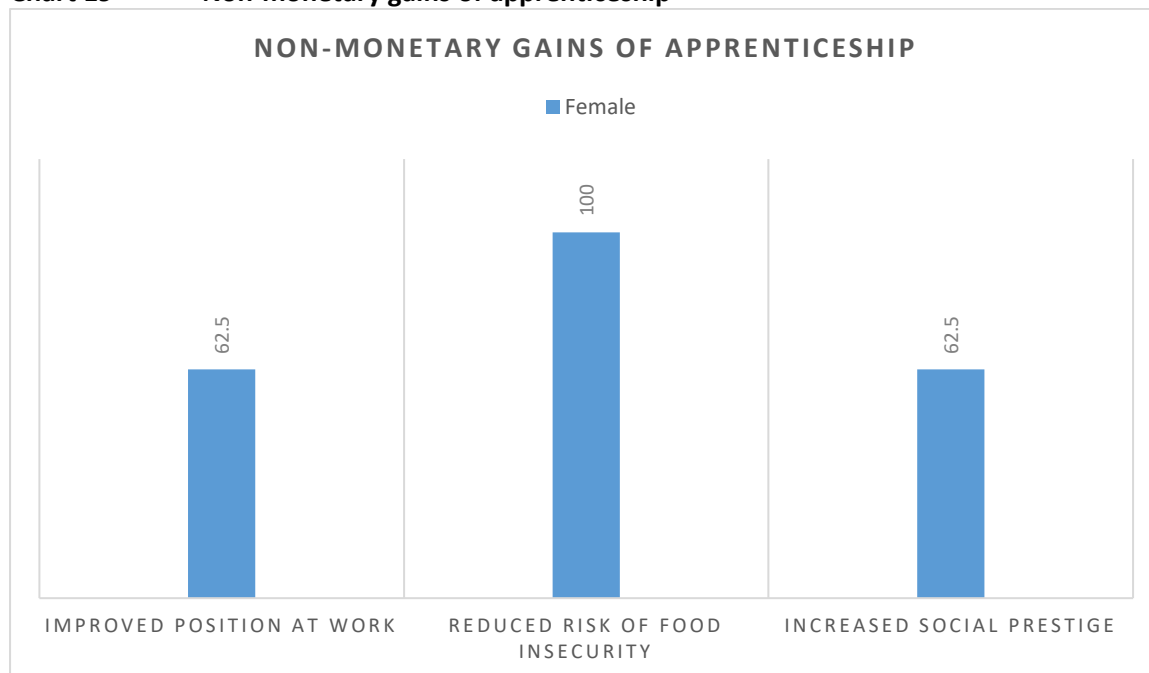
The participants of apprenticeship identified improved position at work situation both interms of self confidence and skills (52.5%), reduced risk of food security at household level (100%) as they could procure more food for their children and increased social prestige as they were taken as experts by their household and community members (62.5%). As follow-up actions, they suggested on-job training (100% of indigenous women and 33% of Bengali women suggested this) and advanced training inclusive of refresher (50%).

3.3.1E   Job placement

The CCP beneficiaries appreciated job placement as it secured them (at least initially) a stable source of income. A Bengali women was placed as a trainer after she had completed the beautician training. In her words, "It immediately improve my social status and economic situation". Her household income was increased by BDT 7000. While working as trainer she also established her own practice which helped her to continue earning even after her job as trainer concluded. In her wornds, "My role as a trainer helped me to gain trust of my clients.".

3.3.1F   Self-Employment without any financial or material assistance from the project

There were few cases of self-employment of female beneficiaries of CCP project, who started their own ventures after completing the training, without receiving any further assistance of the project. The largest proportion of the Bengali women found such self-employment in pickle making (43%). Apart from that tailoring, block printing and poultry were sectors in which such self-employed Bengali women could be found. The indigenous women who found self-employment without further aid from CCP project, were all in traditional weaving. The average income of the women stood slightly below BDT 5000. These indicate the women who could mobilize start-up resources, were doing almost as good as those who received financial or material support of the project after training to set up their own ventures. These ventures are small scale and on average run from little more than three months. As such their sustainability is too soon to asses. At the time, a large proportion of these young entrepreneurs (43%) sought financial assistance and accompaniment (29%) in form of further training (especially in management) to continue their initiatives.

Table 10 Sectors of self-employment promoted by CCP project among the host communities without any financial and material supports

| | Host Communities (%) | | | | | | | | | Total (%) | | |
| | Bengali | | | Indigenous | | | Total | | | | | |
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Pickle Making		50	50	0	0	0	0	42.9	42.9	0	42.9	42.9
Handicraft					100	100		14.3	14.3		14.3	14.3
Tailoring		16.7	16.7					14.3	14.3		14.3	14.3
Block printing		16.7	16.7					14.3	14.3		14.3	14.3
Poultry		16.7	16.7					14.3	14.3		14.3	14.3
Total	100	100	100	100	100	100	100	100	100	100	100	100

Table 11 Impact of self-employment promoted by CCP project among the host community members who did not receive financial or material supports

| | Host Communities (%) | | | | | | | | | Total (%) | | |
| | Bengali | | | Indigenous | | | Total | | | | | |
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Helpful		100	100		100	100		100	100		100	100
Total	100	100	100	100	100	100	100	100	100	100	100	100

3.3.1G Start-up kit fir Self-Employment

The second tool of business facilitaton after training within CCP project strategy was cash support. The top three popular trades initiated with cash-support among the surveyed Bengali woman beneficiaries included – tailoring (36%), poulty (14%) and block-batik printing (14%). There were also few (7% in each trade) engaged in candle making, street food, block-batik and beautician who initiated self-employment with cash support provided by the CCP projects. The majority (68%) of the indigenous self-employed women received start-up kits were engaged in traditional handloom and handicrafts production.

The UN Women led activities also included follow-up support for the graduated training but only in form of start-up kits (no finanicial assistance was provided to them as this was not allowed). Tailoring (28%), nakshi kantha (34.5%), jute handicraft (21%) and embroiday (14%) had largest concerntration of start-up kit recipients. A few (3%) of the Rohingya women also received such support for mobile servicing. One such women was overwhelmed while expressing her experience, "When I was in my village, I had never even seen a mobilie phone. Now I am not only using a mobile, I am also repairing the device!". She concluded in amazement, "I often don't believe it myself". Therefore, even when it involved a small section of the women, innovating employment (such mobile phone repairment) had far reaching impacts and implications. These are helping to form novel roles of women in a traditional society.

All the respondents of Bengali communities and the men of the indigenous community who had received start-up kits found it helpful. Although a mjority of indigenous women (89.5%) and Rohingya women (59%) found it helpful, other could not utilize it up till the time of the end evaluation in June 2022. As reasons, all the indigenous women and 50 percent of the Rohingya women mentioned that they had only recently completed the training. Another half of the Rohingya women mentioned that they utilized the start-up kits only to master the skills. Of those who mentioned that they could prodiuctively utilize start-up kits, nearly a quarter (24%) was not continuing with their self-

employment at the time of survey. A majority (68%) of them mentioned they have adopted other livelihood activities while a thrd mentioned they required further skill development assistance (specifically in management and marketing). In general the average duration of the self-employmnet activities was a little more than 3 months. Thus in general it was too soon to asses the sustainablity of the efforts to those who productively utilized the start-up kits. For the Rohingya wome living in the refugee cmaps there is no legal provision of setting up business. The NGO partner of UN Women, Plan International (in Ukhiya) organizes order for them or engage them in their own production units and handover receipts as and when they are able to work.

Everyone who could productively utilize the start-up kits (in form of threads and sewing machine for tailoring, threads for weaving, batik and block print set-up for related work, cart and pots for pickle making, fabric, threads and needle for the sewing nakshi kantha and jute strings for handicraft activities) informed of increasing their income. A majority of these women (68%) previously had no income of their own. The Rohingya women leaving in the camps had not scope of earning due to legal restrictions. The indigenous and Bengali women lacked access to market and marketable skills. The women in general lacked financial resources to set-up self-employment. Thus the project approached matched their needs and promoted opportunities of being self-employed. After engaged in self-employed, on average they earned BDT 4,439 per month.

Table 12   Sectors in which CCP project provided start-up kit to promote self-employment

| | Host Communities (%) | | | | | | | | | Rohingya Community (%) | | | Total (%) | | |
| | Bengali | | | Indigenous | | | Total | | | | | | | | |
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Tailoring	100	14.3	25.0		25.0	23.1	50.0	21.1	23.8		27.6	27.6	50.0	25.0	26.0
Nakshi khata											34.5	34.5		20.8	20.0
Handicraft/ traditional loom					66.7	61.5		42.1	38.1		20.7	20.7		29.2	28.0
Embroidery											13.8	13.8		8.3	8.0
Poultry		42.9	37.5	100	8.3	15.4	50.0	21.1	23.8				50.0	8.3	10.0
Street food making		14.3	12.5					5.3	4.8					2.1	2.0
Mobile servicing											3.4	3.4		2.1	2.0
Block-batik		14.3	12.5					5.3	4.8					2.1	2.0
Beautician		14.3	12.5					5.3	4.8					2.1	2.0
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

3.2.1H   Cash Grant for self-employment

The CCP had two support provisions to promote self-employmnet among the trainees graduated from livelihood training, namely start-up kits and cash support. The popular trades initiated with startup-kits among the surveyed beneficiaries included – tailoring (26%), nakshi khata (20%), jute handicraft (28%), embroidary (8%) and poultry (10%). There were also few (8% of total) engaged in food making, mobile servicing, block-batik and beautician who initiated self-employment with start-up kits provided by the CCP projects. Among the survey respondents, a half of the the indigenous self-employed women received cash support for handicrafts while a third (33%) received it for tradeitional weaving. As discussed earlier no such support could be exteded to Rohingya women at Camp setup.

All the respondents from Bengali women and 42 percent of the indigenous women who had received cash support found it helpful. A majoty (58%) of the indigenous women could not utilize it. As reasons, all the indigenous women mentioned that they did not see any value in utilizing the amount in business. Of those who mentioned that they could produictively utilize the startup capital /cash support, all were continuing with their self-employment at the time of survey. In general the average duration of the self-employmnet activities for 4 months. Thus in general it was too soon to asses the sustainablity of the efforts.

Everyone who could productively utilize the cash support (BDT 6000 on average) informed of increasing their income. After engaged in self-employed, on average they earned BDT 7000 per month. During the survey a majority of respondents (57%) mentioned that they did not have any clear idea on what more is required to sustain their initiatives while others mentioned of financial support (23%) and more training (19%). During the focus group discussion the same issue was raised and discussed in details. In this format, the participants had more time and access to collective opinion building. The women during focus group discussion stressed univocally on marketing support. They opined that without access this their motivation for production can not be retained.

Table 13   Propositions of the beneficiaries to make start-up kits more effective in future

	Host Communities (%)								
	Bengali			Indigenous			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Financial support		28.6	28.6		16.7	16.7		23.1	23.1
Training		21.4	21.4		16.7	16.7		19.2	19.2
Don't know		50.0	50.0		66.7	66.7		57.7	57.7
Total	100	100	100	100	100	100	100	100	100

3.3.2   Conflict Resolution and Peacebuilding for Social Cohesion

 Although economic resilience is viewed as a critical element of promoting social cohesion, the CCP project had a set of designated actions and outputs to achieve this outcome. Support to women peacebuilders and groups, mediator training and intra and inter-faith dialogues are the three components of social inputs of CCP project towards conflict resolution, promotion of peace and social cohesion. Level of participation and satisfaction of women with the skill training and consultation are taken as key indicators in measuring effectiveness of supports reaching women and groups. To this end, 100 percentage of women felt skills training or consultation was 'useful' or 'very useful' once session completed which is 42 percent higher than the project target (set at 70). Among the trainees, there was 87 percent improvement in scores from a test administered at start of a training session when compared to a test administered at the end. The target for this was set at 30 – reflecting a 190 percent overachievement. 1739 of female beneficiaries attended training sessions or discussions which is 16 percent above the targeted 1500. However, the women's group formation did not achieve the desired target set at 20. The project could facilitate formation of 7 women's support groups as a safe forum for Rohingya women. Local mediator training was imparted to strengthen the communities ability of resolving conflicts at local level. 134 project beneficiaries received the mediator training out of which 40 were women. The number of training participants was 168 percent improvement on the initial target of 50. Similarly the participation rate of women was 148 percent above the targeted rate of 17 percent. Among the Rohingya women, there was a 73 percent improvement in scores from a test administered at start of a training session when compared to a test administered at the end while the target was set at 60. Among the training participants 92 percent of beneficiaries state that they have used these mediation skills "frequently" or "very frequently" six months after being trained; the target for this was set at 30 percent. Through inter and Intra-faith Leadership and dialogue 13 of religious organizations adding a PVE or social cohesion element to existing programming, although,

the target was set at 30.. Similarly, although the target was set at 30, under the project only 19 religious leaders given training or materials to recognize and defend against extremist or intolerant narratives in their communities. The same number of religious leaders given training or materials to recognize and address the gendered aspects of PVE. These were difficult targets to achieve given the closed nature of the religious organizations. Within this context, the achievement need not be undermined. Moreover, due to COVID-19 induced delay in project the project could only work on this at the very last year of its duration.

> **Performance of Social Cohesion Actions:**
>
> - Over all the performance of the project at individual level on promotion of awareness and skills on peace building and capacity to counter PVE was much better compared to its achievement vis-à-vis the organizations.
> - The participation and involvement of women in the peace building activities surpassed the initial targets.

Apart from the above discussed narratives from monitoring data of the CCP project, the end evaluation also explored its own database created through qualitative and quantitative interactions with the project beneficiaries. In few instances, the evaluation database did not match the monitoring data of the project. This can be explained by the sampling based approach of the evaluation. None the less, the findings are important as it highlights not just achievements but also the challenges faced by the CCP project.

3.3.2A   Women's support group

All the women's support groups were formed with the Rohingya women in camps. The members of women's support group found the group "useful". Although, a majority (60%) could not explain the proper value of the women's support group, while 40 percent of them valued it for building awareness. They mentioned that for future they would befit if the group could facilitate computer freelancing and female education. A majority (60%) expressed their confidence on continuing the activities of the groups without the help of the CCP project while the rest found it impossible. The group members in general (67%) were not clear on what can help them to sustain the groups, although a third (33%) sought economic support. All the members mentioned they require skills and knowledge on running organization. The findings reflect a need among the women regarding the support group but not any clear idea on sustaining it beyond the project span.

Table 14   **Usefulness of women's Support Group among the Rohingya wome*n***

	Rohingya			Total		
	Male	Female	Total	Male	Female	Total
Awareness build up		40.0	40.0		40.0	40.0
Don't know		60.0	60.0		60.0	60.0
Total	**100**	**100**	**100**	**100**	**100**	**100**

Table 15   **Follow-up needs of the Women's Support Groups**

	Rohingya			Total		
	Male	Female	Total	Male	Female	Total
Need capacity building on organization		100	100		100	100
Total	**100**	**100**	**100**	**100**	**100**	**100**

3.3.2B   Local Mediator Training

There are seven Local Volunteer Mediators Network s (in five Unions and two Upazillas). These networks require follow-up assistance. Conflict mediation session was conducted at 10 schools. This led to family and peer to peer sharing. This can be expanded for madrasa and other religious and religious education institutes (such as in Buddhist monasteries). Under the CCP project strategy the mediation or informal conflict resolution training was a component of peace building. The survey registered experience of some of the Bengali women who had received the training. All the women found the training "very useful". All the respondents, however, mentioned of using the skills only for few times. The women received the training on average 70 days before the survey. As such the trends and future path of its use (sustainability) cannot be determined at this stage. The barefoot mediators found it useful as the majority of them (67%) could help other while a third (33%) of them were empowered through greater social mobility and visibility. To keep up their actions a majority felt need of more training to reach more people.

Table 16   Assessment of the usefulness of the training and discussion sessions by the beneficiaries of the CCP Project

| | Host Communities (%) | | | | | | | | |
| | Bengali | | | Indigenous | | | Total | | |
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Very useful		100	100					100	100
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

3.3.2C Inter and Intra-Faith Leadership & Dialogue

The survey captured the experience of few religious leaders receiving training on gendered aspect of PVE among the indigenous communities. All of them found the training "very useful" although all of them had used it only few times in the short duration of time after completing the training. They appreciated as the training content oriented them on gender, the issues centring the rights of women and it violation from the perspective of peace and social cohesion. They wanted to reach more people through advance training on the subject.

3.3.3   Response to COVID-19 Pandemic

The CCP project had the flexibility in adopting specific COVID-19 related responses at community level. The pandemic was an unforeseen risk for the project. Therefore. these responses were not included in the result framework. Under its COVID-19 response, the CCP project CCP's project reached 5662 participant at host communities (comprising of low-income groups, women, indigenous communities, persons with disability) in two phases in 3 Unions (Baharchara, Hnila and Whykong) in Teknaf Upazila and 2 Unions (Rajapalong and Palongkhali) in Ukhiya Upazila. The response included awareness raising, food relief and personal hygiene assistance. Through community consultation and local market assessment a food package involving rice, wheat flour, pulse, potato, salt, sugar, edible oil, onion and protein rich food (milk/eggs/dried fish) was selected along with a hygiene kit containing bucket and mug, face mask, bleaching powder, wash soap and bathing soap.

The participant selection process was a critical step in ensuring effectiveness of the project. To this end, the CCP project adopted a comprehensive approach and involved a multi-stakeholder approach to ensure transparency and accountability. The multi-stakeholder approach involved the elected representatives of the local government. This helped the project to build ownership of the LEB on the response process and utilize the community information in validating eligibility of the prospective participants.

