



**Report of the Final Outsourced Evaluation of the  
Transitional Funding Project 2017-2023, Friendship NGO**  
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## Executive summary

The Transitional Funding Project (2017–2023), implemented by Friendship NGO, aimed to strengthen community resilience, economic stability, and disaster preparedness in vulnerable communities across five districts in northern and southern Bangladesh. Spanning four phases (C1–C4), it evolved from pilot initiatives into sustainable, community-led solutions, reaching 198 communities. The evaluation employed a participatory mixed-methods design, combining semi-structured interviews, focus groups using Participatory Rural Appraisal (PRA) tools, such as mapping and timelines, and document reviews with 81.5 % of participants being women.

The evaluation confirms substantial progress in disaster risk reduction, economic empowerment, and governance. Local capacities were enhanced through Friendship Disaster Management Committees (FDMCs) and inclusive governance mechanisms, with women actively involved (50–60% participation). Economic interventions, such as livestock distribution, climate-adaptive agriculture, and savings schemes; supported income generation and financial autonomy: 72.9% of households reported higher earnings, and 82.5% diversified their income sources.

Governance and advocacy initiatives fostered stronger local partnerships, enabling communities to manage infrastructure, seek legal assistance, and access public services. Environmental resilience was reinforced through afforestation, dyke protection, flood preparedness, and agroecological practices, consistent with IPCC (2022) adaptation strategies. Gender inclusion advanced through greater female participation in decision-making and economic activities.

The project achieved a high financial execution rate (average budget absorption above 97%). However, challenges remain, including limited income diversification in some areas, continued reliance on external funding, and infrastructure gaps. From project pilot phase (C1) to last project phase (C4), both per-household spending and micro-savings rose steadily: C1 invested 48,379 BDT for 643 BDT in savings; C2 invested 94,321 BDT for 986 BDT; and C3 invested 182,294 BDT for 1,305 BDT. In C4, spending fell slightly to 179,764 BDT while savings climbed to 1,621 BDT, showing that integrating lessons from earlier phases increased efficiency and improved outcomes. In coastal regions, access to clean water remains a critical need. The long-term sustainability of outcomes will depend on institutional support, economic diversification, and local resource mobilization.

To ensure lasting impact, the evaluation recommends:

- (1) strengthening community-led governance to decentralize decision-making;
- (2) expanding climate-resilient economic models for greater self-sufficiency;
- (3) deepening gender-transformative approaches;
- (4) Develop risk-mitigation plans, including dynamic protocols for re-allocation of resources;
- (5) developing a knowledge management system across Friendship to organize learning, ensure continuity between project phases, and support informed decision-making. This system would use practical tools to capture, share, and apply knowledge in daily operations.

By addressing these areas, Friendship and its partners can further empower communities to drive their own development, ensuring resilient, sustainable futures in the face of economic and environmental challenges.

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## A. Overview of the project and evaluation

### I. The context of the program

As a reminder, the evaluated project follows the results of a post-survey conducted after the implementation of the Community Initiated Disaster Risk Reduction (CIDRR) approach, launched in 2014 to address challenges such as lack of capital, local inexperience, and the absence of coordination and advocacy. The survey revealed that residents were unable to implement the plans due to insufficient access to capital, lack of information on social safety nets for rural poor, and limited access to local authorities. In response, Friendship established the Transitional Funding Project to support vulnerable communities. This project was implemented in the northern and southern regions of Bangladesh, benefiting 198 communities across 5 districts during the periods 2017-2018, 2019-2020, 2021-2022, and 2023. It was originally designed to help communities transition from emergency or disaster relief to sustainable development, hence the name "Transitional Funding", following the completion of a three-year Disaster Risk Management program, which was a prerequisite for participation. The initiative began with an 18-month pilot phase and was later incorporated into the Friendship Luxembourg Framework Agreement (FA 2019–2023), ensuring five years of sustained funding for its activities.

### II. Program description

The Friendship Transitional Funding Project was implemented in four phases, each expanding on previous interventions to strengthen community resilience, economic stability, and disaster preparedness. It should be noted that expansion has always taken place in new locations and always after a CIDRR project. Each phase introduced new strategies while building on lessons learned to improve impact, coordination, and sustainability.

**Communities of Category 1 (C1): Pilot Phase (2017-2018):** The pilot phase focused on testing interventions in four districts (Kurigram, Gaibandha, Patuakhali and Satkhira), benefiting 1,590 families. 48 FDMCs (Friendship Disaster Management Committees) were formed, ensuring 50% female participation, facilitating training, advocacy, and disaster preparedness. Poverty mapping helped communities advocate for local infrastructure projects, securing government support for 78 infrastructure projects. Economic resilience was strengthened through livelihood programs, including the distribution of 530 sheep, agricultural training, and savings initiatives, which accumulated €10,700. To support long-term financial stability, beneficiaries were connected to the Mushti microfinance program. “Mushti”, a Sanskrit term also used in Bengali, literally means “fist” or “handful”, symbolizing the act of setting aside a small portion (of rice, money, etc.) for a collective fund. It is a specialized microfinance initiative legally distinct yet affiliated with Friendship Bangladesh and managed by its licensed sister organization, Association for Peoples Development Stream (APDS). Supported by ADA (Appui au Développement Autonome, Luxembourg) and by the Microcredit Regulatory Authority (MRA). It offers tailored loan and savings products designed to promote financial inclusion among highly disadvantaged populations, particularly those living on the remote and erosion-prone chars of the Brahmaputra River. Beneficiaries can transfer their savings into Mushti and earn 6 % interest under MRA rules, fostering long-term financial resilience.

Community engagement was reinforced through the formation of civil society groups and training sessions on citizenship and governance in collaboration with Union Parishads (Local government).

**Communities of Category 2 (C2): Expansion Phase (2019-2020) – Scaling Up livelihoods and advocacy:** This phase expanded to 60 villages across five districts (Gaibandha, Kurigram, Patuakhali, Bagerhat, and Satkhira), benefiting 1800 families. While it continued to train FDMCs and provide disaster preparedness education, the focus shifted towards economic strengthening. 600 sheep were distributed, alongside climate-adaptive seeds and farming tools, helping improve food security and income generation. Savings programs grew, collecting €12,000 in total, and access to microcredit expanded. C2 also deepened advocacy efforts, working closely with local governments to fund infrastructure projects. Additional specialized training, such as para-veterinarian education and demonstration plots for modern farming techniques, was introduced to support long-term economic resilience. This phase improved access to public services and created community-led solutions for local challenges.

**Communities of Category 3 (C3): Strengthening community systems (2020-2021):** C3 further expanded to 60 villages, supporting 1,800 families and refining interventions from earlier phases. Each year, 30 new FDMCs were formed, targeting groups previously supported by Friendship's DRR projects, with at least 60% female participation. These committees continued to receive training in disaster preparedness and economic development, resulting in a total of 60 FDMCs established over the two-year duration of the project (30 in 2020 and 30 in 2021). A stronger emphasis was placed on poverty mapping, ensuring that infrastructure projects and social services were more precisely aligned with community needs. C3 strengthened civic engagement through monthly Friendship Civil Society Groups (FCSGs) meetings and the work of Community Governance Aides (including disability allowances, widow pensions, and school scholarships), improving access to public services, legal rights, and gender equality awareness. The project adapted to emerging challenges, integrating COVID-19 response measures, including awareness campaigns, hygiene supply distribution, and vaccination support. Additionally, veterinary services were expanded through para-veterinarian training, ensuring better livestock care.

**Communities of Category 4 (C4): Integration and sustainability (2023):** C4 differs from previous phases in its focus on building resilience-building with ongoing initiatives. Covering 30 villages and supporting 901 families, it emphasizes long-term sustainability, equipping communities with tools for autonomous disaster risk management and economic resilience. It strengthens livelihood programs through livestock and seed distribution, micro-savings, and microcredit access, while working closely with local authorities to improve infrastructure, public services, and social safety net programs. By integrating financial, agricultural, and civic into a single, reflective approach C4 ensures a large and integrated approach, reducing duplication and maximizing impact. From C1 through C4, each phase has expanded coverage, diversified income opportunities, and reinforced governance, culminating in a comprehensive resilience framework that underpins lasting, community-led development.

### III. Evaluation framework

This evaluation aims to measure the project’s impact, effectiveness and sustainability and support for sustainable livelihoods across several dimensions including improved economic opportunities, access to government services, changes in living standards, reduced reliance on emergency relief, and the effectiveness of interventions.

To address the diversity and complexity of the issues, we used a systemic, multi-dimensional reference framework that covered key aspects of program design, implementation, and impact. This framework provided guidance throughout the study and served as an effective tool for presenting the evaluation findings to stakeholders. It is structured to provide a view on key areas, ensuring each intervention's contribution is linked to aggregated outcomes and expected outputs. This systemic approach allows stakeholders to identify both immediate results and long-term impacts across all dimensions. A summary of the framework is depicted in figure 1 below . The purpose of this report is to provide a critical analysis summarizing the project's results and learnings, identify best practices for replication or scaling, and offer recommendations for future improvements.



*Figure 1: Evaluation framework for the Transitional Funding Project*

- Friendship transition funding project
- Aggregated outcomes of targeted intervention
- Key intervention axes according to the project design
- Expected aggregated outputs.

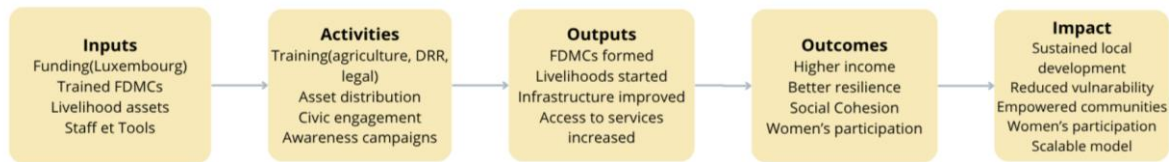


Figure 2: Impact Pathway Analysis framework.

This diagram illustrates a chain of results showing how a development project transforms resources into long-term impact. It begins with inputs such as funding from Luxembourg, trained FDMCs, livelihood assets, and staff/tools. These enable activities including training (in agriculture, disaster risk reduction, and legal matters), asset distribution, civic engagement, and awareness campaigns. These lead to outputs like the formation of FDMCs, initiation of livelihoods, improved infrastructure, and increased access to services. The outcomes include higher income, better resilience, stronger social cohesion, and enhanced women’s participation. Ultimately, the project aims for impact such as sustained local development, reduced vulnerability, empowered communities, ongoing women’s participation, and a scalable model.

## B. Data collection methods

This evaluation employed a mixed methods approach to data collection, ensuring comprehensive insights into the project's impact and effectiveness. The methodology aimed to capture diverse perspectives from beneficiaries, Friendship staff, and local authorities, as well as incorporating relevant project documentation.

### I. Key features of the data collection approach

**Mixed-methods design:** The evaluation combined qualitative and quantitative methods, allowing for a more nuanced understanding of the project's impacts. Qualitative data provided rich, contextualized insights into community experiences and perceptions, while quantitative data offered a broader, measurable overview of project outcomes.

**Participatory approach:** The evaluation emphasized community involvement, employing participatory tools to engage beneficiaries directly in the data collection process. This approach ensured that the evaluation captured communities’ and government bodies’ voices and perspectives, leading to more accurate and relevant findings.

**Learning-systems approach:** A learning-systems approach guided the evaluation, allowing for continuous feedback and adaptation throughout the process. This iterative approach enabled the evaluation team to adjust data collection methods and analysis based on emerging insights and evolving community needs.

## II. Specific data collection methods employed

This process consisted of different and complementary data collection techniques, permitting information triangulation.

**Literature review:** The evaluation team conducted a thorough review of existing project reports and documentation to gather background information. This helped in understanding the project’s design and implementation strategies while triangulating findings from primary data.

**Semi-structured interviews:** Interviews were conducted with a range of stakeholders, including beneficiaries, Friendship staff in Bangladesh and Luxemburg, and local government representatives. These interviews balanced structure with flexibility, allowing for in-depth exploration of themes while maintaining consistency in data collection.



*Figure 3: Community Designing social map, Source: Investigation in community, June 2024*

**Focus group discussions (FGDs):** FGDs were conducted to gather collective perspectives and foster discussions among community members. FGDs provided insights into shared experiences, challenges, and perceptions of the project's impact within specific groups, enriching the understanding of community dynamics. Participatory Rural Appraisal (PRA) tools, such as participatory mapping and timelines, were utilized to engage communities directly in visualizing and sharing their experiences. Participatory mapping enabled communities to illustrate key

environmental elements, infrastructure, and sensitive areas, highlighting the project's impact on their surroundings. Timelines allowed communities to chronologically record significant milestones and events related to the project's implementation, showcasing the project's evolution and its influence on community development.

**Ethical safeguards:** Data collectors were trained in ethical research practices. Each respondent received a clear explanation of the evaluation objectives and gave informed consent before participating. Participation was voluntary, and interviewees were assured of anonymity, confidentiality, and the right to withdraw at any point. These safeguards aimed to protect the dignity and rights of all participants, particularly in vulnerable communities (See attached consent form in Annex A).