Chart 20   Population covered under COVID-19 response
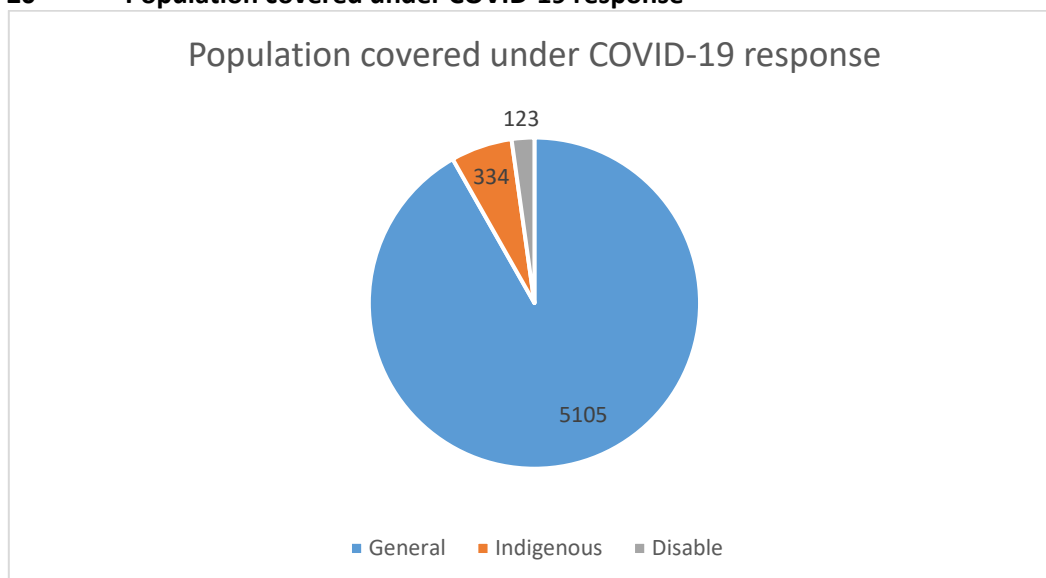
The participant selection criteria included gender, ethnicity, disability and poverty responsive. Following points were considered to leave no one behind:

• Poor women, women headed households, widowed women
• Households having person with disabilities
• Household with people over 60 years of age
• Ethnic minorities
• Religious minorities
• Households not covered under other similar hygiene and food assistance package or participants are not receiving government social Safety-net allowance, Long term grant or asset grant from government or any other agencies.

Based on these criteria, recipients were finalized with support of Union Parishads with a focus on identifying poorest households. The listing process led to the following steps for transparency and coordination-
  • Development of database with NID and verify with UNOs office
  • Coordinated with UNDP projects in Cox's Bazar
  • Coordinated with WASH and Food Security Sectors

Although, the participants of the COVID-19 response involved cross-sections of the vulnerable communities, the distribution was not equitable. Specifically on ethnic considerations. The distribution of the participants reflect, the Bengalis (termed as general population in CCP project report)[35] among the host communities received the highest attention (92%). The participants from indigenous communities (6%) and persons with disability (2%) constituted a small proportion of the total coverage. The gender distribution was a little better in case of food relief and hygiene kit distributions. Out of the total 5562 beneficiaries covered, 1709 were men and 1853 were women.

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[35] CCP Project/UNDP, **Cash and Hygiene Kits Distribution for nCovid-19 Response Completion Report**

Chart 21   **Gender distribution of recipients of food relief and hygiene kit**

Gender distribution of recipients of food relief and hygiene kit

33%

67%

■ Male ■ Female
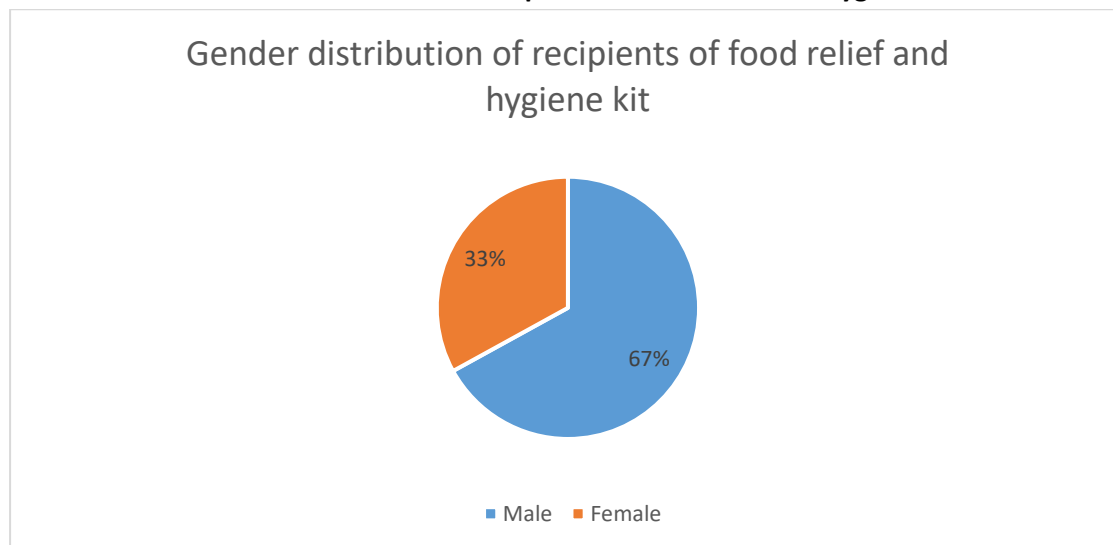
ESDO, the partner NGO of UNDP, carried out an awareness campaign on COVID-19. Under the COVID-19 awareness raising activities ESDO covered 109 villages and 274 sub village of CCP project's working area under five union. The awareness campaign messages reached about 43078 household & 269202 populations' (Male124231 & Female 149271).

Chart 22   **Gender distribution of Awareness Campaign Coverage**

Gender distribution of Awareness Campaign Coverage

45%

55%

■ Male ■ Female
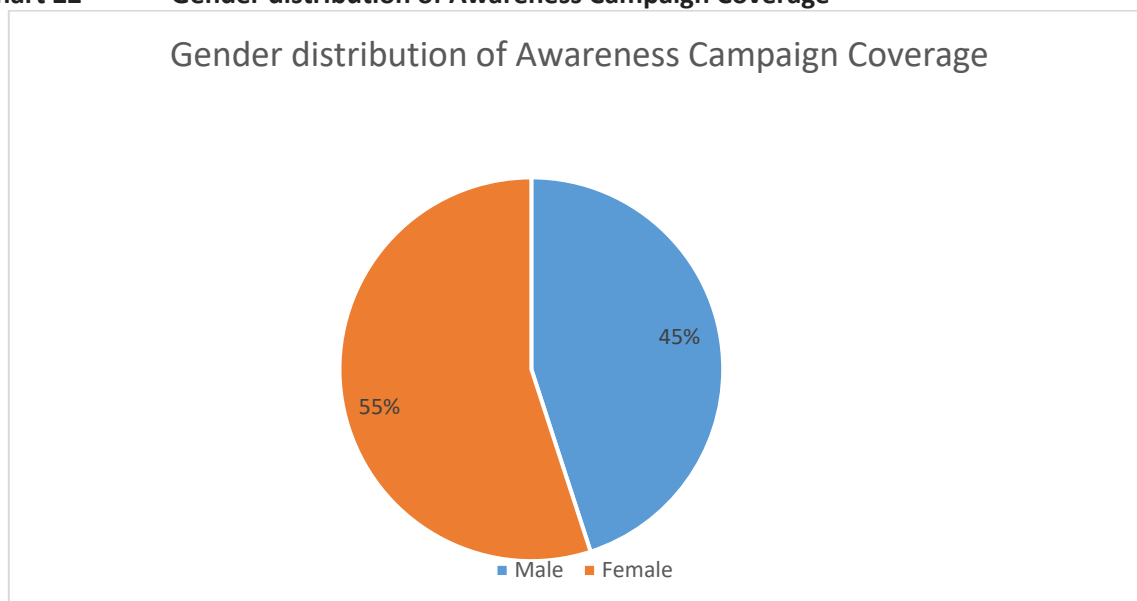
As such the inclusion of women (45%) in campaign was higher than that of the men (45%). As such on total the 46 percent men and 54 percent women were covered under the overall COVID-19 responses.

3.4. Efficiency

The efficiency analysis looked into the budget of the CCP project along with the outputs achieved to make an assessment on cost effectiveness. Information on management and monitoring approaches also helped to contextualize the costs.

3.4.1 Institutional Context of Cost Effectiveness:

CCP project required access and acceptance among the government actors and aid agencies to take on a very sensitive agenda such as peacebuilding among the host and refugee. A major element of cost-effectiveness lies in its ability to offer this to the project. UNDP has both the experience and the profile to act as a catalyst in promoting tolerant and inclusive narratives in Cox's Bazar. UNDP's status as a trusted international actor has been a critical factor in securing agreements with government agencies, private donors, and educational institutions, as its neutrality and intentions are well-respected. Its broad based partnership and engagement with government, development partners and civil society organizations made it advantageous for UNDP to implement a multi-stakeholder initiative such as CCP project. At the same time, experience and expertise of implementing a range of the projects in the region, made it possible for UNDP to reach out to different government authorities and actors (inclusive of the local government actors playing a critical role in the project) at ease. Credibility and confidence achieved through implementing project on the same thematic areas, such as Community Recovery and Resilience Programme (C2RP), 2018-20, helped UNDP to remain effective based on its institutional knowledgebase, which reduced costs.

CCP project's implementation partner, UN Women has a mandate to promote, coordinate and strengthen accountability regarding work on gender equality and women's empowerment across the United Nations system in the country. In CCP project, UN Women worked as the lead for gender equality and the empowerment of women and girls for a specific activities and to mainstream these concerns throughout the programme to ensure its overall gender responsiveness. UN Women was running centers for Rohingya refugee women in the camp. As a result it had the experience, expertise and access required to jump-start the centers under the CCP project in shortest possible time. It already had procedures, partnership approach and experience of running similar operation – without which the project would have required longer preparatory time, knowledge gathering expense and network building costs.

Presence of UNDP in Cox's Bazar with multiple interventions also helped the CCP project to better handle the situation of slowing down of project implementation due to COVID-19 related barriers. CCP project demonstrated flexibility in revising its budget to allocate adequate funds to support COVID-19 response. The project sourced the material supports from local market with transparency to extend food and personal hygiene supports to the beneficiaries. Under this project, 5562 Households have received Cash and Hygienic kits for first and second slots. Each family received BDT 3500 and 6 face masks, 250gm bleaching powder, six bathing soap, six washing soap & a bucket with led. The cost effectiveness also lies in sourcing of materials made by the beneficiaries; 18000 cloth masks made by the host and Rohingya communities were collected for this distribution. Within the existing project setup the emergency response did not require any additional management costs.

CCP project also innovatively implemented its cash for work component during pandemic, which worked as additional financial support to its beneficiaries without any increase in the project cost. Moreover, based on the longstanding partnership pf UNDP with the local government the project was able to mobilize local government bodies in selection and implementation of the schemes under the

cash for work programs. To this end it followed the government approved cash for work guidelines adopted which further expanded the ownership of the government.

The partnership of UNDP with local government also helped the project to engage the DC office with the project implementation process. It helped the project to access government training facilities to facilitate access of it beneficiaries to standardized and certified training courses. This was another advantage of UNDP legacy from with the CCP project benefitted.

Apart from the above operational aspects, the overall efficiency of CCP project was ensured through the procurements procedures of UNDP, which compels all of its projects to use resources in a transparent and efficient manner. As described above, with the practical and thematic implementation advantages and a sound operational modality of UNDP, the CCP project demonstrated an innovative and economic use of resources, human and financial, time and equipment, in a very challenging time of COVID-19 pandemic.

3.4.2   Fund-flow Analysis

The project suffered from a slow start and delays in implementation of its activities due to lockdowns and other restrictions (specially restriction on public gathering, meeting, training and workshops) imposed by the government and health and safety standards of UNDP during multiple waves of COVID-19 pandemic. This created a challenge in ensuring proper utilization of the funds of the project. By diverting a portion of its allocated fund to emergency response and intelligently managing time of its different activities (adjusting the work-plan with the COVID-19 realities of field interventions), the CCP project successfully utilized its entire allocation.

Table 17   Budget and Expenditure of CCP Project from 2019 to 2022

Activity/Output/Sector-wise key components of the CCP Project	Budget (USD)	Expenditure (USD)	Percent of Budget Utilization
Host Community			
Training	956,590	956,590	Full utilization
Livelihood Support	680, 647	680, 647	Full utilization
Awareness	220,771	220,771	Full utilization
COVID-19 response	320,000	268,950	Full utilization
Staff	704,688	704,688	Full utilization
Other operations Cost	300,949	300,949	Full utilization
Rogingya Refugee			
Training	288,628	288,628	Full utilization
Livelihood Support	79,220	79,220	Full utilization
Life skills and resilience	105,127	105,127	Full utilization
Awareness	198,851	198,851	Full utilization
Staff	314,699	314,699	Full utilization
Other operations Cost	79,220	79,220	Full utilization
Management Overhead			
UNDP	220,630	220,630	Full utilization
UN Women	83,806	83,806	Full utilization
Total	304,436	304,436	Full utilization
Overview			
CCP Project	4,553,827	4,553,827	Full utilization

The fund flow also has multiple dimensions. The project is found to have a low ratio (0.1) of management overhead (USD 304,436)[36] to program cost (USD 3,568,743). The composition of funding for Rohingya and host communities matches the coverage and dimensions of work across these two groups of population.

Chart 23   DISTRIBUTION OF FUND BETWEEN THE HOST AND REFUGEE COMMUNITIES

DISTRIBUTION OF FUND BETWEEN THE HOST AND REFUGEE COMMUNITIES

27.5

72.5

■ Rohingya   ■ Host community
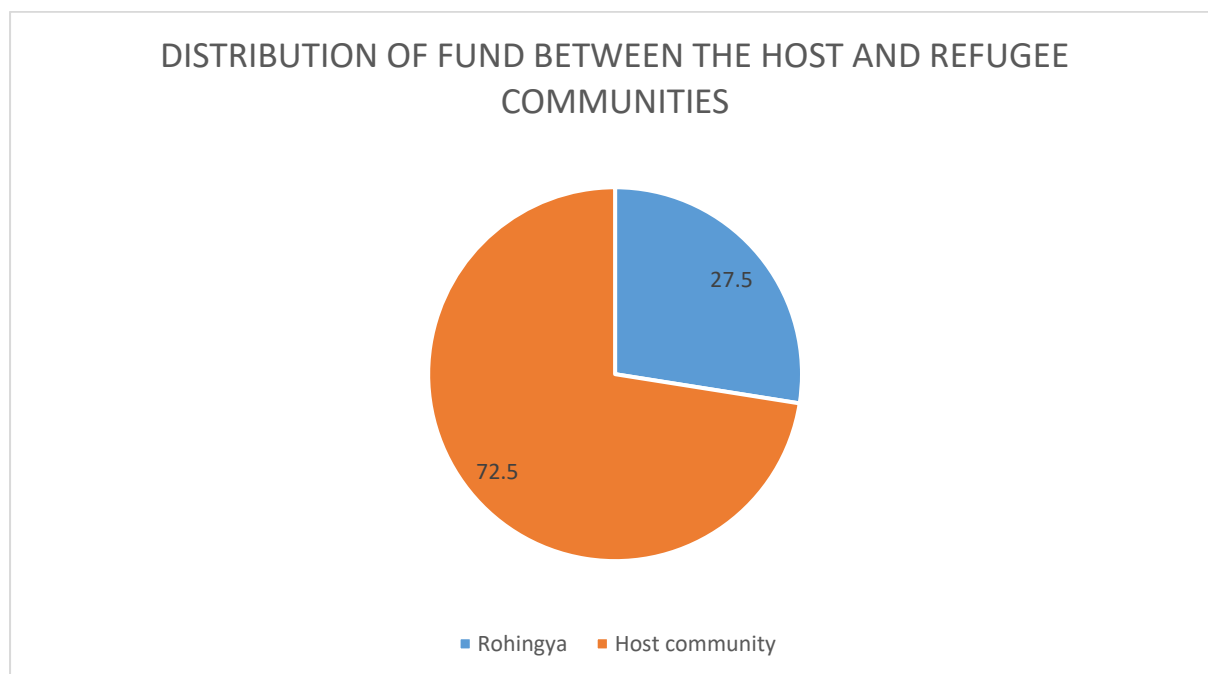
The composition of fund across the different program head of the budget and across the two different groups (namely Rohingyas and host communities) need to be contextualize to interpret the difference of unit costs of similar actions. Training being the largest single component of the total budget, further assessment of efficiency is carried out on this between UNDP and UN Women.

Table 18   Allocation and Unit Cost of Livelihood Training for Host and Rohingya communities

Beneficiary	Total Allocation (USD)	Total Coverage	Coverage of Women	Average Unit cost (USD)	Unit cost for women (USD)
Host Community	956,590	2512	1206	381	381
Rohingya Community	288,628	2057	2057	140	140

Apparently, the unit cost of training is more than double (UDS 381 per person) for host community than that for the Rohingya (USD 140). However, the training imparted by UNDP to the host community differs in quality and in a different logistics environment, when compared with the training carried out by UN Women for the Rohingya women in camp setup. In most cases the UNDP training were of longer duration and for few trades it offered government approved certification. The training for host communities also focused on local market and selected trades (such as driving, electrical work) which entailed higher costs due to their nature. The UNDP training facilities required to be rented separately. In case of UN women the common setup of the project could be used for training and the training

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[36] Only the management overheads are calculated not the "management cost" for estimating this ratio

objective was to develop practical skills not to meet any standard for certification. When these aspects are considered the difference of unit costs only refer to different environments and quality of training.

The unit cost of training between men and women for the host community remained same. Although this reflects equal share across the sexes, in gender consideration, it also informs that no special cost incurred to adjust existing learning barriers of women to certain skills (social barriers to participation, low education and work experience).