### III. Data collection coverage and quality assurance

#### 1. Data collection

It aimed to ensure representation from various stakeholder groups and project implementation areas. The coverage rate refers to the number of people interviewed compared to the target that was set in the Terms of Reference. The target coverage rate was consistently above 90% for all categories (Table1). This process, based on a random approach to the beneficiaries of the interventions, shows that for the 4 community interventions (the 4 categories defined above), 81,5% of interviewees were women (Table 2).

*Table 1: Data collection coverage per community category*

Categories	Targeted interview number	Real interview number	Interview coverage rate	Targeted FGD number	Real FGD number	FGD coverage rate	Comments (Focus group)
C1 (2017-2018)	120	112	93,33%	6	7	116,67%	Possible confusion of char category
C2 (2019-2020)	120	115	95,83%	6	4	66,67%	–
C3 (2021-2022)	120	109	90,83%	6	7	116,67%	Possible confusion of char category
C4 (2023)	40	48	120,00%	2	2	100,00%	–
<b>Total</b>	<b>400</b>	<b>384</b>	<b>96,00%</b>	<b>20</b>	<b>20</b>	<b>100,00%</b>	

*Table 2: Data collection coverage per gender*

Categories	Men	Women	Total
C1 (2017-2018)	23	89	112
C2 (2019-2020)	24	91	115
C3 (2021-2022)	20	89	109
C4 (2023)	4	44	48
<b>Total</b>	<b>71</b>	<b>313</b>	<b>384</b>
<b>Rate</b>	<b>18,49%</b>	<b>81,51%</b>	<b>100%</b>

*Table 3: Coverage by community location (Northern Chars in blue vs Southern Communities in orange)*

Categories	Thana	Chars	State of coverage (Ok or No)	Location type	Semi-Interviews	FGD
C1 (2017-18)	Gaibandha	Koraibari	Ok	Northern river Island	14	1
	Chilmari	Noabash	Ok	Northern river Island	15	1
		Kheruar par	Ok	Northern river Island	25	1
	Kalapara	Nachnapara	Ok	Southern Coastal areas	20	1
	Shyamnagar	Jhapa 1	Ok	Southern Coastal areas	20	1
	Assasuni	Nakna	Ok	Southern Coastal areas	18	1
C2 (2019-20, 2020-21)	Chilmari	New Kheruar Char	Ok	Northern river Island	20	1
	Gaibandha	Porar Char	Ok	Northern river Island	20	1
	Kurigram	Char Boraibari	Ok	Northern river Island	20	1
	Kalapara	Punama Para	Ok	Southern Coastal areas	20	1
		Pora Chapli	Ok	Southern Coastal areas	20	1

	Shyamnagar	Pora Katla	Ok	Southern Coastal areas	15	1
C3 (2021-22, 2022-23)	Chilmari	Nayer Char	Ok	Northern river Island	16	1
	Kurigram	Panger Char	Ok	Northern river Island	20	1
		Nankar Char	Ok	Northern river Island	16	1
	Kalapara	Chungapasha	Ok	Southern Coastal areas	20	1
	Shyamnagar	Kamal Kati	Ok	Southern Coastal areas	20	1
	Assasuni	Sonaton Kati 2	Ok	Southern Coastal areas	17	1
C4 (2023)	Chilmari	Goynar Potol	Ok	Northern river Island	19	1
	Assasuni	Bisot	Ok	Southern Coastal areas	29	1
<b>All Categories</b>	-	-	-	-	<b>384</b>	<b>20</b>

## 2. Data quality assurance

**Training of data collectors:** All data collectors were required to have a minimum of a bachelor's degree in social sciences. Comprehensive training was provided on ethical considerations, data collection techniques, and the use of KoboToolBox for real-time data entry.

**Real-Time monitoring and feedback:** The use of KoboToolBox facilitated remote supervision and rapid feedback. Data collectors were grouped by zones using WhatsApp, promoting experience-sharing and efficient resolution of challenges.

**Data verification and cleaning:** post-collection, data was manually verified and cleaned in collaboration with Friendship Bangladesh, the same team involved in tool design and data collection, to ensure accuracy before analysis

### 3. Data analysis techniques

**Thematic analysis:** Thematic analysis, both deductive and inductive, was employed to analyze qualitative data from interviews and FGDs. Deductive analysis used predefined themes derived from the evaluation framework. Inductive analysis allowed for the emergence of new themes from the data itself.

**Descriptive quantitative analysis:** Quantitative data was analyzed using descriptive statistics, providing frequencies and trends to support the qualitative findings. Comparative frequency analysis across categories allowed for an understanding of trends and variations in project outcomes across each project category.

**Triangulation:** Triangulation was used to enhance the reliability and validity of findings by comparing data from different sources (interviews, FGDs, and documents) and perspectives (community members, Friendship staff, and government representatives). That includes qualitative and quantitative data.

Theme	Grouped Codes	Explanation of Theme	Positive/Neutral/Negative Outcome	Verbatim Quotes	Document Source	
Livelihood and Income Generation	Livestock Support (Goats), Requests for Cows, Income from Savings, Vegetable Farming	This theme encompasses the project's efforts to improve income generation through livestock (goats), vegetable farming, and saving practices. Participants also expressed a desire for cows.	Positive: Livestock and vegetable farming significantly improved income and financial independence, but some participants requested cows for greater long-term stability.	"We were given goats... selling their offspring provided us with significant income." "If the project gave us cows, it would be more financially beneficial for us."	C1_Shyamnagar_Jhapa1	Livelihood and Income Generation: The project livelihoods through the provision of goats and v... Participants were able to save and invest in futr... However, some requested cows to boost financi
Training and Capacity Building	Training Programs, Requests for Extended Support, Social Awareness	The project's focus on capacity building through training programs in farming, disaster preparedness, and social awareness has had a long-term impact on participants' skills and knowledge.	Positive/Neutral: Training was highly valued, but participants expressed a desire for continued or extended support to enhance skills further.	"We received training on vegetable farming, fish farming, and disaster management." "If Friendship could continue providing us with support and training, it would help us more."	C1_Shyamnagar_Jhapa1	Training and Capacity Building: Training on farm social issues equipped participants with valuabl... There is, however, a desire for more training an... building capacity.
Disaster Preparedness and Resilience	Disaster Preparedness, Infrastructure Improvements, Housing and Infrastructure	Training on disaster preparedness helped participants mitigate the impacts of floods and storms. Infrastructure improvements, such as roads and shelters, have enhanced resilience.	Positive: Participants are better prepared for disasters and benefit from improved infrastructure, although some issues (e.g., shelter access) remain.	"We now follow weather news frequently and store dry food. We also know when to evacuate based on warning signs." "Friendship helped construct roads and culverts, which improved transportation."	C1_Shyamnagar_Jhapa1	Disaster Preparedness and Resilience: The trai... community to manage environmental challenge:... improvements, such as roads and cyclone shel... the community, although some challenges, like :
Social Support and Government Services	Access to Government Services, Social Safety Net, Health and Medical Services	The project facilitated access to essential government services, including ration cards and allowances, and improved healthcare access for both people and livestock.	Positive: Increased access to government services and healthcare has improved overall community well-being.	"We now have easier access to ration cards, widow allowances, and other social services thanks to the project's assistance."	C1_Shyamnagar_Jhapa1	Social Support and Government Services: The  ... participants with government services, including... services, which have improved their quality of lif
Community Cohesion and Improvement	Community Improvement, Social Awareness	The project fostered stronger community bonds and	Positive: Community cohesion and awareness	"Now our community knows how to handle disasters, and	C1_Shyamnagar_Jhapa1	

Figure 4: Screenshot of thematic analysis using Microsoft Excel table

This table summarizes key themes from the project's impact, including improved income generation through livestock and farming, enhanced training and skills, better disaster preparedness, increased access to government services, and strengthened community cohesion. Positive outcomes like resilience and economic independence are highlighted, although some areas, such as extended support, remain as opportunities for growth.

## 4. Limitations and constraints

### ***Evaluation limitations***

The evaluation process faced several challenges:

**Geographical inaccessibility:** Some remote areas were difficult to reach, which may have limited the diversity of perspectives included.

**Literacy and communication barriers:** In communities with low literacy levels, respondents sometimes required assistance to understand questions, which may have influenced the reliability of some quantitative responses.

**Time constraints:** Limited time for field visits in certain locations may have affected the depth of qualitative inquiry.

### ***Biases and methodological reflections***

**Selection bias:** A significant proportion of respondents were women (over 80%), consistent with the project's focus on gender inclusion. However, this gender imbalance may limit the generalizability of findings across different household dynamics, especially male decision-making perspectives.

**Confirmation bias:** The evaluation framework was largely aligned with validating the project's intended outcomes, namely increased resilience, economic empowerment, and women's participation. While these outcomes are relevant and evidence-based, such alignment may risk underrepresenting unintended effects or negative externalities.

**Program visibility and response bias:** Some responses may have been influenced by participants' familiarity with Friendship or expectations of continued support, potentially affecting the objectivity of certain claims.

In light of these factors, the findings should be interpreted with caution. Future evaluations would benefit from: A more balanced gender sampling, ensuring representation of men and other underrepresented groups A more neutral and adaptive evaluation framework, open to capturing both expected and emergent outcomes. Enhanced planning to mitigate geographic and literacy-related barriers to data collection. By recognizing these limitations and biases, the evaluation aims to remain transparent and methodologically sound, while offering valuable insights to inform future programming and accountability.

## C. Study findings and analysis

### I. Observations common to all project categories

The comparative analysis underscores a participatory and community-centric approach, which allowed communities to identify their needs and shape interventions. This method ensured that projects addressed livelihoods, disaster preparedness, and access to social services, using an integrated, multisectoral approach across agriculture, inclusive citizenship (IC) and disaster management.

A structured approach to resilience and adaptation was maintained across all phases, ensuring both immediate relief and long-term development. The projects promoted gender inclusion by increasing women's participation in decision-making through FDMCs, strengthening social equity and community resilience. Institutional partnerships with local authorities, NGOs, and stakeholders reinforced project impact, but Friendship remains primarily responsible for securing, allocating, and distributing resources, highlighting ongoing reliance on its support. Strengthening decentralization and diversifying partnerships would enhance sustainability and reduce dependency on a single entity. Partnerships could involve United Nation (e.g., FAO, UNDP), regional bodies, community-based organizations such as the Mohideb Foundation government agencies, bilateral and multilateral donors, and private-sector partners). Replicating the model would require adapting Friendship's approach while ensuring capacity and alignment with its core principles

The focus on resource circulation within project networks revealed a strong dependence on external funding, which raises concerns about long-term sustainability. Greater income diversification and capacity building, both within communities and among local governments, would help transition management responsibilities away from external actors. Additionally, reliance on livestock and vegetable farming leaves communities vulnerable to market fluctuations and environmental shocks, making it essential to explore more diverse economic opportunities.

Economic empowerment was achieved through training in agriculture, financial literacy, and market development, benefiting women and marginalized groups. Infrastructure improvements supported local economic activity, while environmental initiatives promoted long-term resilience. Social awareness campaigns contributed to women's empowerment and reductions in harmful practices like child marriage. Disaster preparedness training increased community resilience to cyclones and floods, while reforestation and sustainable farming practices strengthened environmental sustainability. These benefits result from the cumulative impact of the CIDRR and Transitional Funding Project, which built on efforts from the CMDRR and FDMCs. Actions such as embankment protection and improved flood shelter access enhanced disaster resilience, helping mitigate the impact of Cyclone Fani in 2019, with no major losses reported in Friendship's project areas. Improved understanding of government services helped communities access pensions, allowances, and essential social support systems, reinforcing legal empowerment and self-sufficiency.

## II. Specific observations by intervention

### 1. C1 intervention: Building community resilience

C1's unique approach, focusing on livestock distribution, vegetable farming, and market linkages, strengthened economic resilience while promoting social awareness. It prioritized local income generation (average yearly incomes increased by 73%, from 734 USD to 1,270 USD per family mentioned in the 2017-2018 report), particularly through livelihood programs like livestock ("The Friendship NGO gave me a goat. [...] Now, I have twelve goats in total. In the last four years, I sold ten goats and made a profit of 70,000 to 80,000 BDT.") and vegetable cultivation training, which enhanced food security and income stability. Beneficiaries experienced direct economic benefits, with many using livestock profits to repair land and support education.

The establishment of local markets like Bandhu Bazar combined to financial literacy further boosted income opportunities by centralizing trade, facilitating surplus sales, improving access to essential goods and reducing transportation costs. Before the market, surplus production was shared freely among neighbors and sometimes discarded if it was expired or at risk of immediate spoilage, due to the associated costs and distance of the closest market. Socially, C1 enabled greater financial independence for women through savings groups, which increased participation in household decision-making.

Community awareness efforts successfully reduced child marriage rates, indicating a positive shift in gender norms, though women's leadership roles remained limited. Additionally, basic awareness campaigns improved access to government benefits, allowing more families to secure pensions and ration cards. "Before 2017, children were married off at an early age. After that the number decreased in comparison... Almost 80% of children were married at an early age before. It has decreased to 30% now." *Source: C1 (2017-2018) \_Gaibandha\_karaibari.pdf*. "Previousy, the child marriage rate was high in our village, but now, no villagers want to marry their daughters at an early age. Friendship taught us how to respect others and behave well with others." *Source:C1(2017-2018) \_Shyamnagar\_Pora Katla.pdf*. "The training we received... has led to significant improvements in our lives, including reduced child marriage rates." *Source: C1\_Chilmari\_Kreurapar.pdf*

However, key gaps remained in diversifying livelihoods and sustaining market access, as well as the need for ongoing mentorship to ensure long-term economic stability. Long-term economic stability can be tracked through quarterly, trend-based surveys, conducted by FDMCs under field-officer supervision, that use a Likert scale to record changes in average savings, household income, and the ability to meet expenses during lean seasons without selling assets. Simultaneously, an asset-debt register logs shifts in productive assets (livestock, farmland, tools) and liabilities, including loan balances, repayment rates, and defaults. This dual approach delivers continuous, clear insights into economic conditions, productive capacity, purchasing power, and community resilience. Addressing these challenges would help expand the project's impact and reduce dependency on traditional income sources alone.

### 2. C2 intervention: Strengthening economic empowerment

C2, done in new locations and always after a CIDRR project, expanded on C1's foundation by broadening income-generating activities and strengthening financial resilience through advanced agricultural methods, microfinance, and value chain structuring. The project managed savings in

Friendship beneficiary accounts and records them in Family Income & Expenditure Cards, with total savings reaching BDT 1,228,440 in December 2020<sup>1</sup>. providing a long-term safety net.

Participants leveraged livestock earnings to reinvest in higher-value assets, such as upgrading from sheep to cows for greater returns. The adoption of improved farming techniques, such as the "bed method" for vegetable cultivation, resulted in higher yields and more financial stability, allowing households to sell surplus crops and support education costs. However, beneficiaries suggested further diversifying income sources by introducing alternative livelihoods and vocational training to sustain long-term economic growth.

Socially, C2 built on C1's progress by expanding women's income-generating opportunities through microfinance and structured value chains. By improving women's ability to earn and control their own income, families faced less financial pressure to marry daughters off early. While participation rose, the intervention did not focus on structural governance changes at the community or government level, limiting women's leadership opportunities.

Establishing women-led cooperatives and gender dialogue platforms could create a more sustainable model for empowerment. In terms of disaster preparedness, C2 strengthened community-based risk management and irrigation projects, improving resilience to climate stress.

### 3. C3 Intervention: Leadership and environmental conservation

C3 expanded economic resilience by introducing diversified livelihoods, including fish, crab, and shrimp farming in the South, alongside innovative vegetable farming techniques like pheromone traps for pest control. C3 provided new income streams allowing beneficiaries to use earnings diversified livestock and agricultural products for home repairs and financial recovery after floods.

Environmental sustainability was strengthened through disaster preparedness training with dyke repairs and maintenance and reforestation efforts, particularly tree planting along riverbanks (1 km Coconut tree 100 plantation from Gopal more to Gagodish house) to reduce erosion and protect flood-prone communities. Gatherings are organized in the presence of the Upazila administrator, relevant Union Parishad (UP) bodies, and stakeholders on significant days such as National Disaster Preparedness Day, World Environment Day, and International Day for Disaster Reduction (IDDR). These events aim to raise awareness and mobilize collective action within the community to promote environmental protection and effective disaster management. These measures and actions improved long-term resilience, with participants noting that tree barriers helped prevent dam failures during floods.

Social cohesion was reinforced through collective farming initiatives, promoting resource-sharing and stronger community ties. However, the project faced challenges in long-term sustainability, including over-reliance on the NGO for coordination, fragmented stakeholder collaboration, and limited local leadership development. Addressing these gaps would require stronger local governance structures and greater community ownership to ensure continuity beyond external support.

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<sup>1</sup> Annual Report Transitional Fund 2020

#### 4. C4 intervention: Integrated approaches and sustainability

C4 combined development, governance, and environmental resilience by empowering communities to demand better services, strengthening infrastructure and legal frameworks. Unlike previous phases, it prioritized systemic change through legal advocacy and women's leadership, ensuring long-term impact on community governance and gender dynamics.

Economic activities expanded beyond traditional farming, introducing fish, crab, and shrimp farming in the South alongside innovative vegetable cultivation techniques like pheromone traps, which increased yields while reducing pesticide use. The introduction of adapted farming techniques (raised beds) has helped to reduce crop losses during floods. These strategies diversified income sources, reducing economic vulnerability and strengthening food security.

Social development and gender inclusion strengthened legal empowerment by refining legal-rights training and fostering women-led enterprises, building on Civil Society Groups, char-theatre and social-safety-net linkages thereby enhancing access to government services and fostering women-led enterprises. This contributed to improved infrastructure and institutional support.

Environmental resilience moved beyond disaster response to long-term ecological sustainability, with tree planting stabilizing soil, preventing erosion, and mitigating flood risks. These measures provided a lasting safety net against climate shocks, integrating conservation with disaster preparedness.

C4 stands out as an integrated model, combining economic empowerment, legal advocacy, and environmental sustainability with community-driven leadership. Unlike C1, C2, and C3, which focused on household-level economic resilience, C4 addressed systemic challenges, ensuring lasting improvements in governance, resource management, and social equity. Access to drinking water remains a major challenge. Infrastructure needs include better roads, cyclone shelters, sanitary toilets. Separately, simplifying procedures and strengthening outreach are needed to ensure communities can effectively access government services, often hindered complex procedures. Although not labeled “corruption,” several testimonies describe past inequities and favoritism that align with corrupt practices. In Punama Para, villagers remember addressing Union Parishad officials as “boss” yet receiving no help (Source: C2 2019–2021 Kalapara\_Punama Para.pdf). On Nayer Char, one resident’s mother-in-law had to pay a 5,000-taka bribe to obtain a widow’s allowance (Source: C3 Chilmari\_Nayerchar.pdf). Since Friendship’s training, these demands have largely stopped and services are now delivered promptly, though beneficiaries sometimes still need to insist (Source: C4 Ashashuni\_Bisot.pdf). Training made clear that social services are free, yet some, like a participant from Koraihari, continued to pay fees before understanding this (Source: C1 Gaibandha\_Koraihari.pdf). Remaining vigilant will help protect these hard-won improvements.

### III. Comparative analysis: Northern River zone Vs Southern Coastal Zone

Across the four phases (C1 to C4), interventions were implemented in different localities, even within the same regions. Each targeted area had distinct environmental, infrastructural, and socio-economic conditions. As such, although the core components, livestock distribution, climate-resilient farming, savings promotion, and disaster preparedness, remained consistent, their design and outcomes were shaped more by local context than by the project's timeline.

Core similarities across regions: in both northern floodplains and southern coastal zones, livestock and seeds distribution, coupled with practical training, led to increased household income and improved food security. Savings practices, based on small weekly contributions, enhanced financial resilience and enabled reinvestment. Access to government support, such as pensions, allowances, and ration cards, improved through increased awareness and engagement with local authorities. Women gained economic autonomy and took on greater roles in community structures. Awareness campaigns also addressed early marriage, domestic violence, and access to education, reinforcing social cohesion. While overall results were similar, outcomes varied based on how each community adapted the interventions to its specific environmental and socio-economic constraints.

Northern river zone: in the northern floodplains, where communities face recurring floods and riverbank erosion, interventions focused on flood-adapted agricultural practices and income strategies. Households adopted raised-bed and sack farming for vegetables, alongside sheep rearing, both suited to waterlogged conditions. Income from sheep sales and collective savings was often reinvested in land, dairy cows, or housing improvements. Financial literacy sessions helped participants make informed decisions, including building elevated platforms for livestock protection. Infrastructure priorities included reinforcing flood-adapted roads, preventing erosion, and ensuring safe evacuation paths. Local committees and administrative training strengthened community engagement with government services, improving access to support schemes. Women gained a stronger role in managing household finances through livestock and savings activities. The rejection of dowries and early marriage also progressed, supporting broader gender inclusion.

Southern coastal zone: in the southern coastal areas, salinity intrusion and cyclones shaped the resilience strategies. Households focused on poultry, goat rearing, and salt-tolerant crops to ensure food security and income. Economic growth relied more heavily on market access, supported by road upgrades and new local markets like Bandhu Bazar, which improved trade in vegetables, fish, and crabs. Disaster preparedness emphasized cyclone response, with investments in shelters, early warning systems, and repaired roads and culverts for safe evacuation. Access to drinking water remained a major challenge, addressed through deep tube wells and filtration systems. Local authorities actively supported communities in securing subsidies, ration cards, and infrastructure funding, particularly for dykes and drainage. Unlike the North, where savings through livestock was key, Southern communities prioritized business training and non-farm income opportunities, reflecting a shift toward broader economic diversification.

Persistent challenges and regional priorities: While the project strengthened food security, economic stability, and disaster resilience in both regions, key challenges persist. In the North, flood control, erosion, and road maintenance during seasonal flooding remain priorities. A

growing interest in dairy cows over smaller livestock suggests a shift toward higher-value assets, requiring targeted support. In the South, the focus remains on cyclone-resistant infrastructure, improved access to clean water, and saline-resilient farming. Market connectivity and access to healthcare continue to present development gaps.

Rather than a radical shift across cycles C1 to C4, the project reflects a gradual refinement of interventions tailored to each region’s needs. In the North, efforts centered on flood adaptation through elevated farming, livestock investments, and infrastructure protection. In the South, the emphasis shifted toward cyclone preparedness, water management, and market-driven diversification. Sustaining progress in both zones demands continuous, context-aware investment in infrastructure, broader livelihood skills, and institutional capacity building.

*Table 4: Key comparisons between Northern River and Southern Coastal Zones*

<b>Dimension</b>	<b>Northern River Zone</b>	<b>Southern Coastal Zone</b>
<b>Context</b>	Frequent flooding and erosion require water resilient practices.	Cyclones and salinity intrusion demand salt tolerant solutions.
<b>Interventions</b>	Raised-bed farming, sheep rearing, and financial literacy.	Poultry/goat rearing, salt-tolerant crops, and market linkages.
<b>Infrastructure</b>	Flood-adapted roads, erosion embankments, evacuation routes.	Cyclone shelters, tube wells, drainage and dyke systems.
<b>Economic Impact</b>	Sheep income reinvested in land, dairy, housing.	Diversified non-farm incomes (trade, services).
<b>Sustainability</b>	Ongoing, context aware infrastructure upkeep; agroforestry and vocational training; empowered local committees.	Continuous investment in coastal infrastructure; broad skills development; strengthened local governance and service delivery.

#### IV. Logical framework analysis across all project phases

The logical framework analysis of the Friendship Transitional Funding Project examines the alignment, strengths, and gaps between the 2017 Resilience Pilot Project (C1) and the expanded Friendship Autonomy and Resilience Project (FA 2019–2023), covering C2, C3, and C4. Both frameworks share a common objective of strengthening community resilience through economic empowerment, improved access to services, and disaster preparedness. The pilot project primarily focused on economic opportunities, while The Transitional Funding Project under the Framework Agreement (FA) expanded its focus beyond access to governmental and financial services to also address livelihoods, food security (Specific Objective 2), and civil rights (Specific Objective 3), with the aim of improving living conditions for beneficiaries. "Livelihoods" refers to the combination of activities, resources, and capacities that households use to meet basic needs,

such as food, shelter, healthcare, and education, and to build resilience to shocks like natural disasters, economic disruptions, or conflicts. This includes income-generating activities (e.g., farming, livestock, fishing, small trade, wage labour), access to resources (e.g., land, water), financial and material assets (e.g., savings, tools), knowledge and skills (e.g., training, experience), social capital (e.g., networks, community support), and essential services and infrastructure (e.g., health, education, transport, markets). The Transitional Funding project under the Framework Agreement (FA) broadened its scope to livelihoods, food security (specific objective 2) as well as civil rights.

A participatory approach was consistently applied, ensuring community involvement in planning and implementation. Training in agriculture, financial literacy, disaster preparedness, and advocacy with local authorities was central to both frameworks. However, despite strong internal logic and clear objectives, certain challenges persist. The absence of detailed risk mitigation strategies makes the projects vulnerable to political instability and natural disasters. Monitoring of gender inclusion remains limited, with no structured indicators to track progress in leadership and decision-making roles for women. The projects depend on cooperation from Bangladesh’s local government support (e.g., Union Parishads and Upazila administrations) for service delivery and infrastructure support. Strengthening these partnerships is essential for sustainability but it also creates a vulnerability if government priorities change or cooperation falters. While shifts in local government support lie beyond Friendship's direct control, as facilitator, the key is to help plan for its possible impact. Embedding resilience at community, institutional, and financial levels, alongside scenario-based contingency planning, can help anticipate risks, such as government withdrawal, and put in place practical response strategies to limit disruption and protect long-term project outcomes. (for example, “if pension disbursements are delayed by more than four weeks”) should be agreed in advance, with trigger points, assigned responsibilities, and pre-approved actions. This mix of strong governmental collaboration and independent community and financial guarantees will enable efficient operation of public systems while limiting disruption in the event of cooperation failure.