Table 19   Annual Allocation of Budget across the Outputs

Output	Budget (2019)	Budget (2020)	Budget (2021)	Budget (2022)	Budget (Total)	% of Total Budget
Output-1 Economic Resilience	-	479,430	1,404,516	267,515	**2,151,461**	50.2
Output-2 Social Cohesion	42,875	37,337	150,476	188,934	**419,622**	9.8
Output-3 Total Management cost	150,160	592,530	780,857	190,246	**1,713,793**	40.0
Total:	**193,035**	**1,109,297**	**2,335,849**	**646,695**	**4,284,876**	100.0
% of Total Allocation	4.5	25.9	54.5	15.1	100.0	

The annual flow of budget reflects very low (4.5%) allocation during 2019, the first year of the project, due to COVID-19 related barriers. From 2020 onward, the project activities took up the momentum with 25 percent of budget allocation. In 2021, the largest proportion of budget (54.5%) was allocated and used. In the last year 15.1 percent budget was allocated and used – leading to full utilization of the total allocation. The budget flow analysis reveals the ability of the project to cover the COVID-19 related backlog in 2020-21. However, due to delay in commencement of some of the critical activities (such as training and social cohesion related interactive events), the achievement of outcomes of associated outputs were hampered. This is the reason behind, the survey sample not having any training graduates with employment experience of six months or above to properly assess the impact of training on livelihood status of the beneficiaries.

The distribution of allocations across the different outputs reveal a half of the total budget (59.1%) was used for delivery of output related to economic resilience. The social cohesion related output received only 9.8 percent of the total budget. The management costs constituted 40 percent of the total budget. The overhead costs of UNDP and UN women constitute 10 percent of the total budget so the remaining 30 percent includes staff salary, consultancy fees of experts/consultants and other costs related with project monitoring and management. Proportionately there was less allocation for community engagement work.

 The allocation for this output was just 19.5 percent of the allocation for economic resilience related output. The project by design had greater emphasize on skills training and livelihood. Lack of budgetary allocation and low program priority reduced many of the strategic interventions to sporadic events. Which reduced the value of these inputs. As for example, continuity of dialogue and follow-up on decisions to promote change could not be carried out as a process under the project. The experience of implementation of the project reveals, the community level work on social cohesion (awareness raising, meeting, mediators' training, inter-faith dialogue) is critical for achievement of project goal. These activities also helped the project partners to understand the community context and build relationship with community actors inclusive of the local elected bodies. The community

level investment can also help to promote greater appreciation and participation of target groups to economic resilience related activities.

3.4.3 Financial Management

The CCP project is managed under standard UNDP financial management guidelines. UNDP received fund on time from GAC. From UNDP funds were disbursed to partner NGOs and UN Women as per quarterly plan and expenditure. The partner NGOs needed to submit quarterly report to UNDP and it needs to be approved before UNDP can disburse fund. However, almost every quarter UNDP cox's bazar office needs to review and provide feedback to the partners couple of time for finalization. Partners also take time to revise and resubmit the reports. This delays the report finalization which often made delay in implementation. To this end, better capacity of partner agency or a dedicated UNDP finance staff to support partner agencies would be helpful for expedite the fund disbursement process.

Table 20   Distribution of Project Budget among Different Implementing Agencies

Implementing Agency	Budget (2019) USD	Budget (2020) USD	Budget (2021) USD	Budget (2022) USD	Budget (Total) USD	% of total Budget
UNDP	193,035	522,826	558,211	134,016	1,408,088	32.9
UN-WOMEN:	-	280,373	648,014	221,164	1,149,551	26.8
DC Office, CXB	-	106,754	20,730	-	127,484	3.0
UTTARAN	-	43,260	752,431	33,415	829,106	19.3
ACLAB	-	-	-	90,000	90,000	2.1
ESDO	-	156,084	356,463	168,100	680,647	15.9
Total	193,035	1,109,297	2,335,849	646,695	4,284,876	100

The share of budget to different agencies are displayed on the above table. Of the total budget, around a third (32.9%) was spent by UNDP while around a quarter (26.8%) was spent by UN Women. The annual budget flow across different implementing agencies reveal not all actors were on board at the same time. UNDP exclusively received fund on the first year of the project. The slow pace of UNDP's partner validation and contracting process, delayed work on the field. However, CCP project adopted an innovative approach to minimize the time consuming process by involving DC office as an implementing partner for skill training. Being a government office, the contract with DC office could be made on a fast track. DC office procured and arrange skills training prior to the NGO partner and thereby helped the project to start actions on the field.

3.4.4 Monitoring and Evaluation

The CCP project adopted a result-based based monitoring (RBM) approach. The monitoring and evaluation (M&E) system was fully in harmony with this approach and functioned as a learning and management tool. Availability of online data in Excel format helped the management to assess progress and take management decision. There was dedicated staff for each of the components of the project, which made it easier to get information for M&E purpose from the community and NGOs. NGOs also provided quarterly updates which helped to assess both program and financial progress.

The M&E system was effective as a comprehensive database on beneficiaries and activities were maintained and updated. During the cash for work, this approach proved extremely helpful to select appropriate participants. As the participants were geo-tagged, it helped later during the COVID-19 response in selection of appropriate recipients of support packages.

However, absence of M&E staff in the sub-office for long time, the CCP project could not develop develop enough case studies/significant change stories to document, collate and disseminate the learning of the project.

3.4.5   Programme Management

UNDP formed a Project Board at national level. The board provided high-level policy direction and oversight to the Project. The overarching responsibility of the Project Board was to assist the UNDP Country Office to carry-out their oversight responsibilities.

Both UNDP and UN Women have established Sub-Offices in Cox's Bazar that operate with technical and operational support from the Country Offices in Dhaka. Coordination between the two agencies was carried out regularly at the Sub-office level.

The Project Team included one Skills Training Specialist and two Field Facilitators who will also be Social Cohesion and Gender technical staff. The Project Team was supported by an Operations Officer in Cox's Bazar and other operations personnel in Dhaka. International experts also provided technical assistance to the team on a short-term basis throughout the project.   Based on decentralized management approach the UNDP sub-office in Cox's Bazar carried out the operation management of the project. This was efficient in delivering timely decisions and keeping oversight on the project progress on day to day basis. Key to the success of this approach was an well resourced project team to support the efforts of the sub-office.
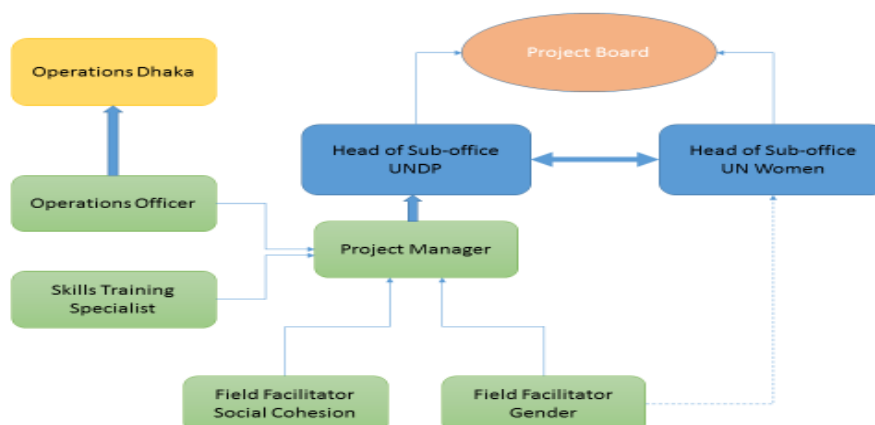
As such, the project was functionally managed from the CXB Office. Dhaka office was engaged quarterly to get updates and half-yearly reviews.

There was no big challenge from the management perspective. UN Women CXB office also reported directly to UNDP in CXB. Which was an efficient approach. However, for any reporting UN Women had to get it approval from their country office in Dhaka and regional office in Thailand, which sometimes caused delay in processes.

3.4.6   COVID-19 Relief

The resource from COVID-19 response was mobilized by reducing the training-target. This helped the project to act based on the allocated budget without much of a delay or any need of additional resources. However, the emergency response did not fully utilized the entire allocation.

Table 21 Budget utilization in COVID-19 Response

Area of Expenditure	Total Allocation	Total Expenditure	Percent of Budget Utilization
Direct Support	320,000	268,950	84

The project utilized the 84 percent of the resource transferred to carryout the COVID-19 response. This is a high level of utilization of allocated resource. The project utilized the unused portion (16%) of the allocation in other activities of the project as per plan. So the COVID-19 response does not display any inefficiency in resource planning. The impact of this expenditure also confirms the validity of this expenditure. The COVID-19 response of CCP project in largely considered as "useful" by the beneficiaries (96.5%).

Chart 24 PERCENTAGE DISTRIBUTION OF BENEFICIARIES BASED ON THEIR ASSESSMENT OF COVID-19 RESPONSE

PERCENTAGE DISTRIBUTION OF BENEFICIARIES BASED ON THEIR ASSESSMENT OF COVID-19 RESPONSE
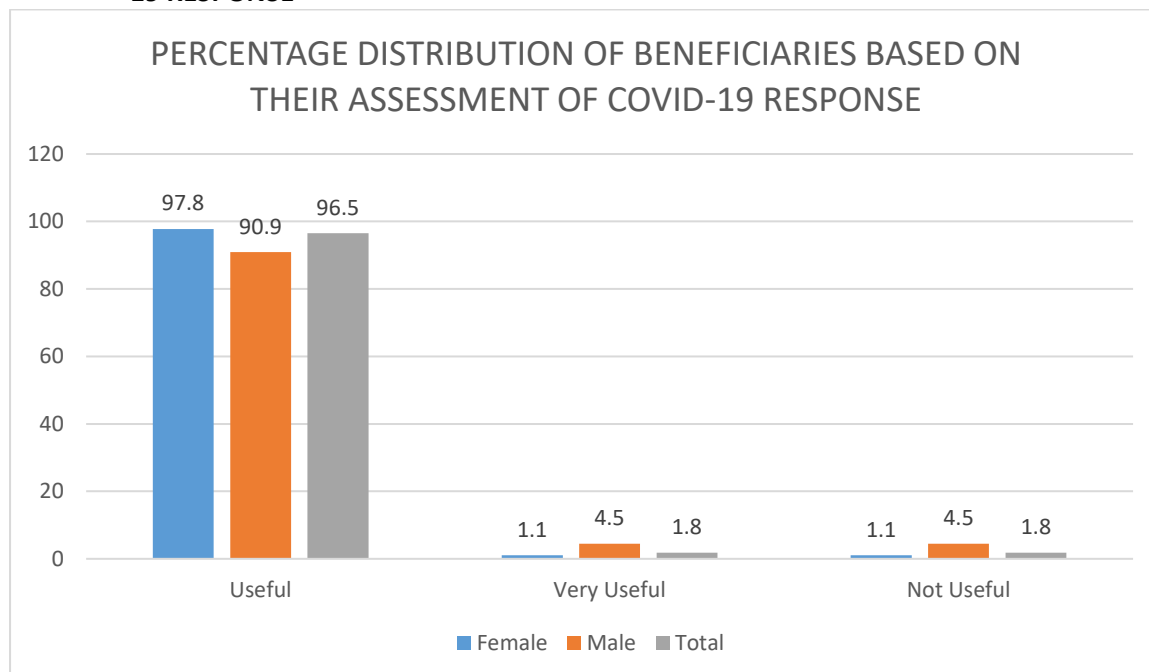
3.4.7   Cash for Work

The cash for work program was the key quick support initiative of the project to reach the project beneficiaries. The CCP project utilized the entire allocation for the purpose.

Table 22   **Budget utilization in Cash for Work**

Area of Expenditure	Total Allocation (USD)	Total Expenditure (USD)	Percent of Budget Utilization
Direct Support	680,647	680,647	100

Under the cash for work construction road repair and maintenance, road repair with bamboo bridge construction and bamboo bridge construction, Road repair with bamboo stair and bamboo stair building and HBB road cumulatively accounted for 89 percent of all the schemes. These schemes directly contributed in improvement of communication, increased access to different services and improved access to markets – all of which led to positive economic impacts. Therefore, expenditure under this head should not only be considered as act of asset transfer to the beneficiaries but also as adding new assets to their disposal.

Table 23   **The types of schemes taken under Cash for Work**

SL	Types of Schemes	Number of Schemes
1	Road Repair and Maintenance	48
2	Road Repair With Bamboo Bridge Constructions	23
3	Bamboo Bridge Constructions	16
4	Bamboo Stair Constructions	3
5	HBB Road	4
6	School and College field raising	5
7	Road repair wih Bamboo stair	1
8	Drain Cleaning	1
9	U Drain Constructions	2
10	Canal Excavation	1
11	Ring-Culvert Constructions	1
12	Guide Wall Constructions	1
13	Pala Sliding/Retaining Wall Constructions	1
	Total	**107**

3.4.8 Risk Management

Additional Risks	Mitigation strategy adopted by CCP Project	Assessment and Recommendations
COVID-19 pandemic		
The field level activities slowed down. The activities could meaningfully commence on 2021. Three times the project came to a standstill. The community level activities (on social cohesion suffered most).	The project revised the work-plan	• This to some extent reduced the impacts of the outputs at outcome level. • There is a need of keeping flexibility in timeline for future interventions (COVID-19 will remain as a risk over an indefinite period)
The team and beneficiaries faced health risks	The project provided COVID-19 personal hygiene kit among the beneficiaries.	The social acceptance of the project increased. The perception of the host community regarding aid agencies improved.
Beneficiaries are abruptly facing additional economic challenge	The project distributed food relief and continued the cash for work program,	Highly appreciated by the beneficiaries. Contributed in economic resilience.
Procedural delays in selection of NGO partners		
The implementation process was delayed.	The project arranged partnership with DC office to jump start training.	• The DC office locally procured training. This helped to move the project but had an adverse effect on standards. The late start of training and social cohesion related activities reduced the impacts of the outputs at outcome level. • Alternative approach of carrying out actions until partners are onboard needs to pre-planned.

The project carried out a through risk analysis at the planning phase. The risk assessment and mitigation approach met the UN standards. Both UNDP and UN Women as the Implementing Partner shall complied with the policies, procedures and practices of the United Nations Security Management System (UNSMS.). However, the project had encountered two additional risks, first, an unprecedented risk imposed by COVID-19 pandemic. Second, delay in partner section due to lengthy process of vetting and contract finalization. On both counts the project adopted innovating approaches. Findings of the end evaluation on these are presented in below:

3.5. Impact

The impact assessment involved recognition of positive and negative, primary and secondary long-term effects produced by the CCP project, directly or indirectly, intended or unintended. Although, UNDP formally concluded the project, visualization of some of the impacts of the project would require longer time. The end evaluation focussed on perception of changes and the trends manifested in factors and actors that can influence to sustain these changes in the long run. To promote community cohesion the CCP project adopted a dual strategy of facilitating economic resilience and building local capacity of addressing conflict through greater access to information, awareness and required skills both among the host and refugee communities. The CCP project delivered tangible and sustainable economic options, and a better understanding of peacebuilding, leadership, mediation and social cohesion concepts to the vulnerable local communities, including women. At outcome level these inputs are envisions to[37] :

1. make the narratives exploiting inequality and injustice between groups (segregated across religion, ethnicity and citizenship) in Cox's Bazar less attractive, as local people have both the skills and incentives to support peace;
2. improved economic stability, women's empowerment, and local capacity to address and defuse conflicts as they arise; and
3. contribute to increase stability, social cohesion and economic well-being for the most vulnerable in the region, including women, helping Bangladesh to meet its international commitments in support of the Rohingya Joint Response Plan and the Sustainable Development Goals

Within this framework, the end evaluation assesses the impacts of the CCP project in two clusters. Impacts associated with promotion of economic resilience and impacts associated with development of social capital.

3.5.1 Economic Resilience related impacts

The CCP project worked to facilitate economic empowerment of both the host and Rohingya communities. This is expected to contribute in building a common ground of interest of host and refugee communities to work with the project in specific and with Rohingya response projects in general by dismantling resistance of the host communities. The narrative on benefits of Rohingya response going exclusively to the Rohingyas, is challenged by CCP project as it works to economically empower the host communities. The first step of this analysis calls for assessing the influence of outputs on "economic resilience" and whether (and how) it triggers transformation of the space which habours the existing narratives of inequality and conflicts. Another aspect of the transformation lies in the gender context. By promoting economic empowerment of women, CCP project also challenges the context in which women are exposed to inequality and gender-based violence.

3.5.1.a Impact of livelihood training

The end evaluation finds strong linkage between sector specific livelihood and technical skill training and employment / self-employment of the CCP project beneficiaries in the respecive sectors or trade. Among the trainees, 68 percent informed of finding employment / self-employment for which they were trained for. This linkage is hingher among the Bengali communities – in aggregate 85 percent trainees (86% men and 85% women) could utilize livelihhod skill training in the targetted sectors. For

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[37] UNDP, Project Document of CCP Project; Theory of Change

the indigenous communities, this linkage worked out for 59 percent of the trainees (50% of the male trainees and 60% of the female trainees mentioned of this).

To this end it is important to note, application of skills in respective trades of livelihood after completion of training, does not indicate that the trainees are always having access to sustainable alternative livelihoods. Firstly, it was too early to assess the sustainablity of on-going activities of the graduated trainees. Secondly, the survey respondents who mentioned that they had applied the newly acquired skills (or initiated a novel livelihood) were largely either not sure for how long they would continue or a portion of them were currently active on the trade. Those who were currently practicing the trade were either freshly graduated trainees or trinees of specific sectors.

Chart 25   **Average number of days of applying the training**

AVERAGE NUMBER OF DAYS APPLYING THE TRAINING
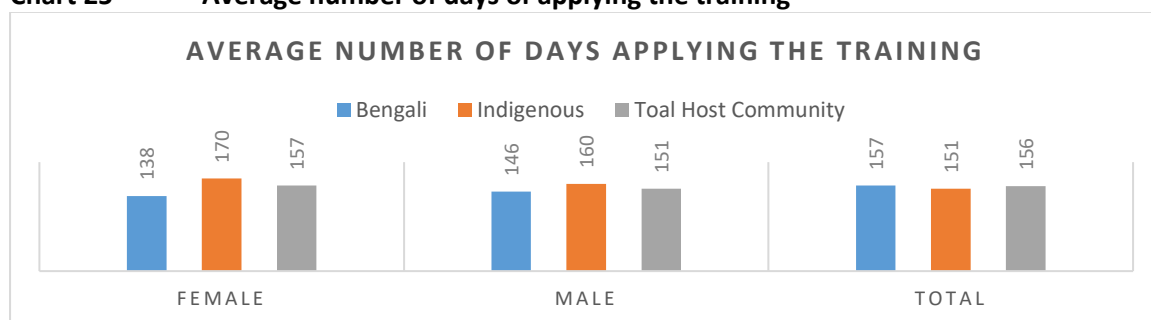
On average the respondents were employing the newly acquired livelihood skills for 156 days or around 5 months. This duration is inadequate to measure the sustainability of these initiatives. Withstanding these limitations, the end evaluation finds a positive linkage between training and ability of the trainees to find employment or self-employment in the intended sector. Based on this the evaluation findings reveal –

1. The listed trades for livelihood training, under the CCP project, to a greater extend met the market context.
2. The objective of CCP in promoting employment and self-employment through training was met at primary level. The trainees were able to enter the trades for which they were trained but the sustainability of these new ventures could not be confirmed.