A key difference between the two logical frameworks lies in their monitoring and evaluation systems. The pilot project relied on precise quantitative indicators to track economic progress, while the FA project adopted broader sectoral indicators, closely aligned with those of the Transitional Funding Project. This shift has made long-term comparisons more challenging. Lessons from the pilot phase were not systematically integrated into later phases, missing opportunities for improved risk management and resource planning. The table below summarizes the differences between the two frameworks in detail.

*Table 5: Differences between the resilience pilot project and Transitional Funding Resilience project*

<b>Component</b>	<b>2017 Resilience Pilot Project (C1)</b>	<b>Friendship Autonomy and Resilience Project (FA 2019–2023: C2, C3, C4)</b>	<b>Key Observations</b>
<b>Overall Objective</b>	Strengthen community resilience through economic empowerment and disaster preparedness.	Broadened scope to include livelihood, food security alongside economic empowerment and disaster preparedness.	FA project builds on C1 but expands into new sectors.

<b>Approach &amp; Methodology</b>	Participatory approach with community involvement in planning and implementation.	Maintains participatory approach while increasing engagement in advocacy and governance.	Strong continuity in methodology across both frameworks.
<b>Key Activities</b>	Agricultural training, financial literacy, disaster preparedness, advocacy with local authorities.	Expanded to include vocational training, health and education services, and legal advocacy.	FA project integrates additional service sectors but retains core economic and disaster preparedness activities.
<b>Risk Mitigation</b>	Identified risks such as political instability and natural disasters but lacked detailed mitigation strategies.	Risks acknowledged, but need for monitoring and reporting plan for external shocks like inflation or government policy shifts.	Both frameworks require stronger contingency planning.
<b>Gender Inclusion</b>	Encouraged women's participation but lacked structured tracking for leadership roles.	Increased focus on women's participation but without clear indicators to measure leadership impact.	Gender inclusion efforts exist but need measurable tracking and leadership development strategies.
<b>Sustainability</b>	Relied heavily on government cooperation for service delivery and infrastructure support.	Dependence on government remained high, without alternative sustainability strategies.	Overreliance on government partnerships creates risks if political cooperation weakens.
<b>Integration of lessons learned</b>	Early phase experiences such as the importance of regular monitoring and reporting on external shocks to support better adaptation or prevention were valuable but not systematically incorporated into later project phases.	No explicit structured mechanism to apply pilot phase learnings into FA planning.	Lack of adaptive learning leads to missed opportunities for efficiency and impact.

## V. PESTEL analysis

The Friendship Transitional Funding Project operated in a complex environment shaped by political, economic, social, technological, environmental, and legal factors. These external influences determined the feasibility and effectiveness of project interventions.

**Political factors** occasionally affected implementation, particularly in 2017 when political instability made rural access difficult. The adoption of the Foreign Donations (Voluntary Activities) Regulation Act in 2016, particularly Articles 4, 5, 10, and 15, introduced requirements for NGO Affairs Bureau registration, prior project approval, caps on administrative expenses, and mandatory external audits. While these measures can lengthen preparation times, the added oversight and legal certainty are widely regarded as beneficial. To address operational challenges, Friendship acted as a facilitator: it leveraged strong relationships with Union Parishads and Upazila administrations to help communities claim their rightful benefits, such as widow and old-

age allowances, without assuming any entitlement itself. Moreover, alignment with the priorities of Luxembourg's Humanitarian Aid Strategy, particularly the nexus between emergency aid, rehabilitation, and development, as well as the focus on reducing vulnerability and strengthening resilience, facilitated resource mobilization.

**Economic conditions** played a significant role, as inflation and rising costs affected purchasing power, making it harder for families to afford essentials, especially in the context of the Covid-19 pandemic since 2020. This created pressure on financial aid programs, as fixed cash assistance became insufficient over time. Job instability in agriculture, manufacturing, and informal labor left many households vulnerable to income loss, highlighting the need for broader income diversification strategies. Infrastructure limitations, particularly in chars, constrained market access and productivity, and reinforcing economic disparities between rural and urban areas.

**Social factors** were shaped by frequent flooding and migration, particularly in chars, disrupting education, livelihoods, and community networks. Displacement weakened community ties, making long-term engagement in development projects difficult. Women and marginalized groups faced additional barriers, particularly in securing financial stability and leadership roles. While awareness campaigns successfully reduced child marriage rates, broader gender equality in decision-making remained a challenge.

**Technological advancements** such as 4G mobile expansion created new opportunities for financial inclusion and healthcare, but weak infrastructure in chars limited access. While agricultural innovations like pheromone traps and sack gardening increased productivity, barriers to irrigation and mechanized farming slowed broader agricultural improvements.

**Environmental challenges** remained a significant threat, with floods, cyclones, and land salinization affecting food security and infrastructure. Severe flooding from July to August 2017 delayed the project by two months, reducing its duration from 19-20 months to 16-17 months. Despite this, all objectives were achieved, and even exceeded, by intensifying activities in the second half of the project (e.g., training of paravets, poultry distribution). Disaster preparedness training and afforestation initiatives improved resilience, but coastal areas remained vulnerable. Communities in Shyamnagar and Assasuni experienced severe land degradation, in particular due to cyclone Amphan in 2020 and Cyclone Yaas in 2021, making sustainable agricultural practices increasingly necessary.

**Legal and regulatory factors** influenced household security. On the shifting char islands, households face both legal uncertainty over ownership and the physical loss of land to floods or erosion, leaving no stable plot even after a previous holding disappears. This dual insecurity makes any agricultural investment, such as planting seeds, impracticable and therefore undermines long-term household investments. Although Friendship Civil Society Groups (FCSGs) were established under the project to address community land-rights issues.

The table below provides a structured analysis of these external influences, highlighting their impact on the project and the key challenges faced.

Table 6: PESTEL factors likely to have an impact on the project

Factor	Impact on project implementation	Challenges faced	Observations from Logical Framework
<b>Political</b>	Bureaucratic restrictions from the 2017 NGO Law slowed funding and service delivery. Local government partnerships improved access to benefits but created dependency.	Administrative delays, shifting government policies, and political instability disrupted implementation.	Relied on government cooperation, making service access vulnerable to political changes.
<b>Economic</b>	Inflation and rising costs reduced the value of financial aid. Job instability increased demand for diversified income sources.	Limited market access in chars, high costs of transport and materials, and fluctuating wages in agriculture and informal sectors.	Economic activities focused on agriculture and livestock, requiring stronger income diversification. And budgets were regularly adjusted to offset exchange-rate and inflation pressures
<b>Social</b>	Migration disrupted education and livelihoods, making long-term community engagement more difficult. Women's participation in economic activities increased but leadership remained low.	Displacement due to flooding weakened community networks, and gender norms restricted women's decision-making roles.	Gender inclusion was promoted in income generation but no explicit structured leadership development to prepare women for decision-making roles.
<b>Technological</b>	Mobile banking and mobile health services expanded financial and healthcare inclusion but had low adoption due to weak infrastructure. Agricultural innovations improved yields but mechanization gaps remained.	Poor mobile connectivity, lack of affordable irrigation, and limited mechanized farming tools in rural areas.	The framework planned for digital and agricultural innovations, but infrastructure limitations as internet coverage slowed progress.
<b>Environmental</b>	Floods, cyclones, and land degradation threatened food security. Disaster preparedness and tree planting improved resilience but needed scaling.	Vulnerable coastal areas required more long-term climate adaptation measures.	Disaster risk management was a core activity, but environmental sustainability (Afforestation and riparian planting climate-smart farming techniques, community-managed water structures) efforts needed expansion.
<b>Legal &amp; Regulatory</b>	Weak land tenure systems discouraged investment, and corruption limited fair access to social benefits.	Bribery in securing allowances and administrative obstacles in land rights.	Legal training increased awareness of rights, but systemic barriers persisted.

## VI. Analysis of the project's added value

The Transitional Funding Project (2017–2023) illustrates a progressive shift from short-term humanitarian assistance to development-focused support, producing measurable outcomes for communities, local institutions, and implementation partners. This transition is evident in the evolution from emergency preparedness and basic livelihood assistance in the early phases (C1 and C2) to broader institutional engagement and enhanced local autonomy in later stages (C3 and C4).

Targeted households experienced increased economic and social self-reliance through integrated strategies combining income-generating activities (such as livestock rearing, vegetable production, and aquaculture), disaster risk reduction, community savings schemes, and improved access to rights and services. By the final phase, 72.92% of respondents reported higher income levels, and 82.56% indicated they had more than one source of income, consistent with trends from previous cycles, where increases ranged from 66% to 78%.

Structural changes, shifts in the way communities organize, govern themselves, and interact with formal institutions, beyond individual or household-level benefits, were also observed. Beneficiaries became more engaged in civic life, demonstrated by growing interactions with local authorities and stronger uptake of public assistance schemes. Access to government entitlements, such as pensions, widow allowances, and food subsidies, increased from roughly 45% to over 90% in certain areas, suggesting improved awareness and empowerment. Implementation relied on a cost-effective and locally embedded approach. Reactivating Friendship Disaster Management Committees (FDMCs), originally formed under the CMDRR or CIDRR projects, helped reduce start-up costs and maintained continuity. This approach reflects international best practices outlined by the OECD (Organisation for Economic Cooperation and Development), World Bank and UNDP (United Nations Development Programme), which emphasize local ownership, efficiency, and multisectoral coordination.

Progress was also made in gender inclusion. In several areas, women assumed more prominent roles in household decision-making and community structures. Reports of reduced early marriage and expanded economic participation point to changing social norms and broader engagement in public life. Environmental resilience was strengthened through tree planting, maintenance of flood-protection infrastructure, and adoption of agroecological methods such as pheromone traps. These actions aimed to mitigate climate-related risks and are aligned with IPCC Intergovernmental Panel on Climate Change (2022) recommendations on locally adapted, anticipatory adaptation.

Throughout the project, communities advanced from receiving short-term aid to leading development actions. External support increasingly gave way to community-driven initiatives, and fragmented responses evolved into more coherent, multisectoral interventions. The sustainability of these shifts will depend on continued institutional support and stronger local partnerships. At the same time, coordination with local authorities improved service delivery, offering additional value to public institutions. For civil society actors, the experience provides a scalable model of integrated development. For donors, measurable outcomes in terms of livelihoods, resilience, and stability reinforce its relevance as a strategic investment.

This experience demonstrates a meaningful shift in practice. It contributed to building capacity, diversifying incomes, expanding access to services, and strengthening local agency. The added

value lies in a lean, integrated, and community-anchored approach. Consolidating these gains will require long-term commitment and collaboration across sectors.

## VII. Specific analysis of OECD/EU criteria

### 1. Relevance and consistency

**Precise identification of community needs:** The process went beyond identifying general needs to understand the specific challenges faced by the community. The project design involved collaboration with several key stakeholders, facilitating its adaptation to the beneficiaries' needs. The participatory approach revealed a lack of access to stable socio-economic platforms, particularly affecting poor and isolated communities, due to limited availability of basic services, sustainable income sources, and access to legal or governmental resources, as well as partial integration of marginalized groups, especially in remote and vulnerable areas. The project also emphasized the need to create long-term livelihood opportunities to reduce dependence on short-term aid and mitigate migration-related losses. Although livelihood options were tailored to local contexts, further customization to address the specific needs and conditions of each community could have enhanced the project's impact.

**Tangible alignment with national policies and SDGs:** Alignment with national policies and Sustainable Development Goals (SDGs) strengthens the project's legitimacy and impact. The Friendship Project demonstrated clear integration with relevant SDGs and worked closely with local government entities, NGOs, and community leaders. Union Parishad and other local government entities were consulted to align project activities with local development plans and resources. The Upazila Administration collaborated with the project team to avoid duplication of efforts and ensure that local infrastructure (such as roads and markets) was improved in tandem with project intervention. Collaboration with local NGOs like the *Mohideb Foundation* and civil society leaders helped identify local challenges and ensure that the project was aligned with community priorities. By collaborating with these diverse actors, the project was able to design interventions that were community-driven and aligned with local priorities, ensuring that the project met the evolving needs of the communities.

Key contributions to SDGs included:

- SDG 1 (No Poverty): Focused on poverty reduction through livelihood programs, financial services access, and economic empowerment.
- SDG 3 (Good Health): Improved access to clean water, healthcare services, and health education.
- SDG 8 (Decent Work and Economic Growth): promoted sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, including women.
- SDG 13 (Climate Action): Addressed environmental sustainability through disaster preparedness, resource conservation, and climate change adaptation.

This collaborative approach ensured alignment with local priorities and avoided duplication or contradictions with existing initiatives, despite encountering some challenges during implementation.

**Step-by-Step demonstration of horizontal logic:** The horizontal logic, or results chain, must be clearly articulated. The sequence of project activities (training, resource access, capacity building) appears to follow a logical progression toward the expected outcomes (increased income, improved resilience). For example, livestock distribution was paired with training on livestock management and disaster preparedness, ensuring a coherent pathway to economic empowerment and resilience. Establishing market linkages then enabled beneficiaries to leverage their newly acquired skills to generate income.

**Justification of vertical logic:** The project demonstrated vertical logic by addressing economic (income, savings), social (resilience, security), and environmental (climate adaptation) dimensions. The convergence of interventions is evident in how livelihood support and disaster preparedness mutually strengthen community resilience. These efforts align toward the overarching goal of community empowerment and enhanced resilience. This articulation is particularly visible in the linkage between financial literacy and savings mechanisms, which maximizes the impact on household financial management.

**Analysis of program realism (technical capacity and beneficiaries' absorptive capacity):** The assessment of program realism focuses on two main aspects: technical capacity and the beneficiaries' ability to absorb and implement acquired knowledge and skills. It evaluates whether the program is realistically designed based on available expertise and the beneficiaries' readiness to adopt its outcomes.

- **Technical capacity:** The project relies on the expertise of Friendship, its partners, and local knowledge, indicating a solid technical foundation.
- **Internal and external expertise:** The project capitalized on both internal and external expertise. Friendship Bangladesh, with its solid background in community development, including disaster risk management and economic initiatives, collaborated with government specialists and local institutions. Experts in livestock and aquaculture provided training to beneficiaries, while specialized programs, such as para-veterinarian courses, were conducted in partnership with reputable institutions like Bangladesh Agriculture University. These collaborations strengthened the technical capacity needed for effective project implementation.
- **Beneficiaries' absorptive capacity:** Active community involvement in needs assessment and activity implementation indicates a degree of readiness among beneficiaries to adopt new skills and knowledge.
  - **Needs and capacity assessment:** Baseline surveys were conducted before project initiation to understand the socio-economic status, income sources, and existing knowledge of the communities.
  - **Tailored training:** Trainings were customized to meet the specific needs of different groups and were delivered during the bi-monthly meetings of the Friendship Disaster Management Committees (FDMC).
  - **Practical learning:** Emphasis on hands-on learning, such as demonstration plots for crops and training in livestock and aquaculture, enabled effective skill transfer.
  - **Simple tools:** Practical tools like Family Income & Expenditure Cards (FIE cards) were introduced to help beneficiaries manage their income and expenses effectively.
  - **Community participation:** By allowing villagers to select FDMC members, the project fostered community ownership and engagement.

While these measures indicate a promising level of absorptive capacity, further information on literacy levels, technical skills, and access to technology is necessary for a more precise

evaluation. Additionally, external factors such as political instability and economic shocks could impact beneficiaries' ability to fully leverage the opportunities provided by the project.

## 2. Analysis of the project's process

A participatory approach actively engaged local communities and government authorities in addressing recognized priority issues, facilitating joint implementation with Friendship. Monitoring and evaluation tools assessed progress and impacts, enabling strategy adjustments as needed, with surveys collecting data on key indicators such as income, living conditions, and access to essential services. The results acknowledged by respondents, confirming report contents, indicate improvements in household incomes, diversification of income sources, and better food security; strengthened social cohesion, advancement of women's empowerment, and increased access to basic services; as well as sustainable natural resource management and enhanced resilience to natural disasters.

## 3. Analysis of the effectiveness

The effectiveness of the Friendship initiative is assessed through its Theory of Change, focusing on measurable and sustainable outcomes in two key interconnected areas: economic empowerment and community resilience.

**Economic empowerment:** The evaluation assesses how interventions enhanced income and financial planning among disadvantaged communities. Integrated efforts focused on capacity building, modern technology adoption, savings practices, and financial support, leading to diversified livelihoods through successful income-generating activities such as livestock rearing, vegetable cultivation, and secondary activities like fishing or crab farming (in the coastal region). At the end of the project, the savings accumulated and kept in a Friendship bank account on behalf of the beneficiaries amounted to 1,022,490 BDT (a little over 10,700 EUR), representing an average savings per beneficiary of 643 BDT (approximately 7 EUR), according to the 2017-2018 period report. These opportunities enabled families to increase their incomes. Some beneficiaries significantly expanded their goat herds, ensuring long-term financial stability.

The promotion of savings groups and financial literacy training supported better financial management, reducing reliance on external aid. Savers could voluntarily transfer their savings to APDS/Mushti, a legally distinct entity affiliated with Friendship and licensed by the Microfinance Regulatory Authority to conduct microfinance activities. Mushti offered a 6% interest rate, following Microcredit Regulatory Authority regulations. By 2018, 495 beneficiaries were already engaged with Mushti. Beneficiaries adopted financial tracking methods, improving their ability to save and invest. By integrating these strategies, the initiative fostered economic resilience and greater autonomy within communities.

**Community resilience:** This section focuses on enhancing community resilience, reducing vulnerability, and limiting dependence on emergency aid. Key efforts included mobilizing local resources, developing infrastructure, building skills, and strengthening government support. Disaster preparedness training, along with cyclone shelters maintenance and reforestation initiatives, improved adaptability, while elevated livestock platforms helped prevent flood-related losses.

Social safety nets and government programs, such as pensions, contributed to long-term stability. Infrastructure projects implemented by local authorities, based on poverty maps developed by

communities to identify infrastructure-related barriers to poverty reduction, such as deteriorated roads or embankments, not only enhanced disaster protection but also created employment opportunities. Crisis management training further equipped communities to handle emergencies effectively. Despite external challenges, these efforts have strengthened self-reliance and long-term resilience.

#### 4. Efficiency analysis

##### ***Are the results in line with the sums committed? Could we have done better with the resources committed?***

In the absence of detailed monetary data on every input and outcome (e.g. the monetary value of knowing one's legal and human rights, or of access to government structures and services, of the social safety net and some opportunity costs) efficiency estimation will mainly focus on **technical efficiency analysis**, using cost functions and production (output) functions, as well as cost-effectiveness and cost-benefit analyses. Outputs will be measured by community micro-savings (including both savings and earnings), acknowledging that some outcomes aren't expressed in monetary terms. However, average savings per beneficiary at project end may not fully reflect actual earnings and savings, as some contributions may go unrecorded or untracked.

Beneficiaries save in two main ways. First, they began weekly savings before receiving any tools; savings increased after receiving support, indicating that they are generating profit through the Friendship system. Second, they save from earnings generated by selling surplus vegetables, thanks to Income Generating Activities (IGA) supported by the project. This has led to increased household spending, asset accumulation (such as chickens and goats), and additional savings. Considering the context, this indicator was chosen as it reflects the combined impact of all activities, supporting both resilience and the transition from emergency aid to development.

Cost-effectiveness analysis assesses the outcomes or impact achieved per dollar spent, while cost-benefit analysis, which is purely quantitative, aims to estimate the overall social return of the intervention by assigning monetary values to its impacts. Technical efficiency analysis examines the relationship between inputs and outputs to evaluate how effectively resources are used to produce results, assess the effectiveness of strategies, determine whether investing in a specific approach is worthwhile, compare alternatives, and judge whether an intervention yields better outcomes than inaction. The various costs have been calculated based on the project's annual financial reports (2017-2018, 2019, 2020, 2021, 2022 and 2023).

##### **1.1. Global budget execution and operational efficiency**

The project maintained strong budget execution across its four phases: 97% for C1 (2017–2018), 96% for C2 (2019–2020), 100% in 2021 and 96.8% in 2022 for C3, and 98.8% for C4 (2023). These rates illustrated in Table 7 reflect near-total use of allocated funds and confirmed financial absorption capacity. Variances between planned and actual spending remained limited.

*Table 7: Overall budget execution rate by category of intervention*

Categories	Allocated budget (BDT)	Actual expenditure (BDT)	Implementation rate	Budget variance
C1 (2017-2018)	76,929,054	76,922,511	100.01%	6,543 BDT (≈0,01%)
C2 (2019-2020)	172,753,200	169,777,110	98.30%	2,976,090 BDT
C3 (2021-2022)	333,525,809	328,129,194	98.40%	5,396,615 BDT
C4 (2023)	167,194,870	161,967,370	97%	5,227,500 BDT

Underspending of 1% to 5% was observed in contingency (40% unused in C4), equipment, personnel (up to 3% in C4), and administrative costs (5% in C4). These margins could have been reallocated to unmet needs such as infrastructure, water access, or technical training.

Recurring overspending was noted for vehicle costs, meetings, coordination, and training. In C4, collaboration exceeded the budget by 12%, training by 7%, and vehicle costs by 8%, indicating initial underestimation of logistical needs. While overall efficiency was high, improvements are possible in budget forecasting and proactive resource reallocation, as recommended by OECD (2018)<sup>2</sup> and the World Bank (2010)<sup>3</sup>. The project followed a lean and proven strategy, achieving strong results without requiring an expanded structure. The use of local Disaster Management Committees (FDMCs), trained during earlier phases, particularly under the CMDR program, helped reduce start-up costs while mobilizing existing community capacities. According to the survey conducted in beneficiary Chars, 293 out of 313 individuals trained in C1 were FDMC members. In C3, 83 FDMCs remained active, and 43 were mobilized in C4, ensuring continuity of action and preservation of community and institutional knowledge. Training in areas such as agriculture, livestock, financial management, disaster risk reduction, and access to public services was widely applied: in C3, up to 54% of respondents reported frequent or daily use of acquired skills, rising to 83% in C4. Women's financial, economic, and social inclusion contributed to increased household income and financial autonomy, reinforcing resilience. The integration of context-appropriate tools, such as pheromone traps, local seeds, and adapted farming techniques, enhanced activity effectiveness without generating significant additional costs. Several activities were also coordinated with local government structures, enabling aligned implementation.

Together, these elements reflect a structured, low-cost approach grounded in existing community and institutional systems and oriented toward operational efficiency. In terms of the relationship between resources committed and overall results, the more resources committed per household, the better the results in terms of micro-savings per household (Table 8). Figure 5 shows a clear, strong positive linear relationship between how much is spent per beneficiary and how much those households manage to save on average. This is a correlation, not proof of causality. It suggests that groups receiving more resources tend also to save more, but other unmeasured factors (selection of beneficiaries, local economic conditions, program design, etc.) could also be at play. However, with only four observations, the statistical tests lack power and are not

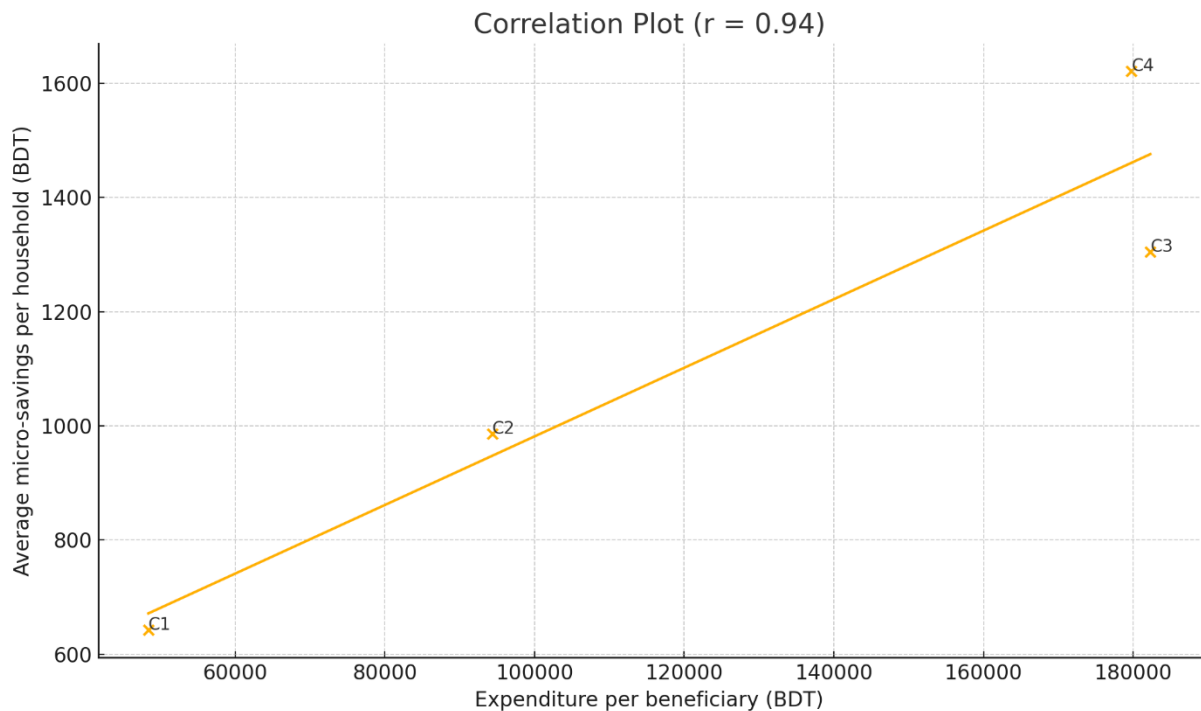
<sup>2</sup> OECD (2018) – *Effective Budgeting and Public Financial Management Reform*.

<sup>3</sup> World Bank (2010) – *Public Financial Management Performance Measurement Framework (PEFA)*.

sufficient to provide full confirmation. Despite these limitations, this reflects consistent use of resources across the 4 phases. Phase C4, the most integrative phase, was completed in one year with lower per-household spending (179,764 BDT vs. 182,294 BDT in C3) and proved the most efficient.