Chart 26   **Linkage between training and employment**

LINKAGE BETWEEN TRAINING AND EMPLOYMENT FOR BENGALI RESPONDENTS

LINKAGE BETWEEN TRAINING AND EMPLOYMENT FOR INDIGENOUS RESPONDENTS

LINKAGE BETWEEN TRAINING AND EMPLOYMENT FOR TOTAL RESPONDENTS
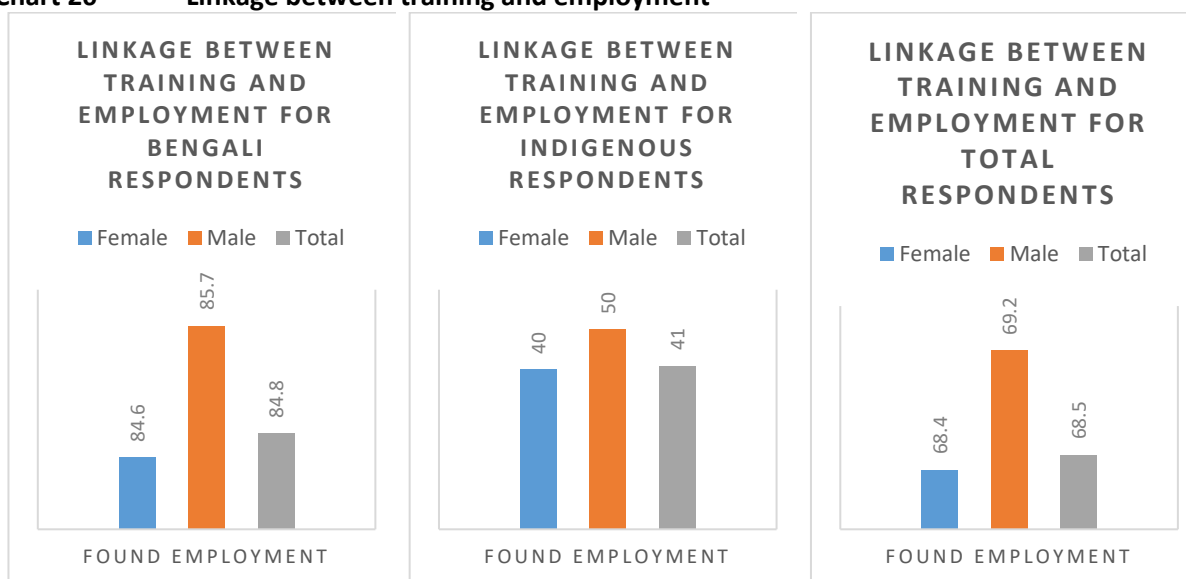
3.5.1.b Impact of the new livelihood ventures upon household poverty

Almost all the respondents of host communities who could apply the newly acquired livelihood skills reported increased in income. This portion of the respondents constituted 68.5 percent of total respondents of the survey. On average, the respondents experience an increase of BDT 2,974 in their monthly household income. The Bengali men (BDT 4,000/month) and women (BDT 3,231/month) experienced much higher rate of increase in household income in comparison with the indigenous men (BDT 1,500/month) and women (BDT 2,771/month). This reflected a disparity across the line of ethnicity. This can be explained by the choice of trades selected by the two groups (Bengali and indigenous communities) and the levels of their integration with the markets. During focus group discussion, a group of indigenous women explained that in Teknaf they did not have much prospect of selling the traditional handloom products while they did not have access to the markets of Cox's Bazar (where these could be sold).

The Bengali women, especially, those working in tailoring sector, mentioned of a ready market. Moreover, during FGD session, most of the women wanted to take up tailoring as it was "easier for them to handle". A women explained, "We are familiarized with sewing from our childhood so it's easy for us to pick up tailoring." On the other hand, although part of indigenous tradition and culture, komor tat (traditional indigenous handloom) is not in use in Teknaf. Thus the Tangchanga women welcomed the training on komor tat but found difficult to find buyers of their products. One of the women explained, "We are now holding on to our products and waiting for an opportunity to sell."

Chart 27   **Trends in household Incomes of Bengali Female and Male Beneficiaries of the CCP project**

Trends in household Incomes of Bengali Female and Male Beneficiaries of the CCP project
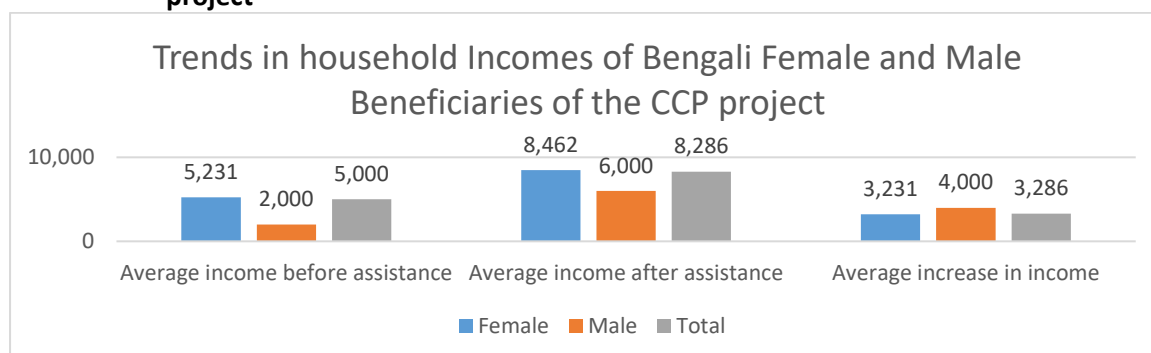
Chart 28   **Trends in household Incomes of Indigenous Female and Male Beneficiaries of the CCP project**

Trends in household Incomes of Indigenous Female and Male Beneficiaries of the CCP project
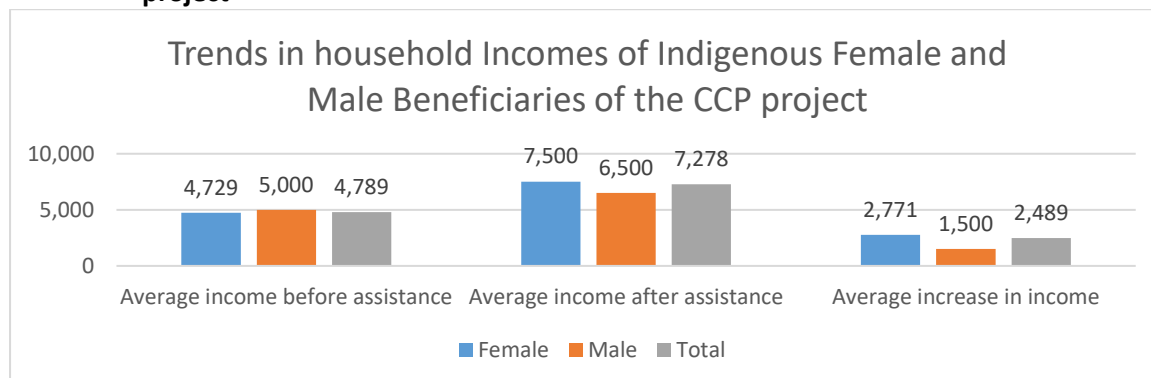
Chart 29   Trends in Overall household Incomes of Female and Male Beneficiaries coming from Host Communities
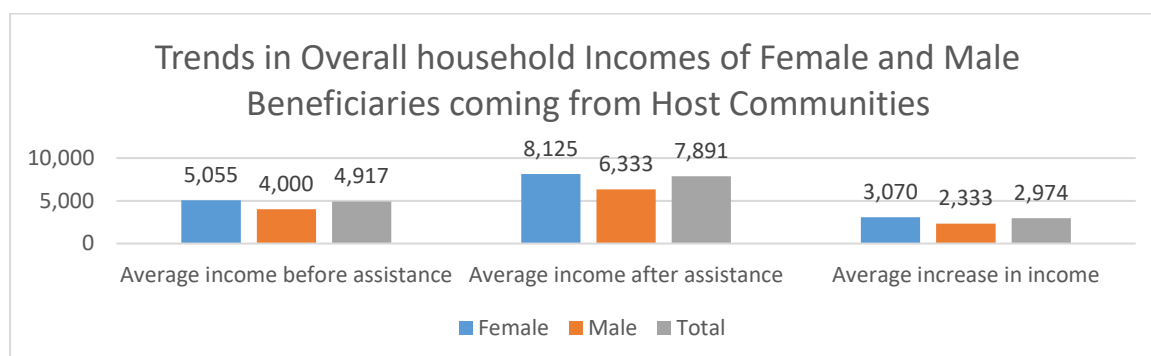
The sample of the Bengali beneficiaries of CCP project reflects a lower household income of the households of the men. This is because the project included most vulnerable section of the marginalized men. As a result even though men experienced higher increase in income, their average household income after the support of the project (BDT 6,500) remained lower in comparision to the household inocmes of the women (BDT 7,500). The initial low in come of the household of the male beneficiaries played a role in creating this disparity. Thus the end evaluation finds two significats areas of disparity and an insight into the poverty situation of the targeted households of CCP project. Firstly, the training led livelihood activities contributed in inceases of household income but this increase was not equal across the ethnic groups (the Bengali communities performed better) and genders (the women earned higher).

The end evaluation looked deeply into the impact of self-employment upon the household income as it is one of the key features of the livelihood ventures by the CCP project beneficiaries. The findings indicate a mixed impact. Although a large majority of 79 percent, reported income increase induced reduction of household poverty, 50 percent of the indigenous men reported of incurring loss. Respondents of no other category reported of any such loss apart from a meager minority of indigenous women (4%). One of the indigenous men explained, "Both the poultry and candle making are new trades. They are extremely dependant on market demands. More importantly, requires strict financial and production supervision." Another men informed, "Lack of investment and timely follow-up supports could have helped us to avoid loss." All these statement reflect the indigenous men were not comfortable as "market players" and required a phase of intense supervision, follow-up support and access to a marketing network.

Table 24 Impact of training induced self-employment ventures upon the household poverty situation

| | | Host Communities (%) | | | | | | | |
| | Bengali | | | Indigenous | | | Total | | |
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Increased income	100	76.9	81.8	16.7	84.9	78.0	61.5	82.3	79.3
Reduced risk of food insecurity		46.2	36.4	16.7	5.7	6.8	7.7	19.0	17.4
Increased social prestige		38.5	30.3	16.7	37.7	35.6	7.7	38.0	33.7
Incurred loss				50.0	3.8	8.5	23.1	2.5	5.4
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

Chart 32   Impacts of training induced self-employment upon household poverty among the Bengali respondents of host community

IMPACTS OF TRAINING INDUCED SELF-EMPLOYMENT UPON HOUSEHOLD POVERTY AMONG THE BENGALI RESPONDENTS OF HOST COMMUNITY

Female ■ Male ■ Total

- INCREASED INCOME: 76.9, 100, 81.8
- REDUCED RISK OF FOOD INSECURITY: 46.2, 36.4
- INCREASED SOCIAL PRESTIGE: 38.5, 30.3

Chart 33 Impacts of training induced self-employment upon household poverty among the indigenous respondents of host community

IMPACTS OF TRAINING INDUCED SELF-EMPLOYMENT UPON HOUSEHOLD POVERTY AMONG THE INDIGENOUS RESPONDENTS OF HOST COMMUNITY

Female ■ Male ■ Total

- INCREASED INCOME: 84.9, 16.7, 61.5
- REDUCED RISK OF FOOD INSECURITY: 5.7, 16.7, 7.7
- INCREASED SOCIAL PRESTIGE: 37.7, 16.7, 7.7
- INCURRED LOSS: 3.8, 50, 23.1

The Bengali women (46%) identified reduced risk of food insecurity as an impact of self-employment. "I spend my earning largely on food for my children", a women informed with utmost satisfaction during a discussion with graduated trainees at the office of Uttaran in Ukhiya. Other women, including indigenous women, participating in the discussion echoed her. All of them added their own strories of gaining attention of their household members as they started their small business ventures. The street-food vendors emphasized on their visibility at own neighbourhood. "Before people would not have appreciated us going out and moving around, let alone selling food". Increased social prestige was mentioned as an invaluable outcome of self-employment by 39 percent of Bengail women and 37 percent of indigenous women. A Tangchanga women in Telkhona recalled her role as a trainer at the NGO training center (she was a local resource on traditional weaving). She informed, "Everyone respected me there as the trainer. Later on at my village when the women began to weave, all looked up to me." The women also found child education as a component of their social prestige. "When our children go to school, the neighbours realize that we are doing well", concluded a women during an FGD session.

3.5.1.c Benefits of respondents who could not utilize livelihood training:

All the respondents who could not utilize the livelihood training to increase their household income found some non monetary gains such as increase of social prestige (60%) and future prospect of economic gains (55%). Some of the respondents also reported to find employment in other trades in which the training indirectly contributed (30%). These can be looked at as unintended positives of the CCP project experienced by 31.5 percent of project beneficiaries. From this perspective, these positive impacts are significant.

Chart 34 Benefits of training among the respondents of host community who could not apply training

BENEFITS OF TRAINING AMONG THE RESPONDENTS OF HOST COMMUNITY WHO COULD NOT APPLY TRAINING

Female   Male   Total

	Female	Male	Total
COULD FIND WORK IN OTHER SECTOR	42.3	14.3	36.4
IT MAY HELP IN FUTURE	53.8	28.6	48.5
SOCIAL PRESTIGE	61.5	57.1	60.6
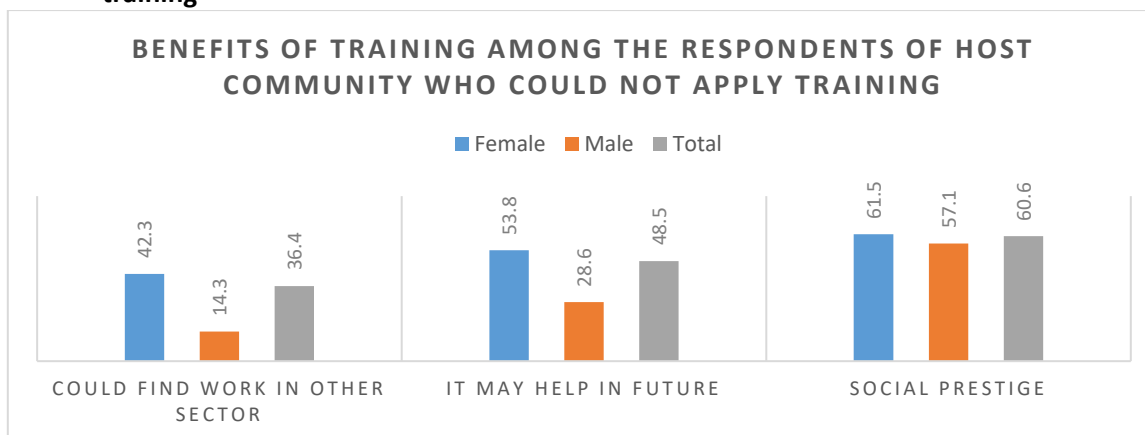
Chart 35 Benefits of training among the Bengali respondents of host community who could not apply training

BENEFITS OF TRAINING AMONG THE BENGALI RESPONDENTS OF HOST COMMUNITY WHO COULD NOT APPLY TRAINING

Female   Male   Total

	Female	Male	Total
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IT MAY HELP IN FUTURE	53.8	28.6	48.5
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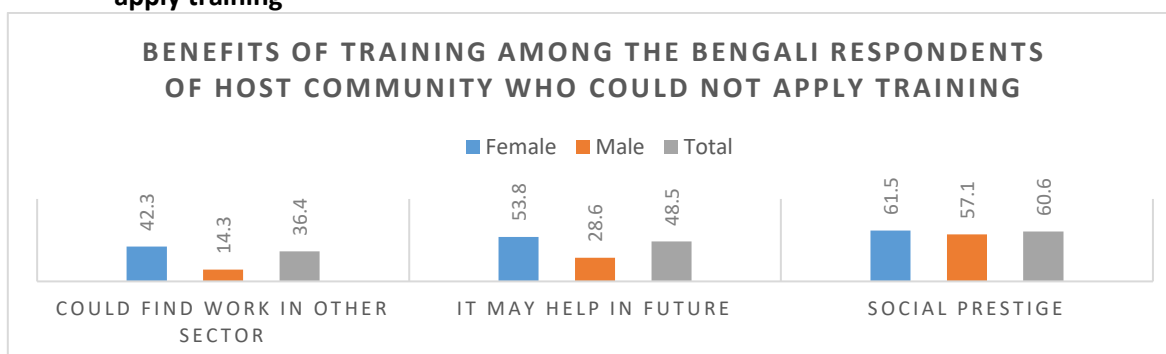
Chart 36 Benefits of training among the indigenous respondents of host community who could not apply training