*Table 8: Comparison between committed resources and micro-savings capacity per household*

Categories	Actual expenditure (BDT)	Total microsavings (BDT)	Direct Coverage target	Using household coverage: actual expenditure (BDT)/number of beneficiaries	Average micro-savings (BDT) per household (From friendship annual reports)
C1	76,922,511	1,022,490	1590	48,379	643
C2	169,777,110	1,774,570	1800	94,321	986
C3	328,129,194	2,348,523	1800	182,294	1,305
C4	161,967,370	1,460,030	901	179,764	1,621



*Figure 5: Scatter plot of per-beneficiary expenditure vs. Average household micro-savings with fitted linear regression*

## 1.2. Efficiency in relation to results and impact

The project achieved significant results while maintaining controlled use of budgetary resources. Annual household income increased by 73% in C1 (from USD 734 to 1,270), by 75.7% in C2 (from USD 647 to 1,137), and by 66.7% to 78.1% in C3 (from USD 849 to 1,521, depending on the group). In C4, although no direct income figures were collected, 72.92% of households reported an increase in income, confirming the trend observed in earlier phases.

Over 80% of beneficiaries in C2 to C4 reported having at least two income sources, reflecting growing economic diversification. Resilience also improved: 70% of participants in C3 and nearly 60% in C4 stated they felt better prepared to face economic and environmental shocks. Weekly micro-savings systems, based on contributions of 10 BDT, enabled regular saving at very low cost. Access to public assistance programs (e.g., old-age allowance, food aid) also increased significantly, from around 45% to over 90% in some areas, without additional cost to the project. These results demonstrate a strong alignment between the resources mobilized and the outcomes achieved, both economically and structurally. Across C1 to C4, the project's effectiveness reflects the strategic use of local human resources (FDMCs), high-leverage training, consistent budget discipline, and coordination with public service systems. Efficiency remained strong throughout the four cycles, with a clear capacity to generate lasting impact from limited resources. However, improvements remain possible. More proactive reallocation of underspent funds, refined forecasting of recurring costs, and broader economic empowerment tools could have enhanced outcomes without increasing budgets.

In addition, cases of corruption or irregular access to public support were reported, highlighting the need to strengthen community-level social monitoring. These findings are consistent with recommendations from the World Bank (2010) on flexible resource reallocation, the OECD (2018)<sup>4</sup> on transparency and dynamic budget adjustment, and the ADB (2017)<sup>5</sup> on logistics tracking, adaptability, and responsiveness to local needs. Overall, the project represents a model of progressive and adaptive efficiency, while also identifying clear opportunities for further improvement.

### **1.3. Efficiency compared to International Standards**

The Transitional Funding project (C1–C4) demonstrated high financial performance, with budget execution rates ranging from 96% to 100% and an average of 97.4%. This reflects effective planning, allocation, and monitoring, exceeding typical levels reported in comparable programs.

According to the OECD Development Assistance Committee (OECD/DAC, 2018)<sup>6</sup>, a project is considered financially efficient when its budget absorption rate reaches or exceeds 85%, while maintaining consistency between resources used and results achieved. Evaluations by the World Bank (2010; IEG, 2016) and the Asian Development Bank (ADB, 2017) of comparable projects in Southeast Asia show that budget deviations above 10% are common, particularly for logistics, staff costs, and contingency funds. In contrast, the Transitional Funding Project maintained controlled variances across all phases: around 97% execution in C1 (2017–2018), 96% in C2 (2019–2020), 100% in 2021 and 96.8% in 2022 for C3, and 98.8% in C4 (2023). These results point to realistic budgeting and the capacity to adjust during implementation.

In terms of resilience, the project aligns with the recommendations of the Intergovernmental Panel on Climate Change (IPCC), particularly the 2019 Special Report on Climate Change and Land and the Sixth Assessment Report (AR6, 2022)<sup>7</sup>. These documents highlight the importance of strengthening local adaptive capacities through low-cost, high-impact interventions such as community-based savings, practical training, and income diversification (livestock, climate-

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<sup>4</sup> OECD (2018) – *Effective Budgeting and Public Financial Management Reform*.

<sup>5</sup> Asian Development Bank (2017). *Guidelines for the Economic Analysis of Projects*. Manila: ADB.

<sup>6</sup> OECD DAC (2018). *Evaluating Development Co-operation: Summary of Key Norms and Standards*. Paris: OECD Publishing.

<sup>7</sup> IPCC (2022). *Sixth Assessment Report (AR6): Climate Change 2022 – Impacts, Adaptation and Vulnerability*. Geneva: Intergovernmental Panel on Climate Change.

resilient agriculture, access to services). The project applied these principles through the use of FDMCs, local training, targeted provision of productive inputs, and support for access to social services. The IPCC also stresses the value of anticipatory action over costly emergency responses. This was reflected in the project's focus on disaster preparedness training, agroecological practices (e.g. pheromone traps), and efforts to build community resilience.

In addition, a 2020 methodological review by the United Nations Development Program (UNDP) on resilience programs found that the most effective projects are those that efficiently translate financial inputs into multisectoral impacts, particularly in economic empowerment, food security, and adaptive capacity<sup>8</sup>. These are areas in which the project demonstrated tangible and well-documented outcomes.

The performance of the Transitional Funding Project aligns with its internal objectives and compares well with international standards, reflecting core principles of sustainability and adaptation promoted by global institutions. Results across cycles C1 to C4 are consistent with the resources committed, supported by the strategic use of FDMCs, targeted training, sound financial management, and effective coordination with public services. While further gains could be made through improved reallocation of underspent funds, better logistical planning, expanded economic support, and stronger community monitoring, the project offers a strong example of adaptive and efficient implementation aligned with international benchmarks.

## 5. Sustainability analysis

The project's sustainability is assessed using OECD/EU criteria to determine whether its positive impacts endure beyond its duration. Key identified factors ensuring long-term viability include adaptability, institutionalization, achievement consolidation, and stakeholder alignment.

Adaptability and innovation ensure continued relevance and effectiveness, allowing the introduction of solutions such as elevated farming. Institutionalization enhances sustainability by embedding core activities like financial literacy training and legal advocacy into local governance structures. While progress has been made, full integration remains necessary, with community-led efforts such as reforestation and disaster preparedness showing promising engagement.

Long-term success depends on the stability and expansion of achieved outcomes, including improved household incomes and community resilience. Sustained investments in infrastructure, such as water supply and road networks, are crucial to ensuring durability. Strong collaboration with governments, NGOs, and local leaders integrates the initiative with national and community development strategies, reinforcing its sustainability.

Challenges remain in institutionalizing key practices like financial literacy training and disaster preparedness within local systems to guarantee continuity. Reliance on external funding and expertise raises concerns about longevity, necessitating the strengthening of local capacities and the exploration of sustainable financing models. Environmental sustainability efforts require a comprehensive long-term strategy for climate resilience and resource conservation, with greater emphasis on water conservation, reforestation, and climate-resilient agriculture. Addressing these challenges will reinforce the initiative's sustainability, ensuring lasting benefits for the communities involved.

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<sup>8</sup> UNDP (2020). *Evaluation of Resilience Building Programmes in Asia*. New York: United Nations Development Programme.

## D. Conclusion and Perspectives

### I. Best practices for scaling up

This section gives insight into successful strategies that can be replicated or scaled.

#### 1. Use of integrative and progressive approach

**Needs identification process via community-led approaches:** The initiative employs a participatory approach to needs identification, engaging community members in discussions about their challenges and priorities. Tools such as social mapping (poverty maps) and ranking help pinpoint the most vulnerable households and infrastructure. This bottom-up method ensures activities align closely with community needs, fostering ownership and supporting long-term sustainability.

**Cross-sectoral collaboration and integrated approaches:** This model has facilitated the alignment of interventions across key areas such as health, agriculture, disaster management, and education, providing a more comprehensive response to community needs. This multi-dimensional strategy addresses interconnected challenges by considering economic, social, environmental, and legal complementary aspects of development with technical and cross-functional support from the following Friendship sectors: Sustainable Economic Development (SED), Inclusive Citizenship (IC) and Climate Action (CA). Environmental considerations have been integrated to adapt activities to the local context, ensuring the sustainability and viability of supported livelihoods over the long term.

**Community-driven activities:** Empowering communities with the knowledge and tools to navigate legal systems has enabled them to demand their rights and secure equitable access to resources and services. Community leadership has been a cornerstone of this approach, empowering individuals, especially women, to take on leadership roles and advocate for their needs, thereby enhancing the effectiveness of gender-inclusive programming. The progressive inclusion of women in income generation and decision-making, particularly through savings groups and FDMC participation, has produced strong multiplier effects. This should be institutionalized in future program designs. The strategic use of local committees and the leveraging of pre-existing community structures such as FDMCs proved cost-effectiveness. This model can be replicated in new areas by identifying and training similar local governance bodies. By fostering change from within, this approach has strengthened the project's impact and ensured that development efforts are anchored in local capacity and ownership.

**Learning and implementation phases:** The phased learning and progressive implementation of the initiative have been key to its success. Each phase builds upon the achievements of the previous ones, even when applied to different communities. This iterative approach has enabled faster and more efficient scaling. The success observed in C4 within just one year of implementation, compared to other communities requiring two years, can largely be attributed to the experience gained in previous phases, which influenced an adaptive expansion across themes that were synergistic in terms of impact.

## 2. Training and capacity building for sustainable practices

Capacity-building initiatives focus on equipping communities with skills and knowledge that ensure long-term benefits and scalability. Training in livestock rearing and agriculture enables families to sustain and grow their income independently, while knowledge of flood and drought management helps protect assets and enhance resilience to environmental challenges. Practices such as financial literacy helped money management and smarter investments. Additionally, guidance on navigating bureaucratic systems empowers participants to access essential services without exploitation, fostering self-reliance and community development. Women's economic empowerment has laid the foundation for ongoing social change and greater inclusivity using pioneers' women as mentors, models in their families to inspire other families.

## 3. Innovative agricultural techniques and practices

Proven agricultural practices, such as vegetable cultivation, pheromone traps for pest control, and sack gardening, have increased yields, reduced pesticide use, and limited environmental impact. Moisture-controlled seed storage (e.g., ziplock bags) supports year-round production, reducing reliance on external inputs and improving food security. Introducing flood-resistant crop varieties and community gardens has created stable income sources and strengthened social cohesion through collective food production and resource sharing. These practices have also enhanced women's roles within households. To manage shared resources and prevent conflicts, a clear collaboration framework is essential. Integrating disaster preparedness and agroecological practices, such as tree planting and raised beds, into livelihoods has further promoted resilience and sustainability at minimal cost, offering a replicable model for similar settings.

## II. Recommendations

Here are specific suggestions (summarized in **Table 9** at the end of the section) for improving future implementations and the project's outcomes. **Table 10** shows how key findings lead to relevant recommendations. The recommended approaches would benefit from being aligned with specific habits, opportunities, and challenges of the territory. Context-sensitive approaches will ensure that initiatives align with local needs and maximize their effectiveness. We focus on three key areas of recommendation, each with guidance on how to move forward. Priorities will depend on the project's next steps. The proposed approach assumes the project is still underway. Some elements should be assessed by Friendship using ongoing data.

### 1. Strengthening future project design: bridging gaps and building resilience

**To enhance future project design:** It is essential to identify gaps and implement targeted improvements. While existing frameworks recognize risks, they often lack concrete mitigation strategies for challenges such as natural disasters and political instability. Developing clear, actionable plans would enhance resilience and preparedness.

Integrating **qualitative indicators** into the project framework can provide a more comprehensive understanding of its impact. Metrics assessing well-being, empowerment, and social cohesion would complement quantitative data, ensuring that outcomes align with both community needs

and project objectives. Embedding **community feedback mechanisms** within the monitoring and evaluation (M&E) system would further ensure that success is measured not only by statistics but also by real-life experiences.

A **flexible, adaptive monitoring approach** enables continuous adjustments to evolving circumstances, such as economic shifts, climate variability, and global events. Well-designed indicators offer meaningful insights while remaining practical:

- **Market price trends:** Community volunteers and local authorities can track the prices of staple goods (e.g., rice, lentils, oil, vegetables, fuel) to monitor inflation patterns. Comparing these prices over time can help determine whether adjustments in assistance, such as cash transfers or food aid, would strengthen local resilience. Engaging traders and small business owners can provide additional insights, as they often detect supply and pricing shifts before formal reports. Household expenditure surveys can further reveal how families navigate economic changes. This type of monitoring is currently being carried out by the SED program through the Producer and Trader Groups.
- **Food security monitoring:** Beyond measuring food aid distribution, evaluating how many households consistently meet their nutritional needs provides a more accurate picture of food security, enabling better-targeted interventions. This aligns with one of the indicators of the SED program under the new FA 2024–2028: “By 2028, 90% of the beneficiaries take three full nutritious meals per day (including carbohydrates from rice or wheat, plant-based and animal/fish protein, fat from eggs, and vitamins from leafy vegetables).”
- **Disaster preparedness tracking:** Monitoring preparedness efforts should extend beyond counting shelters to include the number of families with evacuation drills and their access to early warning information. Since evacuation planning and warning-system awareness are already covered by the CIDRR projects, this framework should build on those data to capture longer-term readiness and response capabilities. Adopting a broader perspective will strengthen proactive risk reduction. Preparedness tracking will include the percentage of households with updated evacuation plans, participation in quarterly drills, and average lead times from early-warning systems. These indicators will be collected through FDMC surveys and focus group discussions, with local committees gathering the data and the M&E unit analyzing it to inform risk-reduction efforts.