BENEFITS OF TRAINING AMONG THE INDIGENOUS RESPONDENTS OF HOST COMMUNITY WHO COULD NOT APPLY TRAINING

Female   Male   Total

	Female	Male	Total
COULD FIND WORK IN OTHER SECTOR	22.6	66.7	27.1
IT MAY HELP IN FUTURE	56.6	83.3	59.3
SOCIAL PRESTIGE	64.2	16.7	59.3
CAN BE USEFUL IF MARKETING PROBLEM IS RESOLVED		1.9	1.7
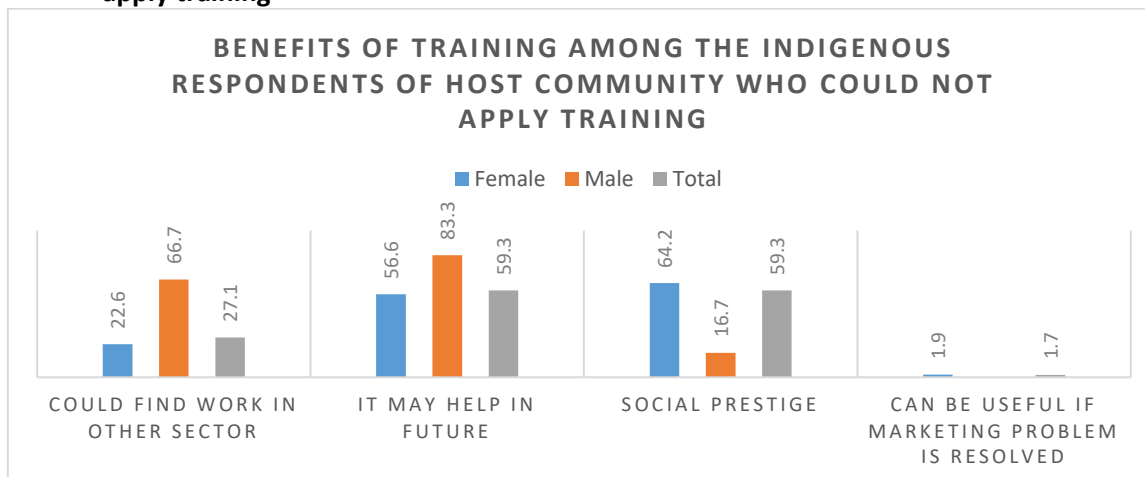
The assessment of impacts in terms of economic empowerment reveals, the CCP projects's important role in transforming the occupational landscape of the men and women of the host communities. It has created some examples of novel livelihood both for men and women and Bengali and Indigenous host communities. The employment of women led to increase the social visibility and mobility of women in the conservative Bengali communities in Cox's Bazar. At the same time, self-employed women and women participating in the cash for work schemes acquired a new role as "contributor" to the familiy income. This has made a huge difference in the speding structure of the households. The women prioritized on spending their income on child education and nutrition for children. The women have further mentioned that a new sense of prestige associated with this novel role. Similar situation prevails in the indigenous communities. The visibility of women and their novel roles are constant reminder of the contributions of Rohingya response and its implicationis for the host communities. The increased household income and the supportive role of the CCP project during the COVID-19 pandemic, are highly valued by the project beneficiaries coming from the host communities. Similar situation prevails within the camps. The Rohingya women highly appreciate the literacy, skills and livelihood opportunities promoted through the CCP project. Although, the newly skilled beneficiaries both within and outside the camps face numourous barriers in ensuring stable livelihood by engaging the enhance capacities and added resources, the project could establish a commoun ground for the host and refugee communities.

3.5.1.d Cash for work

Cash for work impacted the infrastructural realities of the host communities at multiple tiers. The focus on quick repair and consturction of temporary road and bridges (earh and bamboo work) immidiately led to an expansion of access of the host communities to better communicaton which in turn expanded their connectivty. The people of remote locations could now access essential services and markets due to this better connectivities. This also opened up prospect of new mode of transportation and professions. Electric three-wheelers can frequent on the new roads. This does not only impacts the livelihood of those who are involved in transport sector, it also impacts producers who seeks to take produces to the remote market places. The beneficiaries hingly appreciates the role of the cash for work during COVID-19, when the wage market was down. The schemes completed under the cash for work program remains the visible evidence of support extended to the host community by the CCP project. This also played a critical role in changing the attitude of the beneficiaries towards CCP project, a project with primary goal of aiding the Rohingya refugees.

3.5.2   Social Cohesion Promotion related impacts

Social cohesion as an output comprises of a set of capacities at the disposal of the communities. Under the CCP project, the 479 dialogue processes held in "hot spot" communities to bring together community members to discuss concerns related to drivers of violence. The number is higher than the targeted 400 but even then, the process was sporadic and could not create the continuity required for substantial transformation of social norms and attitude. Withstanding this limitation, CCP project has also contributed in building a better understanding of peacebuilding concepts.

UN Women formed 7 women's support group of the Rohingya women as a safe forum for women to share their concerns and needs. CCP project also promoted dialogues among women's support groups, women committees and women development forum to discuss concern related to drivers of communal violence and extremism. In total 64 of such dialogues took place (which is only 6 less than the targeted 70).

The host community members, Rohingya women and the NGO partners assessed both of the dialogue processes as "engaging and rewarding". The community members well received the messages.

However, the dialogues were organized as events rather than a process. In case of the host community, there was also no means of following up on the beneficiaries participating in the dialogues. Within the camp, UN Women had the opportunity of recurrent visits of the participants has they carried out all their activities centering Multi-Purpose Women Center, run under the project.

One of the team members of a partner NGO of UNDP explained, "The issues were new for the community members. They paid attention and offered an unthreatening space to discuss sensitive issues. But one meeting is not enough to challenge century old traditions." Nevertheless, as per the monitoring data, around 915 beneficiaries reported a better understanding of peacebuilding concepts. UN Women reports, 87 percent of Rohingya women demonstrated improvement in scores from a test administered at start of a training session on peace building when compared to a test administered at the end. These indicate, even though not adequate to challenge the existing norms, the project has been able to instill alternative opinions on peace and violence within the traditional communities.

Chart 37   Perception of the host community members regarding relationship with Rohingya Refugees

PERCEPTION OF THE HOST COMMUNITY MEMBERS REGARDING RELATIONSHIP WITH ROHINGYA REFUGEES

Female   Male   Total

	Neighbourly	Harmful	Very Harmful	Harmful and Beneficial
Female	50	36.7	6.7	6.7
Male	43.9	31	11.2	13.8
Total	45.2	32.2	10.3	12.3
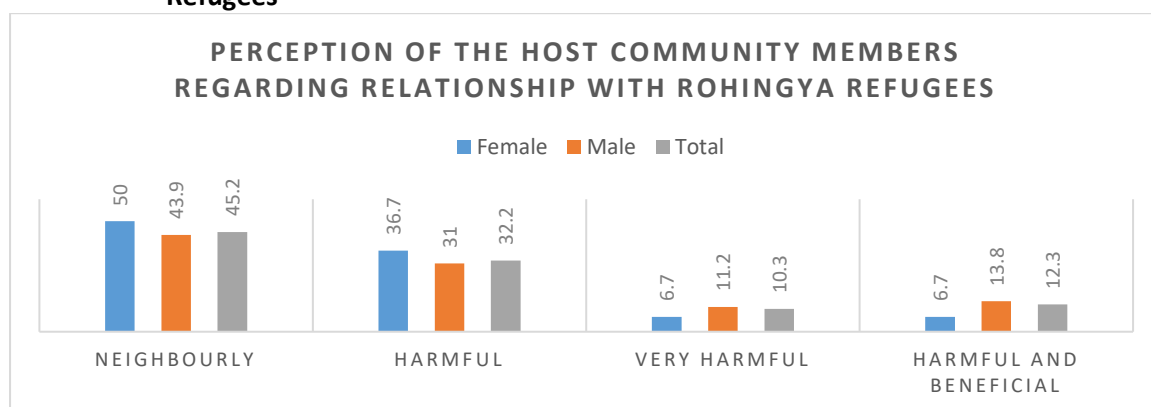
Chart 38   Change in perception of the host community regarding relationship with Rohingyas

HAS PERCEPTION OF HOST COMMUNITY REGARDING RELATIONSHIP WITH ROHINGYA REFUGEES CHANGED AFTER CCP PROJECT EXPERIENCE

% Female   % Male   % Total

	Same as Before	Changed
% Female	64.7	35.3
% Male	53.3	46.7
% Total	62.3	37.7
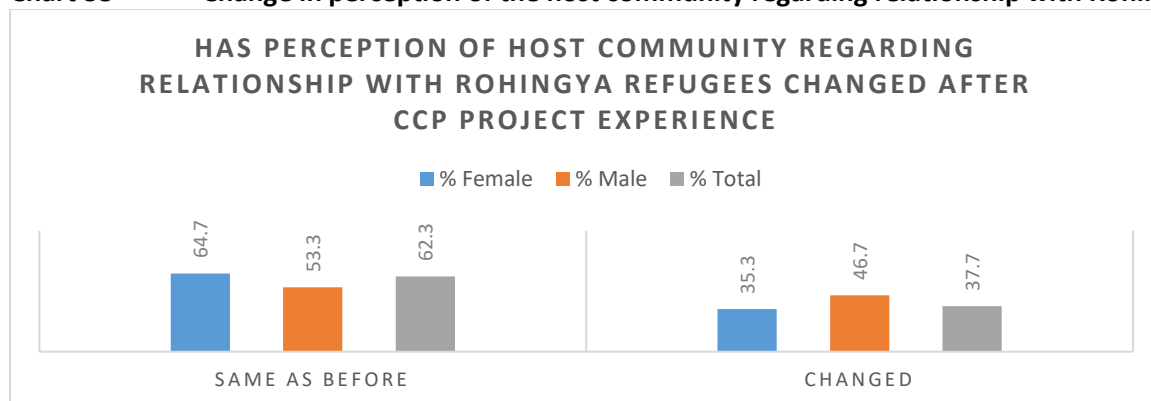
A section of host community believes their quality of life has increased since the lows experienced immediately after the crisis began. The findings of the survey indicates in general a positive and appreciate attitude prevailed among the host community vis-à-vis the Rohingya refugee community. Although, nearly a third of the respondents (32%) considered the Rohingya people as "harmful" and a tenth (10%) considered them "very harmful", a larger proportion considered them as "neighbourly" (45%) or held mixed feeling (12%). The survey reveals a substantial proportion (38%) of the respondents have altered their opinion on Rohingya refugee communities through the interventions of the CCP project. This is one of the highlight of the project and its implication at community level.

Chart 39 Perception of the host community members regarding beneficiaries of Rohingya response

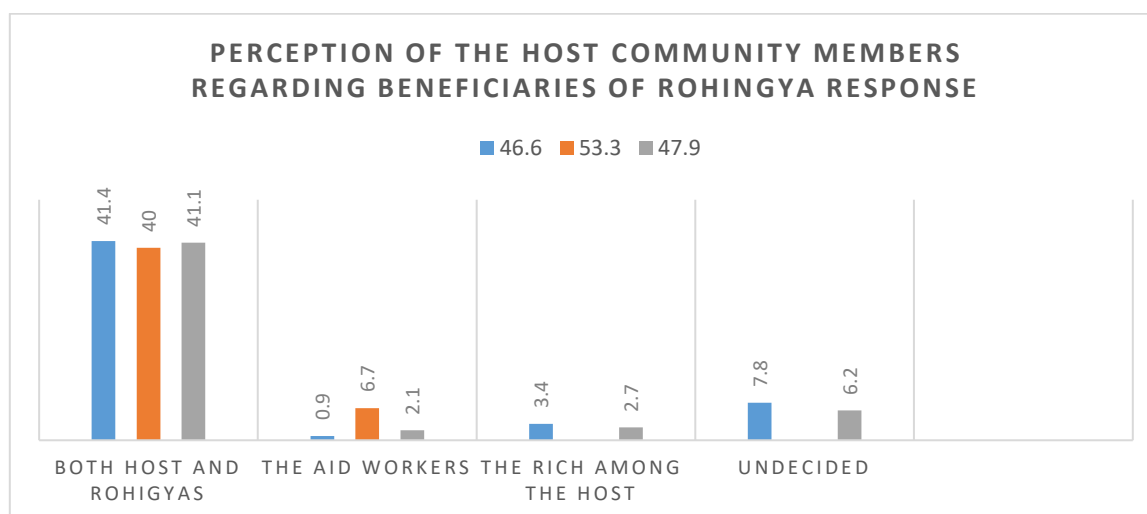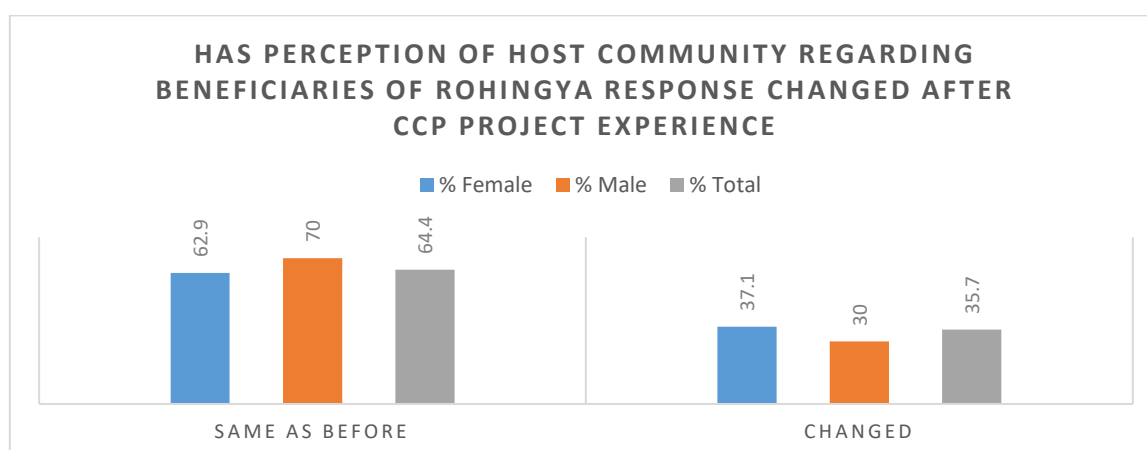PERCEPTION OF THE HOST COMMUNITY MEMBERS REGARDING BENEFICIARIES OF ROHINGYA RESPONSE

■ 46.6 ■ 53.3 ■ 47.9

	46.6	53.3	47.9
BOTH HOST AND ROHIGYAS	41.4	40	41.1
THE AID WORKERS	0.9	6.7	2.1
THE RICH AMONG THE HOST	3.4		2.7
UNDECIDED	7.8		6.2

Chart 40 Change in perception of host community beneficiaries regarding Rohingya response

HAS PERCEPTION OF HOST COMMUNITY REGARDING BENEFICIARIES OF ROHINGYA RESPONSE CHANGED AFTER CCP PROJECT EXPERIENCE

■ % Female ■ % Male ■ % Total

	% Female	% Male	% Total
SAME AS BEFORE	62.9	70	64.4
CHANGED	37.1	30	35.7

The attitude of the host community towards Rohigya response of the government and aid agencies also revealed their attitude towards the on-going refugee crisis. A small section (6%) of the respondents were still undecided on the issue. Smaller proportions of respondents held varied opinions on the issue – ranging from "it only benefitted the aid workers" to "only the rich within the host community and the refugees" benefitted from the on-going Rohingya responses. While, a large proportion (48%) of the host community members responded that the supports and services of the government and aid agencies solely benefited the Rohingya community. At the same time, a substantial proportion of them (41%) held the opinion that such responses benefitted both the Rohingyas and the host communities. This is another breakthrough of the CCP project. The CCP Project has adopted a strategy of promoting social cohesion through inclusive strategy of working with both the host and refugee communities. The survey outputs reflects a mixed outcome of that strategy. Around 36 percent of the host community beneficiaries informed that their opinion regarding the Rohingya response had been changed through their interaction with the CCP project.

Chart 41   Beneficiary-assessment of usefulness of cash for work

BENEFICIARY-ASSESSMENT OF USEFULNESS OF CASH FOR WORK

(Female, Male, Total)

	Useful	Very useful	Not useful
Female	97.8	1.1	1.1
Male	90.9	4.5	4.5
Total	96.5	1.8	1.8
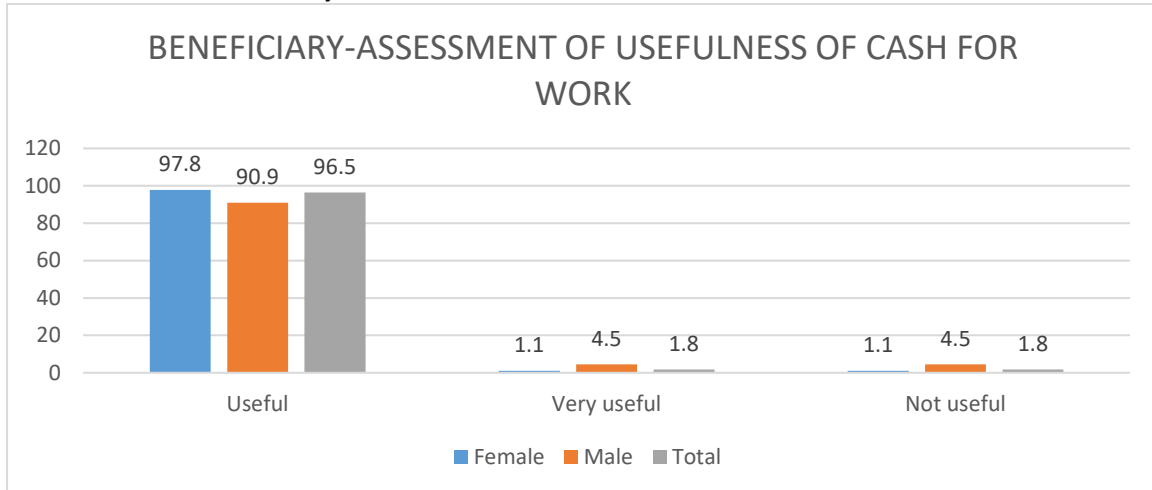
To this end COVID-19 response under the CCP project also played a role. The response created a lasting impact on the role of aid workers in delivering humanitarian assistance. 96 percent of the beneficiaries assessed the cash for work schemes as "useful". This was an un-intended impact of the project. The experience helped the host communities to appreciate the presence of the aid agencies working in the Rohingya camps, as without their presence, the relief, awareness and hygiene related assistance would be impossible to access.