Strengthening monitoring practices through inclusive and adaptive strategies enhances responsiveness and promotes sustained positive outcomes for communities. The project's experience in forming and mobilizing community groups illustrates a practical approach to value chain structuration. Horizontal coordination, where individuals at the same stage collaborate effectively, as seen in community-led road repairs and disaster preparedness, has been successful. Expanding this model to vertical coordination, aligning stakeholders across different stages of the value chain, can further improve cooperation, efficiency, and collective resilience.

**Promote women's leadership with inclusive advocacy:** Advancing women's leadership is fundamental to fostering equity and strengthening the impact of community projects. Recognizing that traditional gender roles can be deeply ingrained, a gradual and strategic approach is necessary to facilitate acceptance. Emphasizing the collective benefits of gender equity ensures broader community support and sustainable progress.

Establishing platforms for women to actively participate in community governance is essential, but meaningful engagement of men and community leaders is equally important in achieving

gender balance. Depending on cultural and social acceptance, Mentorship programs pairing experienced female leaders with men can foster collaboration and shared responsibility. Additionally, strengthening mentorship initiatives that connect experienced female leaders with emerging women can further support leadership development.

Sharing success stories through storytelling can highlight the tangible benefits of gender equity, inspiring broader participation and encouraging more women to take on leadership roles. Financial support and training opportunities also play a crucial role in this empowerment process. Ultimately, As part of the Inclusive Citizenship (IC) program, maintaining the active involvement of men and community leaders is key to creating an environment where women's contributions are recognized and valued, leading to more inclusive and effective community initiatives.

To track progress , define a small set of clear leadership indicators covering: : women's representation on decision-making bodies (share of seats and meetings chaired); their active participation (speaking and voting in assemblies and policy forums); completion rates of leadership and public-speaking training; formal agreements with local authorities ensuring gender-balanced leadership; measures of women's economic and social influence; and community survey scores on acceptance of women leaders.

## 2. Improving project resilience and impact

Ensuring the long-term impact of the project requires a shift toward **decentralization, stronger stakeholder engagement**. Expanding the role of local governments beyond service provision to include capacity building and long-term development planning would enhance accountability and ownership. Mapping actors, who do what, where, and with whom, along with their areas of intervention enables better coordination, prevents partner overload, and reduces duplication. It helps identify synergies, optimize resources, and foster strategic partnerships, ensuring that interventions are complementary, efficient, and aligned with local capacities. Partnerships could involve local NGOs, government agencies, or international organizations with relevant experience in disaster management, social services, or rural development.

Replicating the project with other partners would indeed mean adapting the Transitional Funding model, which would require clear guidelines and capacity-building to preserve its community-driven and integrated approach. While Friendship is currently the only actor implementing such a model in remote areas, involving other partners could enhance sustainability and scale. In the follow-up monitoring and implementation, it is also important to consider internally displaced populations due to the disappearance of their land under water, which increases the pressure in the reception areas, potentially diluting what has already been done there, which reinforces the idea of further strengthening partnerships with other organizations to meet the needs and strengthen the resilience of communities. In addition to revenue-generating activities such as social enterprises and local agricultural cooperatives, a diversified funding model should include community-based financial mechanisms like savings groups and cooperative-run microfinance, along with public-private partnerships to ensure long-term funding. To ensure environmental sustainability and strengthen livelihoods, the project should scale up reforestation and agroecological practices, such as the use of pheromone traps, while linking these efforts to climate finance and environmental grants to support ecosystem-based adaptation and diversify funding sources. In parallel, expanding vocational training through region-specific modules, such as tailoring in the South and agro-processing in the North, and partnering with technical

institutions to offer certification pathways would enhance employability and create stable income opportunities, reinforcing both environmental and economic resilience.

**Knowledge management and inclusive leadership transfer:** Each phase of the project has influenced the next, but one of the main challenges in transitioning from the 2017 Resilience Pilot Project (C1) to the Friendship Autonomy and Resilience Project (FA 2019-2023) lies in effectively integrating the lessons learned. Comprehensive documentation of these experiences is essential to ensure timely mobilization and continuous improvement of future interventions while avoiding repeating the same mistakes and losing valuable information. To achieve this, establishing a structured knowledge management and transfer system accessible to all stakeholders is crucial. This system could rely on digital repositories, periodic review workshops among project teams via intern texts and process reviews, and mentorship programs, promoting the consolidation of acquired knowledge and strengthening strategic approaches. Integrating the "train-the-trainer" model into the mentorship program would facilitate the continuous transfer of knowledge and its adoption by the community. The use of visual aids and storytelling would enhance understanding and simplify the dissemination of information, particularly for individuals with limited literacy. In remote areas where access to legal frameworks is challenging, the establishment of mobile legal aid services in collaboration with govern Community leadership has been a cornerstone of this approach, empowering individuals, especially women, to assume leadership roles and advocate for their needs, enhancing the effectiveness of gender-inclusive programming.

The progressive inclusion of women in income generation and decision-making, particularly through savings groups and participation in FDMCs, has produced strong multiplier effects. This approach should be institutionalized in future program designs. Additionally, the strategic use of local committees and the leveraging of pre-existing structures such as FDMCs proved cost-effective. Community leadership has been a cornerstone of this approach, empowering individuals, especially women, to take on leadership roles and advocate for their needs, permitting the effectivity of Gender-Inclusive Programming. This model can be replicated in new areas by identifying and training similar local governance bodies. This approach has driven sustainable change from within, reinforcing the project's impact and ensuring that development efforts are rooted in local capacity and initiative. Governmental authorities could provide better access to rights and available resources.

The transfer process also extends to the investments and infrastructure developed through the project. Leveraging existing community management committees is key to ensuring the sustainable use of collective resources such as irrigation pumps, wells, and storage facilities. These committees could implement modest usage fees, with funds reinvested in maintenance and repairs, ensuring the long-term functionality of the infrastructure. So, it is important to foster partnerships with local institutions and establish with all stakeholders clear transition plans to gradually shift leadership and management responsibilities to community-based organizations.

The distribution of leadership within the community is another critical issue. While the involvement of influential local figures has fostered trust, excessive centralization of decision-making can marginalize certain voices. This imbalance may lead to gaps in assessing actual needs and reduce the effectiveness of implemented actions. It is therefore essential to adopt a more inclusive governance approach, ensuring equitable representation of all stakeholders in decision-making processes.

**Communication and feedback mechanisms:** Establishing structured communication mechanisms tailored to the project's context is vital, especially in remote areas. These may

include community reports and intermediary networks, facilitating information exchange and project follow-up. The use of SMS, already implemented in Bangladesh for early warning alerts during natural disasters, presents an opportunity to introduce an SMS-based reporting system where mobile access is available. The efficiency of such a system depends on the frequency of feedback, the responsiveness of decision-makers, and the ability to translate expressed concerns into concrete actions. By facilitating communication between communities and decision-making bodies, this mechanism would enhance the responsiveness and adaptability of field interventions.

**Aligning resource planning with livelihood strategies:** Economic activities should match the local value chain, from production to distribution and final consumers. They must also fit the available resources, market opportunities, and environmental conditions. If needed, conditions for long-term viability should be created. Testing initiatives on a small scale before expanding helps assess their effectiveness and make necessary adjustments. For example, livestock farming with cattle and goats are beneficial, but it requires fodder availability, veterinary care, and household management capacity. For low-income families, poultry or small ruminants stay more practical due to lower costs and shorter production cycles. Success depends on market access, skills availability, and environmental factors. In flood-prone areas it can generate income, but it requires reliable market links, technical knowledge, and disease control. Vocational training programs tailored to local labor market demands are key to reducing economic vulnerability. Participatory feasibility studies help assess not just economic and environmental factors but also cultural and social acceptance to ensure long-term adoption. Innovative, context-specific solutions are also key. In flood-prone regions, floating vegetable gardens using water hyacinth and bamboo can support food security and livelihoods during flood seasons.

### 3. Strengthen climate resilience

**Expandable cyclones shelter promotion:** Cyclone shelters and embankment dams are essential in the South (coastal region) but insufficient due to population growth and worsening environmental crises. Current shelters cannot accommodate all community members during emergencies. To address this, an option is to develop expandable cyclone shelter models using local materials and train communities to build and maintain them. The *Standard Guideline for Rural Housing in Disaster-Prone Areas of Bangladesh*<sup>9</sup> provides solid and adaptable shelter models. However, to fully meet emergency needs, they should incorporate scalable capacity, essential services, and clear community functions, ensuring both physical and functional expandability. This would provide safe refuge during extreme weather while strengthening local resilience

**Addressing water scarcity:** Water shortages during droughts significantly hinder agricultural productivity and daily life. Solutions include introducing irrigation systems tailored for drought conditions as developed in another Friendship project, developing rainwater harvesting infrastructure to store water for agricultural and household use, and promoting drought-resistant crops. Providing training on water management technologies to optimize usage during dry periods can further mitigate the impacts of water scarcity and enhance resilience.

**Addressing rapidly evolving environmental conditions:** This requires community-led early warning systems integrated with local governance structures, aimed at strengthening local

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<sup>9</sup> <https://preparecenter.org/wp-content/uploads/2020/10/24BD02-Publication-housing-guidelines-1.pdf>

knowledge and practices to develop effective disaster warning strategies and promote sustainable ecosystem conservation. In the context of another project, Friendship has recruited and trained Community Flood Volunteers in the north who are specially trained for early warning, search and rescue, first aid, etc. Local communities can build grassroots warning networks, using low-tech signals like bells to alert neighbors to rising waters, while at the same time deploying SMS broadcasts to notify wider audiences. These bottom-up, community-driven alerts can feed into a national early-warning initiative that taps high-resolution satellite data, marrying on-the-ground vigilance with global remote sensing. In fact, a current research project is already exploring global monitoring streams to create a more responsive, integrated early warning system. Adopting drought- and flood-resistant crops helps protect livelihoods, while solar energy mitigates the impact of power outages and enhances community resilience. Planting mangroves and native trees adapted to local soil and climate is essential for erosion control, but it is equally important to prioritize species with economic benefits. Fruit trees, for instance, can generate additional income while supporting biodiversity. To maximize environmental and economic benefits, selecting species suited to local conditions is very important

*Table 9: Context-Sensitive recommendations matrix by priority, timeline, and lead*

Theme	Recommendations what do?	Priority	Timeframe	Lead	Co-Lead/ Responsible	Success Metric	Review Cycle	Region
<b>Project Design &amp; M&amp;E</b>	1-Develop concrete risk-mitigation plans	High	Short (0-6 mo)	Project design Team	M&E Unit / FDMCs	Risk plans approved by Month 6	Quarterly	All zones
	2-Embed qualitative indicators & feedback loops	High	Short (0-6 mo)	M&E Unit	Community Volunteers	3 qualitative indicators tracked monthly	Quarterly	All zones
<b>Decentralization &amp; Governance</b>	3-Map all actors & roles to optimize coordination	Medium	Medium (6-18 mo)	Coordination Unit	Local Government Institutions	Complete actor map by Month 12	Semi-annual	All zones
	4-Formalize FDMC/CSG mandates with local authorities	High	Short (0-6 mo)	Inclusive Citizenship Team	Union Parishads / FDMCs	5 MoUs signed by Month 6	Quarterly	All zones
<b>Climate Resilience</b>	5-Scale modular cyclone shelters using local materials	High	Medium (6-18 mo)	Climate Resilience Team	FDMCs / Community Builders	3 shelters retrofitted by Month 18	Annual	Coastal

	6-Introduce rainwater harvesting & drought crops	Medium	Long (>18 mo)	Agriculture & Water Team	Village Water Committees	5 pilot sites functional by Year 2	Annual	Northern
Livelihoods & Finance	7-Pilot diversified livelihoods (e.g. poultry, aquaculture)	Medium	Medium (6–18 mo)	Livelihoods Team	Community Savings Groups	3 pilot models evaluated by Month 12	Semi-annual	All zones
	8-Establish community contingency fund	Medium	Short (0–6 mo)	Finance & Savings Unit	FDMCs / CSGs	Fund seeded with €10 k by Month 6	Quarterly	All zones
Knowledge & Learning	9-Create digital repository & “train-the-trainer” workshops	Medium	Short (0–6 mo)	KM Unit	Project Teams	Repository live + 2 workshops held	Semi-annual	All zones
Gender & Inclusion	10-Define & track women’s leadership indicators	High	Short (0–6 mo)	Inclusive Citizenship Team	FDMCs / FCSGs	Indicators baseline + quarterly updates	Quarterly	All zones
	11-Share success stories to engage men & leaders	Medium	Ongoing	Communications Unit	Male Champions Network	4 story campaigns published annually	Annual	All zones
Partnerships & Scale-Up	12-Forge multi-sector partnerships (NGOs, private, LGIs)	Medium	Medium (6–18 mo)	Partnership Team	Lead Partners	3 new partnerships formalized	Semi-annual	All zones
	13-Adapt model with other actors for geographic scale-up	Low	Long (>18 mo)	Scaling Unit	New Partner NGOs	Pilot in 2 new districts by Year 3	Annual	All zones

Table 10: From key findings to recommendations

Short finding statement	Recommendation
FDMCs active; 48 formed C1 plus 60 more C3 with 50 % women	Formalise FDMC/CSG mandates with Union Parishads (Rec 4)

72.9 % households report higher income: 82.5 % hold $\geq$ 2 income sources	Pilot diversified livelihoods (Rec 7) & establish contingency fund (Rec 8)
Budget absorption 97 %; underspends in contingency/admin.	Develop risk-mitigation plans. Include dynamic protocols for re-allocation of resources (Rec 1)
Early marriage rate down from ~80 % to ~30 % 2017–23	Define & track women’s leadership indicators; share success stories (Rec 10)

# Annexes

## Annex A: Informed consent form

### Informed consent

I hereby confirm that I have received information about the purpose of the study and its implementation of the interview. I have also understood the information given to me. I hereby give my consent to participate in the study, which means being interviewed during audio recording. I understand that my participation is voluntary, which means that I can withdraw from the study at any time without further explanation.

~~অমি নিশ্চিত কৰে যে অমি এই গৱেষণাৰ উদ্দেশ্য এবং সম্বন্ধকাৰীৰ বাতৰিৰ সন্দৰ্ভত অবগত। যে তথ্য প্ৰদান কৰা হৈছে তা অমি বুজি পোৱা হৈছে। অমি এই গৱেষণাৰ অমিৰ সন্মতিকৰণ অধিগ্ৰহণ কৰাৰ জন্ম সন্মতি প্ৰদান কৰিছ। অমি এও জনি যে অমিৰ অংশগ্ৰহণ বেচৰকাৰীকৈ হ'ব, য'ত অমি যি কোনো সময়ে কোন বাধ্যবাধীকৈ নিজকে অধ্যয়নৰ পৰা প্ৰত্যাহাৰ কৰিব পাৰে।~~

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Date

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#### Clarification of the Signature

The purpose and the implementation of the study have been explained by us, the undersigned. The participants has given us approval to conduct the interview. The participant has also received a copy of "Information to participants".  
~~গৱেষণাৰ উদ্দেশ্য এবং বাতৰিৰ সন্দৰ্ভত তথ্য কৰা হৈছে, নিম্নো ব্যক্তিৰ অংশগ্ৰহণকাৰীৰ সন্মতিকৰণ প্ৰতিষ্ঠাপন কৰাৰ জন্ম অমিৰ অনুমতি দিয়া হৈছে। তাৰা প্ৰত্যেক "অংশগ্ৰহণকাৰীৰ নিৰ্দিষ্ট তথ্য প্ৰদান" সন্মতিত একটা অনন্যৰিপি পোষণ কৰে।~~

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## Annex B: Interview guide for Friendship staff

<b>Target: Workers of Friendship NGO</b>	
<b>Designs, Approaches, Implementation Strategies</b>	
How did you identify the community's needs?	This question is fundamental to ensure that the interventions are based on accurately assessed needs, aligning with the project's commitment by understanding the specific requirements of the community.
How were these needs used in designing the project?	This ensures that the project's initiatives are tailor-made to address the identified needs, reflecting an approach that is both responsive and strategic.
Who did you work with in designing the project and how?	Collaboration is essential in multisector projects. Understanding who was involved in the design (e.g., local leaders, other NGOs, government agencies) and their roles helps understand the project's capacity.
Can you give examples of adjustments you made during the project?	This question assesses the project's flexibility and responsiveness to evolving needs during implementation.
<b>Participation, Collaboration, Partnerships, and Community Engagement</b>	
How has this collaboration influenced the project's outcomes?	Reflects on the effectiveness of partnerships and community engagement, crucial for successful mobilization.
How did you work with other departments on the project?	Critical for assessing internal collaboration, which impacts the project's ability to offer integrated services across its six sectors.
How did you feel (working with others)?	This personal reflection can provide insight into the team's morale and engagement, indirectly reflecting the project's health and sustainability.
How many strategic partnerships were formed in the project?	Strategic partnerships are vital for enhancing economic opportunities and supporting sustainable economic development initiatives.
<b>Results and Impact</b>	
Can you give examples of changes you observed in the beneficiary communities?	Directly relates to the project's goals crucial for gauging the tangible impact of the project.
<b>Monitoring and Evaluation</b>	
How did you evaluate the project?	It's important to understand the methods used in evaluating training effectiveness, financial support impact, and the success of mobilization efforts.
How confident are you in the evaluation (Likert scale) and why?	Assesses the reliability of the evaluation methods used, which is critical for future planning and continuous improvement.
Not at all confident /_/ A little confident /_/ Moderately confident /_/ Quite confident /_/ Very confident /_/	
<b>Sustainability of Project Achievements:</b>	
How does your department ensure that the initiatives developed continue to function beyond the project?	Understanding the long-term impact and sustainability of the training, financial support, and community engagement efforts.

<b>Challenges Encountered and Responses</b>	
What were the main challenges encountered in implementing your programs?	Identifies obstacles in the context of diverse sectors such as health, education, and economic development. (could be subject to a PRA as well)
How did you overcome these challenges?	Provides insights into the project's resilience and adaptability, crucial for future strategy formulation.
<b>Prospects for Improvement :</b>	
What have you learned from the project that you can apply to future projects?	Key for continuous learning and application of best practices in future interventions.
What are your plans going forward?	This question aims to gather insights into future strategic directions and ongoing commitment to community development.

## Annex C: Interview guide for community

<b>Target: Community members</b>	
<b>General experience</b>	
What changes, if any, have occurred in your community since the project began?	This question aims to capture broad changes in the community, providing an overview of the immediate effects of the project, whether positive, negative, or neutral.
Which intervention of the project has had the most significant impact on you or your community, and in what ways?	Identifying which interventions were most impactful helps to understand which aspects of the project were most beneficial or transformational from the community's perspective.
<b>Economic Condition Improvements</b>	
How has your life changed since the project started, including any changes in your livelihood and access to social and government services?	This helps gauge the socio-economic impact of the project, including improvements in living standards and access to necessary services.
How would you describe the change in your monthly earnings since your participation in the project?"	Understanding changes in income levels post-project can indicate the project's effectiveness in economic empowerment.
Options: Decreased / Stayed the same / Increased slightly / Increased significantly	
How many new income-generating activities have you started as a result of the project?"	Knowing the number of new economic activities started as a result of the project helps measure its success in fostering economic development and sustainability.
Options: None / One / Two / More than two	
<b>Access to Governmental, Financial, and Social Services</b>	
Can you describe any changes in your access to government services or support since the project started, and provide examples?	This question assesses the effectiveness of the project in improving integration with or access to governmental support, crucial for long-term sustainability.

Have there been changes in your access to social services since the start of the project? Please describe these changes and how they have affected you.	Changes in access to social services reflect the project's reach and effectiveness in addressing social needs and enhancing community welfare.
<b>Resilience and Disaster Response Capability</b>	
How would you describe the impact of the project on your ability to manage environmental and economic challenges? Please rate this impact on a scale of 1 to 5, where 1 indicates no impact and 5 indicates a significant impact.	Evaluating the project's impact on the community's resilience helps understand its effectiveness in preparing community members to handle environmental and economic crises.
Since the project ended, have you encountered any environmental challenges such as floods or droughts? If so, how did you address these issues, and did the project contribute to how you managed them?	Insights into how recent environmental challenges were managed post-project reveal the practical application and relevance of the project's interventions in real-life scenarios.
<b>Long-term Benefits</b>	
From your perspective, which aspects of the project do you think will have lasting benefits for your community?	Identifying elements of the project with enduring benefits helps highlight successful strategies or interventions that should be continued or replicated in future projects.
<b>Utilization of Acquired Knowledge or Skills</b>	
How frequently do you use the skills or knowledge you acquired from the project?"	Understanding how often the skills or knowledge from the project are used can indicate the utility and relevance of the training or education components of the project.
Options: Rarely / Occasionally / Frequently / All the time	
<b>Project Improvements</b>	
Are there aspects of the project that, in your opinion, could be improved to better serve the community's needs in the future?	Gathering feedback on potential improvements ensures that future projects are more effectively tailored to meet community needs, enhancing overall outcomes.

## Annex D: Interview guide for local government agencies

<b>Target: Governmental services</b>	
<b>Role and Contributions</b>	
Could you describe your role and involvement in the project?	Understanding the specific roles and responsibilities of government representatives helps clarify their level of involvement and the scope of their contributions to the project.
<b>Collaboration with Friendship</b>	
How would you describe your collaboration with Friendship in the Transitional Fund project?	Evaluating the nature of collaboration with the NGO, Friendship reveals how effectively government and non-governmental organizations can work together, including the strengths and weaknesses of such partnerships.
What were the strengths and challenges of this collaboration?	
Can you provide specific examples or reasons that influenced the nature of your collaboration with Friendship?	
<b>Interactions with Other Stakeholders</b>	

Who else did you work with on this project and how did these interactions impact the project's outcomes?	Identifying other stakeholders that the government worked with on the project helps map the network of collaboration and understand the multiplicity of influences on the project's outcomes
<b>Synergies and Complementarities</b>	
Can you share examples where synergies or complementarities were observed among different collaborators in the project?	Discussing synergies and complementarities can highlight successful interactions and integrations among different stakeholders, showcasing effective teamwork and resource utilization.
<b>Areas for Improvement</b>	
What aspects of these collaborations could be improved?	This question helps identify gaps and challenges within the collaborative efforts, providing a foundation for future improvements in similar projects.
<b>Successes in Collaboration</b>	
In what ways were these collaborations successful? Could you provide specific examples?	Understanding what made certain collaborations successful provides valuable lessons that can be replicated in future projects, enhancing effectiveness and efficiency.
<b>Community Engagement</b>	
How do you assess the engagement of the target communities within the project?	Assessing how government bodies view community engagement within the project helps evaluate the effectiveness of outreach and participation strategies.
<b>Strategic Partnerships</b>	
How many strategic partnerships were formed during this project, and how have they contributed to the project's outcomes?	Quantifying and discussing the impact of strategic partnerships formed during the project helps measure how these alliances contributed to achieving project goals.
<b>Evaluation of Collaboration Processes</b>	
How would you evaluate the processes and results of working with Friendship and other partners in this project?	This question aims to gather an overall evaluation of the collaboration processes from a governmental perspective, including both the procedural aspects and the results, offering a holistic view of the project's implementation and outcomes

## Annex E: Indicator of economic change and resilience

How has your monthly income changed since the start of the project?	C1	C2	C3	C4	C1%	C2%	C3%	C4%
Significantly increased	29	43	28	8	26,13%	37,39%	25,69%	16,67%
Moderately increased	58	61	72	27	52,25%	53,04%	66,06%	56,25%
Increased slightly	23	10	8	13	20,72%	8,70%	7,34%	27,08%
Empty	1	1	0	0	0,9%	0,87%	0	0
Stayed the same	0	1	1	0	0	0,87%	0,92%	0
<b>Total</b>	111	115	109	48	<b>100,00%</b>	<b>100,87%</b>	<b>100,00%</b>	<b>100,00%</b>
How many new sources of income have been created by the project?	C1	C2	C3	C4	C1%	C2%	C3%	C4%
One	23	31	16	8	20,72%	26,96%	14,68%	16,67%
Two	47	57	49	22	42,34%	49,57%	44,95%	45,83%

More than two	40	24	41	18	36,04%	20,87%	37,61%	37,50%
None	1	3	3	0	0,90%	2,61%	2,75%	0
Total	111	115	109	48	100,00%	100,00%	100,00%	100,00%
<b>How would you describe the impact of the project on your ability to address environmental and economic challenges?</b>	<b>C1</b>	<b>C2</b>	<b>C3</b>	<b>C4</b>	<b>C1%</b>	<b>C2%</b>	<b>C3%</b>	<b>C4%</b>
Very high impact	27	54	16	9	24,32%	46,96%	14,68%	18,75%
High impact	51	30	60	19	45,95%	26,09%	55,05%	39,58%
Moderate impact	26	3	28	19	23,42%	2,61%	25,69%	39,58%
Slight impact	7	28	5	1	6,31%	24,35%	4,59%	2,08%
Total	111	115	109	48	100,00%	100,00%	100,00%	100,00%
<b>How often do you use the skills or knowledge gained from the project?</b>	<b>C1</b>	<b>C2</b>	<b>C3</b>	<b>C4</b>	<b>C1%</b>	<b>C2%</b>	<b>C3%</b>	<b>C4%</b>
All the time	41	46	34	14	36,94%	40,00%	20,86%	29,17%
Frequently	55	58	66	26	49,55%	50,43%	40,49%	54,17%
Occasionally	15	9	9	8	13,51%	7,83%	5,52%	16,67%
Rarely		2	54			1,74%		
Total	111	115	163	48	100,00%	100,00%	66,87%	100,00%

## Annex F: Community data qualitative analysis

[https://docs.google.com/spreadsheets/d/1Qz4ez0q9xxT-BSLKc8CpApRyBb\\_O9jzSafzVZvgZuCU/edit](https://docs.google.com/spreadsheets/d/1Qz4ez0q9xxT-BSLKc8CpApRyBb_O9jzSafzVZvgZuCU/edit)