Chart 42   Change in perception of the Rohingya community regarding host community

HAS PERCEPTION OF ROHINGYA COMMUNITY REGARDING HOST COMMUNITY CHANGED AFTER CCP PROJECT EXPERIENCE

% Female

SAME AS BEFORE	CHANGED
54.6	55.6
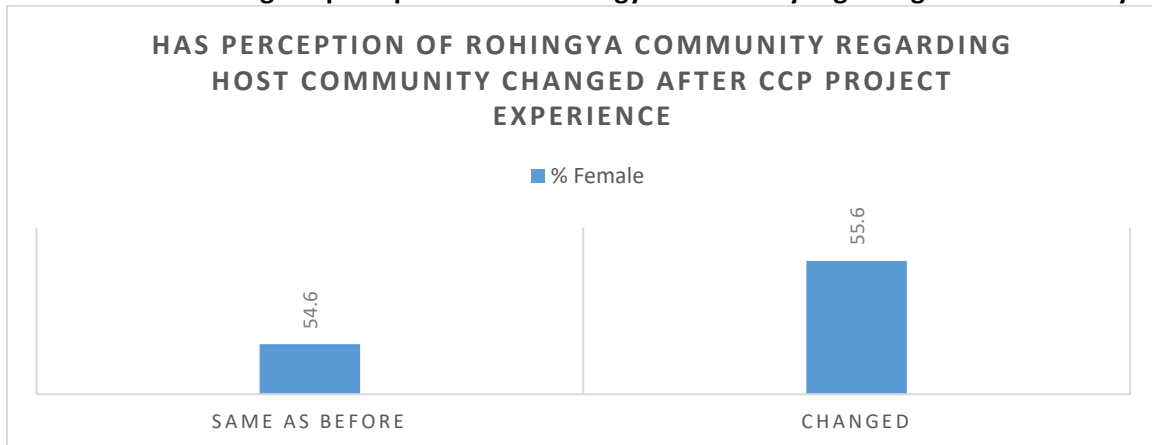
The end evaluation conducted similar exploration with the Rohingya refugee communities. The findings of the survey indicates in general a positive and appreciate attitude prevailed among the Rohingya refugee community vis-à-vis the host community. A majority of the Rohigya respondents found the host communities (the "Bangladeshis") as "very good", "good" and "neighbourly". This is one of the highlight of the project and its implication among the refugee community. 56 percent of the Rohingya respondents mentioned that their perception on host community changed through their involvement with the CCP project.

Chart 43 Factors that changed the attitude of the Ronhingya women favourably towards the host community

FACTORS THAT CHANGED THE ATTITUDE OF THE RONHINGYA WOMEN FAVOURABLY TOWARDS THE HOST COMMUNITY

■ Female

33.4	33.3	23.8	9.5
SKILL DEVELOPMENT SUPPORTS	HELPED US WITH SUPPORT AND SERVICES	GAVE US SAFETY	GAVE US SHELTER
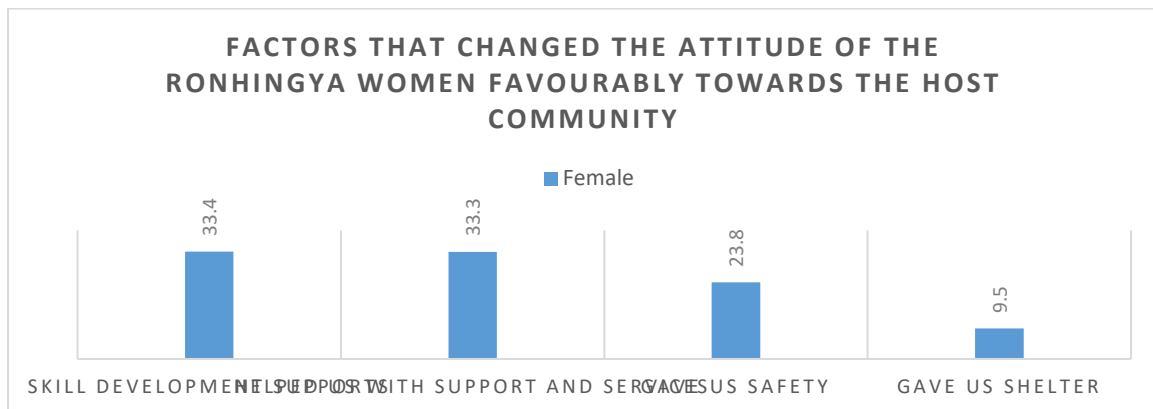
The Involvement with CCP project has led to change the attitude of the refugee community towards the host community for at least 67% of the project beneficiaries (who mentioned that skill development and other support services at the camp transformed their attitude favourably towards the host community).

These responses and reflections reveal that economic resilience has been the key vehicle of transformation. The awareness and skills for local level peacebuilders are important, but it would require follow-up, linkage building and adequate time to develop into an effective mechanism of conflict resolution and peacebuilding. The narratives of inequality, segmentation and conflict (inclusive of violent extremism) are on a process of transformation as the host communities and refugee communities find a common ground of benefit through Rohingya response. This largely validates the assumptions of the theory of change.

3.6   Sustainability

UNDP's 2015 Social and Environmental Standards (SES) guides UNDP in mainstreaming sustainability into all programming, particularly as regard UNDP's core principles of human rights, gender equality and women's empowerment, and environmental sustainability.[38] The SES objectives are to:

- Strengthen the quality of programming by ensuring a principled approach
- Maximize social and environmental opportunities and benefits
- Avoid adverse impacts to people and the environment
- Minimize, mitigate, and manage adverse impacts where avoidance is not possible
- Strengthen UNDP and partner capacities for managing social and environmental risks
- Ensure full and effective stakeholder engagement, including through a mechanism to respond to complaints from project-affected people.

The end evaluation banks on the OECD criteria of evaluation in which sustainability is featured as the extent to which the net benefits of the intervention continue, or are likely to continue.[39] To this end the end evaluation summarizes the findings related to sustainability of CCP project in the following three clusters- a) Governance and institutional sustainability; b) Social Sustainability and c) Financial Sustainability.

3.6.1   Governance and Institutional Sustainability

Skilling is one of the key strategic inputs of the CCP project. The objective of UNDP and UN Women's proposed intervention, however, is to promote quick-impact social cohesion. As such the CCP project relied on capturing a large number of prospective trainees over a condensed timeframe such as shorter skills and apprenticeship training activities (3-4 weeks). This prepared the training graduates for informal sectors in which full certification is not always required. This approach is in line with the project's goals of promoting economic and social stabilisation. Apart from that, by engaging TTCs, the CCP project itself offered training courses with the option of pursuing certification. One of the UNDP partner NGOs, Uttaran, has arranged space for 200 of its graduated trainees with a formal sector employer. This reflects, sustainability of partnership and continuation of commitment among project partners. These arrangements with certification training institutions and government approved certification processes, the CCP project ensured a sustainable institutional structure in which even after the conclusion of the project, the training graduates hold the prospect of – a) continue further skill building process with existing UN and government skilling programs, and b) use the skilling certifications to apply for formal sector (comparative stable) employment opportunities.

The cash for work schemes were selected and implemented with the involvement of local government. This has not only provides ownership of the local government upon the construction but also linked the CCP project beneficiaries with the local government institutions. The earth roads and bamboo bridges constructed and repaired under the project are treated as valuable local infrastructures which are used and maintained by the local population. Moreover, in few instances further development of the earth roads are carried out by other development agencies. These reflect that, the short term infrastructure building process under cash for work, has a life span beyond the project – with the potentiality of not just to exist but also to develop further. This has been possible by following a process of ensuring full and effective stakeholder engagement in line with the SES objective of UNDP.

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[38] UNDP's Social and Environmental Standards, Retrieved from:
    https://info.undp.org/sites/bpps/ses_toolkit/Pages/Homepage.aspx
[39] OECD Evaluation Criteria, Retrieved from:
    https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

CCP project provided UNDP and UN Women to contribute in the implementation of the Joint Response Plan: Rohingya Humanitarian Crisis. As reflected in the recent joint response plan, the CCP project is well placed to contribute in achievement of Strategic Objective 1. Among others the objective aims to *build skills and capacities of Rohingya refugees[40]*. Similarly, CCP project contributes in achievement of Strategic Objective 4. It aims at fostering *the well-being of host communities in Ukhiya and Teknaf Upazilas. In close cooperation with the Government of Bangladesh and affected populations, and in the spirit of mitigating the effects of hosting a large number of Rohingya on the host communities in Ukhiya and Teknaf, facilitate equitable access to quality services for communities; mitigate potential tensions between the Rohingya and the host communities; strengthen public service infrastructure and delivery through system and capacity strengthening; support sustainable livelihoods for host communities; and rehabilitate the environment and ecosystem.*[41] Thus the thematic areas of the capacity building and promotion of social peace and cohesion is very much engraved in the strategies of joint action plan allowing CCP project a legitimate space to continue, if so is decided. Thus the institutional connectivity of UNDP and UN Women with the broader group of aid agencies working for Rohingya response, provides opportunities of thematic and program based sustainability of the project.

The governance and institutional sustainability of the project is high in relation to policy and planning relevance. The partnership with NGOs and government institutions related to skills holds prospect of continuity. The engagement of local elected bodies holds prospect of sustainability of constructions carried out under the project and relationship built with the local communities. The achievements and strategic importance of the project indicate high demand of continuity of investment in CCP project. To this end development partners' and government requires to note the complexities of the current phase of Rohingya refugee crisis which continues to provoke hostility across the landscape of host and refugee community.

3.6.2   Social Sustainability

Social and cultural sustainability analysis reveal needs of a process-based approach and promotion of institutional linkage building. The CCP project has engaged the youth among the host communities in different skill-based livelihood activities inclusive of self-employment and small business. Being young, the CCP project beneficiaries have a long time to utilize the experience and expertise gained through the project. These actors will remain in the communities as role models to inspire and guide others. The economic engagements are novel features in the lives of the women of the host communities (both Bengali and Indigenous). The active role of women in the market of products (as small vendors and producers of handicrafts and food items) and services (such as beautician) has provided women a new prestige. The project has broken the shackle that kept the women of these conservative localities tied to household based unpaid work. This new role outlives the project span as the livelihood ventures of the graduated trainees (specially that of the women) are ongoing.

The dialogue process initiated by the CCP project on the issue of communal and violent extremism on one hand, and on the other the issue of conflict resolution and peacebuilding, have touched many of the project beneficiaries. These newly introduced concepts are not yet fully understood or endorsed by the project participants. However, they are now prepare for greater exploration of the concepts of democracy, peace and cohesion. The local mediators are not yet fully utilizing their potentialities. This will not be possible without a continual follow-up and accompaniment process. But the trained

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[40] ISCG, 2022 Joint Response Plan: Rohingya Humanitarian Crisis (January - December 2022), Retrieved from: https://reliefweb.int/report/bangladesh/2022-joint-response-plan-rohingya-humanitarian-crisis-january-december-2022

[41] ISCG, Ibid

mediators are irregularly practicing their skills and some have developed recognition of the local leaders. They will continue to function as local resources for peacebuilding.

CCP project have demonstrated a new role of the Rohingya response actors – a role of working with the host communities for their betterment. This experience and realization will remain with the communities and function as a landing pad for future actions of similar nature.

The CCP project has established milestone in gender representation and promotion of novel role of women in economic sphere. The limitation of adequately structuring the intervention to follow-up on women with accompaniment, organization and institutional linkages (with services and market) under utilized the opportunities offered by the project strategy. This was also a limitation partially caused by COVID-19 related disruption in implementation and partially by less emphasis on transformative role by engaging with men and boys at host communities. Mainstreaming of gender inputs is a high of the project while mainstreaming of gender concerns in project strategies (such as budget variance across the sexes with positive bias towards women) is inadequate. The rights based approach is well reflected in the principle of leaving no one behind. As the project includes the marginalized among the host community based on disadvantage groups in terms of income, minority communities in term of ethnicity (such as the indigenous people) and excluded communities (such as the persons with disabilities). However, the rights agenda of the marginalized and minorities was not fully addressed in the CCP project approach.

3.6.3   Financial Sustainability

The potentiality of financial sustainability of the project lies in the presence of its thematic components in the joint action plan of the aid agencies in Rohingya response. However, the actions on the ground cannot continue without the resource support reaching the local actors (NGOs, local government and communities). But any other agency, project and government body can finance/co-finace the strategic component of CCP project and adopt its the approaches, especially in;

1. Promoting Economic Resilience: Addressing economic tensions at their source, through skills development, comprehensive employment support, and sustainable economic opportunities to vulnerable communities;
2. Building Social Cohesion: To dispel narrative myths which perpetuate perceptions of inequality and misinformation between groups by implementing a series of quick-impact confidence and participatory social cohesion activities.

UNDP itself is currently exploring the possibility of re-financing the CCP project. The end evaluation finds such option viable and appropriate.

The CCP project promoted inter and intra faith leadership and dialogue. The actions utilized the leadership roles of the traditional religious leaders of all faiths who retain enormous social and moral influence in Bangladesh and among the Rohingya. The project mobilized 19 of such leaders. These leaders are attached with religious institutions (such as temple, monastery and mosque) and thereby are in a position to carryout actions at community levels with own resources. However, to move into any such phase of elf-driven inter and intra faith dialogue process, there is a need of developing appropriate communication, coordination and follow-up mechanism.

3.7   Coherence

Coherence of a project is assessed by the extent of complementarity and cooperation of the project with other interventions of similar objectives. Coherence of a project also indicates absence of duplicity. From this perspective, CCP project has demonstrated complementarity and coordination with other similar projects and implemented its initiatives without overlapping with any similar project with respect to geography and demography. There were some interventions contemporary to CCP project. One such was implemented by COAST focussing on promoting peace and social cohesion, namely; social cohesion among Rohingya and Host Community.[42] The project was concluded in 2020. Another project, titled Community Recovery and Resilience Programme (C2RP), 2018-20, was implemented by UNDP itself. CCP project had outlived the two projects and had an organic connectivity with the C2RP project – as both were implemented by UNDP. The internal coordination mechanism of UNDP helped ensure synergy between the two. None of these projects. geographically or demographically, overlapped one another. UN Women was well established in the camps with multi-purpose center for Rohingya women. With CCP project UN Women expanded its coverage.

ASHAR Alo (Action for Supporting the Host Communities: Adaptation and Resilience) is a project focused on Jaliyapalong, Haldiapalang,Ratna Palong, PalongKhali union of Ukhiya Upzila and Dakshin Mithachari and Chakmarkul union of Ramu Upazila. CARE is implementing the project with USAID as its development partner. The project aims to strengthen host communities' resilience by enhancing community-based disaster risk reduction (DRR), upgrading infrastructure, and providing livelihoods opportunities across shelter, settlement, and WASH sectors. The project also responds to the urgent protection and gender-based violence needs in the host community. Activities are being undertaken in collaboration with government and community stakeholders and UN and NGO actors.[43] The project has some strategic elements common with CCP project. However, as the project evolved in consultation with the UN, in many ways the project complements each other (as they expand the geographical coverage of host community).

Both UNDP and UN Women engage regularly with other UN agencies, and local and international NGOs operating on the ground in Cox's Bazar through the ISCG coordination mechanism. One of the key instrument of thematic and programmatic coordination among aid agencies in Cox's Bazar is carried out through the Joint Response Plan: Rohingya Humanitarian Crisis. Every year the group updates their joint response plan. The most recently updated joint response plan, also have an area in which CCP project has contributed, namely the aim of *building skills and capacities of Rohingya refugees[44]*. The project implemented cash for work schemes in consultation with local community and Union Parishad. This helped to avoid duplicity and to enable local authorities to implement schemes relevant to their context. This meant the bamboo bridges and earth roads built or repaired under the CCp project held the potentiality of further development. Already in few occasions such improvement took place. In its COVID-19 response, CCP project also engaged the local government to avoid overlapping with other such initiatives by other aid agencies.

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[42] Improving Social Cohesion among Rohingyas and Host Community Project.

[43] USAID-CARE, ASHAR Alo Project (Action for Supporting the Host Communities: Adaptation and Resilience): Year-end   Assessment   Report,   September   2021,   Retrieved   from: https://reliefweb.int/report/bangladesh/ashar-alo-project-action-supporting-host-communities-adaptation-and-resilience-0

[44] ISCG, 2022 Joint Response Plan: Rohingya Humanitarian Crisis (January - December 2022), Retrieved from: https://reliefweb.int/report/bangladesh/2022-joint-response-plan-rohingya-humanitarian-crisis-january-december-2022

3.8 Gender, Human Rights and Cross-cutting Issues

The CCP project addressed the issues of gender and human rights not as separate agenda but as integral part of project implementation. The project had specific focus on rights of the stateless population, rights of the minorities, women's rights, children's rights, rights of the elderly, rights of the indigenous people and overall rights of the people to participate and voice their concerns. Right to food, fair wage and employment are also of critical concerns for the project. The project further focused on rights to education. However, at implementation level the project focused on the existing laws of the land to ensure it stays in harmony while addressing rights concerns of its beneficiaries. In general, the human-rights based approach was embraced as foundation of the interventions to promote livelihood and social cohesion among the chosen communities of host and refugees.

3.8.1 Agenda of Gender and Human Rights

The CCP project based its strategies on gender and human rights based approach. The project addressed the concerns of the Rohingya women among the refugee communities. CCP project extended support to the Multi-Purpose Women's Centre (MPWC). UN Women delivered skills training for Rohingya women and adolescent girls in the camps. UN Women's Multi-Purpose Women's Centres (MPWC) acted as skills-training hubs for vulnerable women in the camps. The participation of women in the MPWC was initially a challenge. The Rohingya men did not want the women to participate in any training or event held within the camps, which excludes them. "We had to be patient and we had to allocate space for the husbands to wait and to visit the center during training sessions," recalled one of the team members of Action Aid. Under the project, UN Women delivered resilience and life skills training to 2057 Rohingya women and adolescent girls living in the camp. The same number of Rohingya women and girls received basic literacy, leadership, life and livelihood skills training. Withstanding, barriers to work for wage, under an arrangement of work at UN Women's production unit within camps, 29 Rohingya women found new source of income in camp. By the end of the project, 2057 Rohingya women and girls involved in capacity development activities, self-reported to benefit from capacity enhancement and skills development training and 18 percent of trained women started income generating/ entrepreneurial activities to reduce economic vulnerability and protection risks.

Thus, the economic empowerment of the Rohingya women contributed in reducing their vulnerability to gender-based violence. UN Women also formed seven women's support group formed as a safe forum for women to share their concerns and needs within the camp. 1739 of woman and girl beneficiaries attended training sessions or discussions on peacebuilding. CCP project therefore worked with the most vulnerable sections of Rohingya refugee communities, namely Rohigya women and girls and developed personal and organizational capacities to address the concerns of gender equity and gender-based violence. In addition, UN Women also promoted dialogues among women's support groups, women committees and women development forum held at communities at risks to discuss concern related to drivers of communal violence and extremism.

Some other key elements and success of the UN Women's interventions in the camp with the Rohigya women and children include-

- 1355 Women and girl received cash and material support to start entrepreneurship
- Women's Market established (though it is not fully functional currently due to restrictions)
- Trained women produced 23000 sanitary pad and 35000 masks
- Canteen established by women is regularly utilized by humanitarian workers

- Skills training, Life Skills training, leadership and confidence building training are administered by establishing 5 Multi Purpose Women's Center

UNDP and its partner oranizations worked with the host communities with a special focus on the women. UNDP worked to develop the capacities of local actors to resolve conflicts inclusive of different forms of GBV, communalism and violent extremism. To this end, it focused on building the capacities of women as change makers. This was a novel role for the women of the Bengali host communities and indigenous communities alike. UNDP also promoted economic resilience in its attempt to reduce hostile attitude and grievance of the host communities towards the Rohingya response projects and towards the Rohingyas. In this process, the project prioritized inclusion of women in training (life-skills, livelihood skills and peacebuilding), economic assistance (start-up supports) and economic schemes (implemented under food for work). The women also received leadership training and training on mediation skills. These were important inputs of CCP project to transform the role of women from victim of gender-based violence to actor addressing such violence. This is a critical agenda of transformation with far reaching implications on how community and women themselves perceive their position and role vis-à-vis that of men.

Some of the features of UNDP's work in host communities with women:

- 1206 *host community women received livelihood and business development skills training to protect and start rebuilding livelihood assets.*
- *48 percent women participants completed the training*
- *39 percent of women trainees found employment in the sector in which they received skill development support.*
- *42 percent of trainees remained in employment at least six months/ one year after receiving skill development support*
- Out of 915 community *members who reported a better understanding of peacebuilding concepts, 40 were women*
- Out of 134 *recipients of mediator training, 40 were women*

Chart 44   GENDER COMPOSITION OF WORKFORCE OF CASH FOR WORK
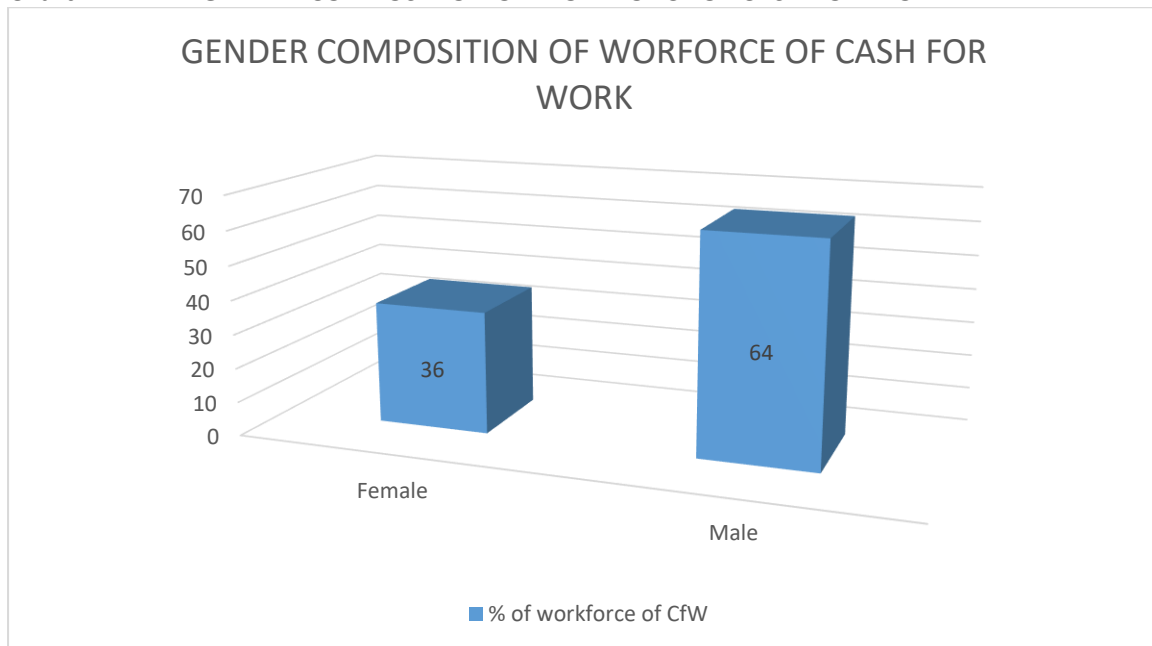
In case of the cash for work program priority was set to include women and women headed households. 36 percent of the workforce of cash for work schemes were women. Although, less in proportion, the participation of women was significant as it helped them to contribute in family income and thereby challenge not just the role of men as the sole earner but also as decision makers over financial issues. Participation of women in workforce led to increased expenditures of these households on child education and child-care. In addition, each of the Project Implementation Committees (PIC) of the schemes, under cash for work, included at least two women.

The feature of women's participation in the COVID-19 response under UNDP/CCP project is also significant. In the process of selection poor women, women headed households, widowed women were on the top of priority. Thus from emergency response to empowering inputs, CCP project ensured participation and representation of women. It focused on building capacity and promoting novel roles of women in the community in an attempt to address gender based discrimination and violence. At the same time, to mainstream these concerns, CCP project organized youth meets on strengthening community cohesion, prevention and response to gender-based violence. It also addressed gender concerns within modules on skill building. As such, the CCP project addressed the gender related aspects in all of its activities within a strategy of promoting women as a key actor in peacebuilding.

The project adopted human rights based approach to ensure "no one is left behind". The inclusive strategy led to promote participation of poor, indigenous communities and persons with disability in it activities. This allowed to employ, job less locals, women, elderly people and persons with disability in the cash for work program. In COVID-19 response, from the same concern, the households with elderly persons and persons with disabilities were given priority. Identifying the indigenous communities as one of the most vulnerable groups in the host communities, the CCP project took measures to include them in its activities. As a result, 19% of the enrolled cash for work schemes were from indigenous communities and 11% of the total support recipients of COVID-19 responses were from indigenous communities.

Participation of marginalized groups in Cash for Work program

- Indigenous households inclusion: **855 (Male 340 and Female 515)**
- Disability households inclusion: **182 (Male 133 and female 49)**
- Widows/divorce households Inclusion: **598**

The project explored every opportunity of including the persons with disabilities. The overall participation of persons with disabilities in cash for work schemes was three percent. All the partner NGOs of UNDP under the CCP project were encouraged to include the persons with disabilities in their interventions. As a result the participation of this section of population was well assured.

Table 25   **Participation of men and women with disabilities in CCP project:**

ESDO			ACLAB			UTTARAN			Total for UNDP		
Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
133	49	182	12	13	25	2	10	12	147	72	219
Earth Work			Court Yard session, Dialogue with Religious Leaders, Community Group Meeting, Public Awareness, Training of religious Leaders, Cultural Events			Poultry, Cap Making, Handicraft, Candle Making, Street food,					

These features of project implementation reflects CCP projects deep concern towards gender and human rights based approach. The approach helped the project to better identify the vulnerable groups and ensure better representation of these groups in its interventions.

3.8.2   Crosscutting Criteria

The CCP project has considered the cross cutting criteria involving human rights, gender equality, disability, social inclusion in its strategy of action and selection of target groups. The approach of including women in the project implementation committees of cash for work schemes in one such example. The participation of persons with disabilities in different activities also reflects the commitment of the project in translating the policy of social inclusion. The project locations are also selected to reach the most excluded sections of the host communities, namely the indigenous communities. The project did not only include the indigenous people in its pre-set actions for the general population, but it took extra care to ensure that the actions match the priority and cultural comfort of these people. As for example, the komor tat (traditional low-loom) is a heritage of the indigenous groups. This was a lost heritage as the indigenous communities lost the know-how of using the loom. The project re-introduced this through its livelihood training component, specifically for the indigenous beneficiaries.

The project implementation strategy internalized human rights in its approach of delivering services and promoting access of the communities to state institutions. As for example, the cash for work schemes were taken in consultation with the Union Parishad and local communities with an oversight committee that included both the civil society's representatives and representatives of the local government. This created an accountable structure in which the citizens and public representatives came together to implement an action. The process also expanded access of the citizen to these public actors and authorities.

In summary, the CCP project adequate considered and addressed the crosscutting criteria. The approach in a way helped to assure quality of its implementation process.

CHAPTER 4: LESSONS LEARNT , CONCLUSIONS AND RECOMMENDATIONS

The chapter presents key lessons learnt along with the key conclusions and recommendations based on the findings and lessons learnt registered through the end evaluation.

4.1 Lessons Learnt

The end evaluation identified lessons learnt of the project in three clusters, firstly, in relation to achievements, secondly in relation to challenges and lastly on few strategic concerns.

4.1.1   Achievements and Lessons Learnt

The project achievements are of critical importance to assess quality implications and identify the approaches that worked in the context of the project. Some of the key lessons learnt are described in this section.

Reaching the Beneficiaries with Skill Training

Under the skilling of the host community, the CCP project reached 2512 beneficiaries with skills and leadership development training among which 1206 were women. The success of the skilling efforts lies in offering multiple options to the trainees and in selection of the options in consultation with the community actors based on market assessment. In terms of quality, the appropriate trainee selection is a critical factor. The project benefitted by inclusion of elected representatives of the local government in the selection committee – as they could readily identify the training worthiness (based on community experience) of a prospective trainee beyond the explicit indicators such as economic status and educational status.

Under the skilling of the Rohingya women, the CCP project reached 2057 refugee women living in camps with resilience and life skills training. The project could reach the Rohingya women with training, withstanding the initial unwillingness of the Rohingya men, as the project focused on creating access of the women to multi-purpose center not just to training (a single component). Working with the men was another critical inputs to expand the access of the women to the center and its activities.

Promoting Participation of Youth

The CCP project had reached a substantial proportion of youth. The average age of host communities is 27 while it is 29 for Rohingya refugees. This reflects appropriateness in selecting the project beneficiaries, namely the trainees who constitute the bulk of its beneficiary composition. Along with other factors, the project benefitted in recruiting the young trainees by positively utilizing the negative impact of COVID-19. The closure of educational institutions offered an opportunity of enrolling the students into the training. At the same time, lockdown induced restrictions disrupting the wage market led to an opportunity of recruiting a young section of the host communities who otherwise might have not been free to participate. This reflects the alertness of the project on changing realities of the communities, which is an essential precondition of success, specially in conflict and emergency situation. In Rohingya camp, the center-based approach suited the needs of comparatively younger women and girls (such as component on basic literacy and access to psychosocial counsellor) – which once again reflect on the strength of a center-based approach.

Promoting Employment

Around a quarter of the men and women beneficiaries and a majority of the Rohingya women participating in CCP project, mentioned of acquiring new occupations. Although this does not indicate regular earning for all; rather implies ability of earning with few real incidences of earning by applying the new skills). The ability of the project to inspire the graduated trainees by extending raw materials and financial supports (in form of start-up kits for host and Rohingya participants and cash grant for host community participants) were key in promoting initial success with employment (largely self-employment). The job-fairs also linked a portion of the job-seekers with potential employers. However, the project demonstrated greater ability in facilitating self-employment as this could be done by combining appropriate skills with motivation and start-up support. Whereas, placement and employment promotion activities required greater engagement with employers and business, than the scope of the project had offered.

Cash for Work

The cash for work was highly appreciated by the host community beneficiaries as it created short term employment by working in schemes for infrastructural development and maintenance of their own localities. The ability of the project to continue with these activities during COVID-19 pandemic, was welcomed and appreciated, as the community suffered from unemployment. Involvement of local government and local community representatives in selection of schemes developed greater ownership. It also enabled the CCP project to include the schemes in local level development plans or provided the project with opportunities to select the schemes associated with local development plans and needs. The project also reached the remote communities, the habitats of the indigenous people, with the cash for work activities. The project implementation committees included women representatives and the workforce included significant proportion of women under the activities. Importantly, the schemes were prioritized in developing or repairing rural road infrastructure. All these indicate, the project adopted the cash for work not merely as a relief and rehabilitation tool, rather as a development intervention having far reaching implications. This is because, by building better road communication the project helped to expand access of the communities to services and market opportunities. In turn, this contributed in setting up a positive relationship between the host community and PCC project. It also set an example on the potentiality of transforming the views of the host communities towards the on-going Rohingya response.

Promoting Discourse on Social Cohesion

The project beneficiaries welcomed the women peacebuilders and groups, mediator training and intra and inter-faith dialogues facilitated by the PCC project. The project could also formed women's help groups within the Rohingya camps. The project promoted awareness and skills on peace building to strengthen the capacity to counter gender based violence communal violence and violent extremism both at individual and institutional levels. However, its performance was much better at individual level compared to its achievement vis-à-vis the organizations. The religious leaders also well received the intra and inter-faith dialogues initiated by CCP project. The project adopted a well-organized module to initiate the dialogue on these sensitive issues at community level and an un-prescribed format for dialogue among the religious leaders (under the guiding principle of mutual respect). This context specific approach helped to progress with the project's aim of initiating discourse on peacebuilding at community level.

4.1.2   Lessons on Thematic Priorities

The CCP project had few thematic priorities as reflected in its intervention strategy, goal and objectives. The experience of project interventions have tested these and generated few lessons on appropriateness of the approach of engagement under CCP project.

Economic Resilience for Peacebuilding

The concept of economic resilience was linked with increase of household income under the CCP project. To this end a majority of the project participants mentioned of access to increased income and hence an improvement of the household poverty situation. It does not however indicate eradication of poverty. The experience of the host community on collapse of the wage market, as a consequence of Rohingya refugee crisis, is the broader area in which the economic resilience needs to impact. The scope of a single project, such as CCP, does not need to include macro-economic transformation to achieve this goal. Diversification of livelihood, in which the host community enjoys advantage over the refugee community, can contribute in achievement of this outcome. This does not mean the outcome of reduction of household poverty is redundant – but without access to secured and sustainable livelihood, the increase in income is not significantly valued by the beneficiaries. Withstanding the limitations the experience of CCP project clearly reflects, a common ground of mutual economic benefits, can motivate host communities in favour of Rohingya response.

The beneficiaries who are in comparatively advanced skills-based employment or freelancing (such as electricians or drivers) were far more secured than the beneficiaries engaged in low skill employments. The beneficiaries in novel occupations such as beauticians also made a headway and appreciated their new found occupation even when the earning at the moment is not adequate – they see a future brighter than today! In these sectors, the beneficiaries do not view Rohingyas as competitors. Truly not everyone can be placed in these sectors, but the participants of these sectors can be the local voices of a narrative, which may disagree with the narrative of hate and division.

The experience of self-employed beneficiaries reveals, skill alone cannot help the beneficiaries to make a headway with production or service-based livelihoods. The women and indigenous communities at large reflect poor access to market and marketing skills. The indigenous producers in remote locations learnt the skills of making ethnic woven products with traditional looms. They do not have market at their own localities. The market is in Cox's bazar city. These indigenous weavers have no means to tap the remote market at present. Therefore, marketing skills and access to a proactive marketing networks were largely missed under this intervention. At the same time, new entrepreneurs require follow-up support to organize production setup. Absence of this support under the project, led to gross error by graduated trainees (such as making a faulty choice on production location). It reflects a need of furthering the management and business skills of the women, before the actual selection of trade is made. The lessons learnt through this experience calls for follow-up as an essential component of skilling and livelihood promotion.

COVID-19 Response

The project successfully implemented COVID-19 response. It mobilized resource by readjusting its budget in a short span of time. The intervention was highly valued by the beneficiaries. The host community appreciated the project, for not being limited to the concerns of Rohingya related emergencies. The experience of CCP project reveals, a project having a social commitment needs to have flexibility in handling humanitarian disasters or emergencies even when it does not included into its initial plan.

Social Cohesion for Peacebuilding

The approach of initiating social dialogue under CCP project is a critical success to promote peacebuilding. However, the project adopted an event-based approach whereas there is a need of having a space and process of continual dialogue. Compared to the host communities, the project could offer a better option to the Rohingya women, as the intervention was tied to a center, which may continue beyond the project. In case of host community even when such a center-based approach was not strategized, periodic dialogue over the entire period with the concerned community and providing them with a space for follow-up on conceptual clarity, celebration of commitment and review of community standpoints would have offered a better pathway to the desired goal of promoting peace and social cohesion.

Local Capacity for Peacebuilding

The project strategy envisioned promotion of local capacity to identify and resolve conflicts as a precondition of ensuring peace in the region. To this end, contributions of the project in building individual capacities through training and dialogue is appreciable. However, in absence of organizational linkage and recognition of institutions (such as recognition of the barefoot mediators by local government) the individuals are not in a position to sustain the role as local-level peacebuilding resource. CCP project experience shows, as the faith leaders were linked with organizations even when they participated individually in inter-faith dialogues, they opened doors for organizational transformation. The time-pressed process of CCP, due to COVID-19 related backlog, was an added barrier, as any process of building community level knowledge resource and organizational capacity, requires adequate time.

Gender and Inclusion

The project included indigenous community and people with disability in its target group. The project also chose to work in remote locations in the spirit of "no one is left behind". Gender mainstreaming was an explicit focus of the CCP project. The project emphasized on promoting participation of women in project activities. In the Rohingya refugee camp it exclusively worked with women. The level of women's participation is visible in all the activities ranging from cash for work to COVID-19 emergency response. The project also placed women in different committees to ensure access of women in decision space and process. The issue of gender-based violence was mainstreamed in training curricula – which is a high of project in strategic success. The experience of the project indicates, employment promotion under the project (through cash for work and support for graduated trainees) has led to a novel role of women as "bread winner". This has challenged the gender stereotype image of women as "home-maker". The project context being conservative towards women empowerment both in the camp and at the host community, the success of the project strategy in increasing visibility and engagement of women (both at community and wage market) cannot be over emphasized. Inclusion of these communities was another high of the project. At the same time, the experience of CCP also shows few lows.

First, the special needs of promoting women's participation and achievement in skill training for alternative livelihood requires additional attention (to cope with slow learning in unfamiliar technical and institutional environment) and innovation. These also requires additional time and resource. However, the project allocated equal budget for individual trainees irrespective of sex. The same is true for the indigenous participants.

Second, the CCP project had limited scope to work with men and boys in the context of host and refugee communities to promote gender equity and reduction of gender based violence. To this end,

the absence of organizational base of the trained women and men reduced the impact of these efforts. Accompaniment process, linkage building with local institutions and an unthreatening space of reflections on gender concerns can further promote the agenda of change.

Third, the choice of skills for women is highly biased towards sectors of gender comfort and social conformity. Although, popular demands of the women participants were often biased towards traditional comfort zones (such as training and support for tailoring), the project attempted to introduce some new skills. To this end, the experience of project shows, new skills (such as mobile repairing training for women) can reward women at individual level and set a different image of women at community level.

Lastly, social inclusion is not just an approach of covering excluded communities in project activities. As the CCP project demonstrate specific components are critical in promoting their interests. The project's approach of including traditional weaving training for indigenous women is one such example. However, the approach of rights of the indigenous people would demand more on such a project. Similar can be stated for the people with disability.

4.1.3   Lessons Learnt from the Challenges

In few selected phases of interventions the CCP project faced challenges in achieving the set outputs and thereby contribute in achievement of project outcomes and goal. The lessons learnt from these challenges will offer opportunity to the planners to re-think some of the strategies adopted under CCP project.

Sustainable Livelihood vs. Entry to Employment

The challenge of evolving a stable base of livelihood could not be assured with mere entry to workforce. The disruption related to COVID-19 pandemic was a large obstacle in promoting employment. Even then, the experience of CCP project emphasizes employment promotion is not a stable mode of sustainable livelihood promotion. Among others, work with employers and development of employment linkages beyond event-based initiatives (such as job fairs) are of significant importance.

Output as Pathway to Outcome

The project have successfully achieved its outputs. However, lack of facilitation (such as follow up on social cohesion related interactions and follow-up on the graduated trainees in self-employment) undermined the potentialities of the outputs in achieving the outcomes. COVID-19 related delays also affected the project's ability to deliver outputs on preset time. As such the project managed to deliver a set of critical outputs at its last years. This did not allow adequate time for the outputs to mature into expected outcomes. This aspect is a quality concern over outputs, emphasizing on keeping adequate focus on ability of the outputs in re-adjusting time-plan to meet backlogs. This reveals a gap in ensuring the quality of the outputs while the project timeline was revised. To this flexibility and shared priority of the development partners is an essential pre-condition.

Gender Representation to Gender Responsive

The CCP project has achieved a milestone in gender representation, withstanding, the conservative social norms of the host and refugee communities. However, the ability of the project in addressing the special needs of women was limited. It offered a set of skilling options for women, which often reflected gender stereotyping. Proper participation of women for transformation was missing in the

host community. Change of societal attitude towards women as decision makers and independent actors was not set as a priority by the project, although it promoted space for women in different committees formed under the project. To this end, promotion of favorable institutional arrangements appear as the missing link. This reduced the implications of the inputs, offered by the project, in transforming participation into empowerment.

Events to Process of Transformation

The community level interactions were limited in sporadic events rather a continuation of a process of transformation. The experience of NGO partners record frustrations over inability of following up discussion session and decisions. To this end, COVID-19 related restrictions on on-sight interactive actions added further barriers. However, the resource allocation was least for the output of social cohesion- reflecting reduced priority on promoting a process-based social engagement.

Priority to Procedure vs. Partnership Building

The process of NGO partner selection was procrastinated; partially for COVID-19 induced backlogs and partially due to complex selection procedures. To continue its activities, as an interim measure, the PCC project worked through DC office to deliver training until qualified partners could be engaged. Pre-planning on stipulated delay can help a project to avoid this type of variance in future. Long term partnership building with NGOs appear as a key lessons learnt of the CCP project- as consistency, common knowledgebase and continuity between UNDP and NGO partners are three critical components for advancing with any similar intervention. At the same time, PCC project selected the national NGOs as its partners which left little space for building partnership with the local NGOs. There was also no strategy of capacity strengthening of the local NGOs as the important actors of the host communities.

4.2. Conclusions

The end evaluations draws conclusions on key criteria applied for analysis. In general it finds the overall implementation of the project as satisfactory and indicative of contributing towards achievements of outcomes and goal. However, the contribution at outcome level was lower than optimal due to time-pressed implementation process due to the backlog caused by COVID-19 pandemic.

4.2.1 Relevance and Coherence

The CCP project is firmly placed within the development priority of UNDAF and priority of 8th FYP on Rohingya refugee. The project contributed in achievement of Joint Response Plan on Rohingya refugee in Cox's Bazar in the field of social cohesion and assistance to host and refugee communities. The project did not lead to duplicity in its implementation, rather it complemented contemporary projects in expanding geographical and demographic coverages. The outputs achieved through the project implementation can be further strengthened in future as no existing intervention completely meets the needs identified and addressed by CCP project. Its priorities also remain valid as per the reflection of the beneficiaries, project partners and key informants. Similar validation is found in relevant policies, plans and analysis of academia.

4.2.2 Effectiveness

The project effectively delivered the two outputs – economic resilience and social cohesion. The outputs of the project reflect a qualitative gap when matched against the expected outcomes. Largely

this shortfall is caused by delay due to COVID-19. The evaluation further concludes that the project design also provided inadequate space to community level actions and organizational pathways (sustained linkage building and expanding access to local government institution).

4.3.3   Efficiency

The social cost benefit analysis reveals a clear efficiency of UNDP in implementing the CCP project. The monetary gains of the project through cash for work and livelihood promotion is evident in wage payment, asset transfer and income earned through new opportunities. Moreover, the investment in skilling and improvement of road communication hold potential and realized benefits from expanded access to essential services and market opening. One critical gap remained in the allocation of fund for capacity building of women, as the project displayed no special variance to accommodate the special needs of women in skilling.

4.2.4   Impact

COVID-19 pandemic disrupted and delayed the project in generating expected outputs on stipulated time. This also limited the impact of the project at outcome and goal level. Nevertheless, the evaluation noted changes at immediate areas of intervention (at respective communities and at personal/household level of the beneficiaries). Significant progress is registered in terms of economic wellbeing of the households and in increased participation on men and women in economic activities. Due to inadequate follow-up provisions and resource for peacebuilding, the social impact is less than optimal. The community is aware and has actors trained to counter conflicts and violence. However, in absence of follow-up and institutional linkages, these ideas and actors are not having effective roles as change agents. The economic resilience related interventions transformed the horizon of employment and created novel roles of the beneficiaries at personal level (inclusive of women, indigenous people and persons with disabilities). However, the project did not display any effort to transform and communicate these individual experiences to broader agenda of role transformation. Within its limitations, the project contributed in increasing the household income of the host communities and refugee communities. Which in turn, worked as an economic rationale to counter the extremist narratives prevailing in these communities. It also motivated the host community members to rethink on their negative perception on Rohingya response. However, individuals, who could narrate these new realizations, did not have any space or pathway of communicating their ideas at community level.

4.2.5   Sustainability

The governance and institutional sustainability of the project is high in relation to its policy and planning relevance. The partnership with NGOs and government institutions related to skilling, hold the prospect of continuity. The engagement of local elected bodies with project activities, holds prospect of sustainability in two ways. Firstly, the constructions, carried out under the project, are integrated within the development plans of the local government bodies. Secondly, the relationship built between the community members and the local elected bodies, can continue to work for the marginalized sections of the communities as avenues of voicing concerns and accessing services. Social and cultural sustainability of the peacebuilding efforts, reveal need of a process-based approach and promotion of institutional linkage building. The achievements and strategic importance of the project indicate high demand of continuity of investment in CCP project. The current phase of Rohingya refugee crisis is characterized by the escalation of hostility across the landscape of host and refugee community. Hence, the existing policies of the development partners and the government continues to emphasize on neutralizing the actors and factors provoking conflict. To this end, the PCC project has demonstrated, economic resilience and peacebuilding initiatives among the host communities are

essential to mobilize their supports in favour of ongoing Rohingya response. This works the strategic sustainability of PCC project.

The CCP project has established milestones in gender representation and promotion of novel role of women in economic sphere. The project suffered limitation in supporting women in retaining their new roles adequately. There was a lack of structured interventions to follow-up on women beneficiaries (in self-employment). These women required accompaniment, organization and institutional linkages for marketing and in meeting technical challenges to sustain their new roles – which the project could not adequately offer. This was a limitation partially caused by COVID-19 pandemic and partially by not having a clear strategy on women's empowerment beyond skilling, training and economic engagement at individual level. The individual stories of struggle and success could not be showcased for the broader audience. The project also did not have an organized approach on engaging men and boys apart from mainstreaming the gender concerns in training contents. Mainstreaming of gender inputs is a high of the project while gap in mainstreaming of gender concerns in project strategies (such as budget variance across the sexes with positive bias towards women) is a downside.

The rights based approach of PCC project is well reflected in the principle of leaving no one behind. For different interventions such as skilling and employment promotion, the project selected beneficiaries from amongst the disadvantage groups. The project beneficiaries, in case of the host community, included women, economic poor, minority communities in term of ethnicity (such as the indigenous people) and excluded communities (such as the persons with disabilities).The project exclusively addressed the concerns of the Rohingya women among the refugee community. While inclusiveness of the project in addressing human rights concerns is appreciable, the project did not adequately recognized the rights agenda of the marginalized and minorities as a strategy of promoting social cohesion and peace.

4.3   **Recommendations**

The lessons learnt and conclusions clearly indicates some changes in the approach of the project while it highlights on continuity of the process initiated by the project.

1. **Mainstreaming Gender in Project Design:** CCP project has demonstrated a good practice in mainstreaming gender concerns in all training modules. The evaluation highly recommends this to continue in any future programing. At the same time, the evaluation observes the project has not adequately attended the special needs of women in training. It recommends special attention in selection of location of the training center, timing of the sessions and length of the courses to match the learning ability and social challenges limiting the scope of women to participate in mainstream training course. The evaluation highlights, conformity with local gender norms should not be taken as the key guiding principles while selecting the skill-set for women. Although, cultural comfort is important, overemphasizing on this can lead to gender stereotyping. Skills promoting innovative and novel professions for women (such as work as computer-operator, graphic designer, beautician, mobile repair-technician and photographer) can challenge the low employability of women at rural setup and promote diverse images of women as economic agents. To this end, organizing women and working with organized women are also of critical importance. The design of any future project needs to have a space for the participating women to reflect and voice their experience at a broader social space. This can work as a means of promoting changed role of women and dent the social perception on women. All

these are critical in addressing gender based violence and discrimination against women; hence, extremely relevant for a project addressing social cohesion and peace.

2. **Promoting process documentations and community role models:** The project lacked in adequately documenting the successful cases and promoting the successful beneficiaries as role models. The documentation of cash for work and COVID-19 response in completion reports indicates the process documentation leads to important lessons learnt. The evaluation highly recommends rigorous and in-built documentation of process to guide any future intervention related to community cohesion in Cox's Bazar. As, only through this, the elements of an alternative narrative of peace and harmony can be identified and nurtured. Similarly, the project beneficiaries experienced how interventions targeting Rohingyas can benefit the host communities. The beneficiaries trained in mediation, oriented on new discourse on peace and provided with training and income-generating supports have developed unique and personalized perspectives on PCC project. They have learnt and applied peacebuilding skills at respective communities. Their personal stories need to be shared at a broader community space (through group discussions or community events). This is also another approach of promoting the discourse of peace and harmony countering the dominant discourse of violence and division. The promotion of community role models can also serve this purpose.

3. **Promotion of marketing skills and access to markets:** The evaluation recognizes that women and indigenous people, specially those who are self-employed, face greater challenges in accessing markets with their skills and products. As such, any skilling program for women and indigenous people need to focus on building marketing skills and facilitating access of the new service providers/producers to markets. To this end, a separate channel for marketing their products can be established or they can be linked with existing marketing networks or both. The evaluation recognizes and the challenge faced by the refugees to market their products and recommends the approaches promoted by UN Women involving functioning as a marketing channel and establishing an all-women market of products produced by the trained artisans. Similar approach was also adopted by UNDP as they procured some of the products (hygiene products) of graduated trainees. The evaluation finds it relevant to have a comprehensive and context reflexive marketing strategy for employment, service and product promotion linked with the skilling programs.

4. **Promoting Skilling and Livelihood in harmony:** As the PCC project attempts to promote peace through promoting skills and livelihood opportunities of host and refugee communities, care needs to be taken to avoid competition between the two groups. Rohingya influx has impacted the wage market of the host communities and led to a conflicting environment. Hence, any future project needs to offer well-vetted options of skilling, which would not bring these two groups to another round of competition and refuel the conflict. The Rohingya influx has also spread uncertainty among the host communities regarding their economic stability. Livelihood promotion needs to address this looming uncertainty and psyche of fatalism by informing the host communities on existing opportunities offered by the government and the development partners. The skilling programs therefore needs to be at par with these opportunities.

5. **Institutional linkage building with peacemakers and peace building process:** The PCC project attempted to strengthen the capacity of the host and refugee communities in identifying and addressing violence and violent extremism locally. The project has contributed in developing skills of individuals to address these concerns. However, the evaluation observes, if these individuals skilled under the project (such as mediators) are not recognized by the local authorities (such as the Union Parishad or Upazilla Parishad, they are unable to perform the intended role or continue in their role beyond the project. The evaluation recommends an

organic linkage of the peace-building process with the local elected bodies and local institutions (inclusive of educational and religious institutions). The process of promoting local capacity of addressing gender-based violence, communal violence and violent extremism, needs to be endorsed by these local actors so that the training graduates enjoy recognition and supports from them. Promoting organization of the local peacemakers or linking the local peacemakers with existing community-based organizations and NGOs can also help the community level peacemakers to localize the agenda of peace and social cohesion.

6. **Focusing on the rights of the excluded /minority communities:** The PCC project has addressed the issue of inclusion through covering the women of the Rohingya refugee community and the most marginalized sections of the host communities; including economic poor, women, indigenous people and people of with disabilities. The evaluation recognizes this as a good practice and recommends to follow this composition of beneficiaries in any future intervention or continuation of present project to address the issue of community cohesion and peace in Cox's Bazar. However, the project did not go beyond the rights to participation of these excluded and marginalized sections. Due to legal complications and government policies, the refugee rights cannot be addressed to its full by UNDP led project. Similar challenges lie in relation to rights of the indigenous communities. To this end, the rights of the women and persons with disabilities offer better opportunities. The evaluation recommends inclusion of a rights' literacy and mass awareness campaign on rights of the women, persons with disabilities and minorities. This will contribute in promoting a better understanding on the importance of the inclusive policy in community peace building process and the agenda of accountability of government and public representatives to the cause. The campaign can also create better awareness among the beneficiaries on rights based approach; leading to reshape their demands and relationships with the peacebuilding process.

7. **Facilitating a Process of Transformation:** Promoting a process of transformation at community level would require moving away from event-based approach. The evaluation recommends continuity of dialogues /meetings/ orientations on peacebuilding at community level based on a module which does not only narrate contents and methods of facilitation but the frequency of any such interaction and approach of following up on decisions taken through these discussions. This would also require a higher priority in resource allocation. The discussions can better contribute in community transformation, if these are organized jointly by the project team and community bodies. PCC project formed different committees involving the community leaders and representatives of beneficiaries to oversee different activities (such as cash for work or skilling centers). These committees can be linked with this interactive process of promoting a new perspective and discourse on community cohesion and peace. As a pre-condition, it will require orientation of the committee members and endorsement of the participating committees to the process.

8. **Deepening the Sustainability of the Project:** To sustain the community level consultative and capacity building process on community cohesion and peace building, the project will require an organizational space with linkage and recognition of existing institutions. To this end, the Union Parishad and Upazilla Parishad members can be better engaged in promoting the community level capacity building process. Along with the engagement of the local elected bodies, this can be attained through expansion of the peace building process through educational institutions. Apart from grassroots level consultative process, the administrators, public representatives and educators of the project areas need to be oriented for any such engagement.

9. **Strengthening the capacity of the Local NGOs:** The evaluation appreciates the efforts of UNDP in selecting capable NGO partners to deliver different services to the beneficiaries. However,

through the selection process only the national NGOs and INGOs could meet the standards and qualify as partners of CCP project. This helped the project to meet the efficiency criteria. However, as the national NGOs wind-ups their presence from the localities with the completion of the project, it also worked as a barrier in retaining experience and expertise at local level. As such, the evaluation recommends building partnership with local NGOs and CBOs as a broader approach of building capacities of host community. Through, this partnership, local NGOs and CBOs can take part in community level interactions and enjoy capacity-building supports from the project.

10. **Continuation of PPC project**: The evaluation finds the CCP project relevant in relation to UNDAF, 8th FYP of the country, Rohingya Joint Response Plan and the Sustainable Development Goals. Therefore, the evaluation recommends continuing the CCP project for another phase. In the next phase, project needs incorporating the recommended changes in design and approach to make the project more efficient and sustain its impacts. The experience and linkages developed under the CCP project have established a landing pad for further progress and can contribute in achieving value for money.

--- The End ---